

make folder
"Governance" file 1-1

REPORT of the COMMITTEE on GOVERNANCE

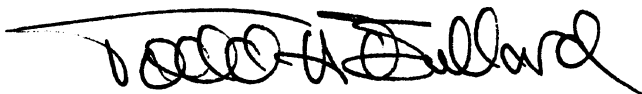
12/13/71

INTRODUCTION

Governance has been a major concern among colleges and universities for much of the past decade. There has been a great deal of dissatisfaction with the typical hierarchical structure of higher education, and continuous urging of a greater faculty and student voice in decision making. Many institutions have responded to these currents of opinion, but no structural remedy which would at once broaden the distribution of power and permit rapid and flexible response to the problems of higher education has been developed. Structure aside, however, some institutions seem to have done better than others in satisfying faculty and student desire for significant involvement in institutional affairs while preserving the essentials of central leadership.

At RIT, students and faculty have for some time been able to express themselves through various agencies, including the existing Policy Committee, but the latter body has functioned without formal charter and without a clear definition of responsibility. Consequently, it would seem that the time has come to develop a formal means of assuring that the useful insights and expertise of students and faculty find expression in the process of policy making.

The Committee on Governance has devoted much time to the development of recommendations intended to improve, strengthen, and legitimize the Policy Committee. These recommendations are not offered with the thought that they necessarily represent the best approach to governance, but more nearly in the spirit that they suggest what may be possible and workable and may through time and practice lead to a better system of governance for the Institute.

A handwritten signature in black ink, appearing to read "Todd H. Bullard", with a horizontal line drawn above it.

Todd H. Bullard
Provost and Chairman, Committee on
Governance

I SCOPE AND NATURE OF COMMITTEE WORK

Establishment and Charge

The Committee on Governance was appointed by President Miller on April 6, 1971. The Committee was requested to undertake the following tasks:

1. study and make recommendations as to the scope and nature of the authority of the Policy Committee and its procedures;
2. study and make recommendations with regard to the desirable size, composition, and term of office of members of the Policy Committee;
3. study and recommend ways to improve the process of development of new curricula and the means of changing existing programs of study, giving particular attention to such structures as the various college curriculum committees, the Intercollege Curriculum Committee, and the Graduate Council;
4. review and make recommendations with regard to the interrelationships of Faculty Council, Student Association and the Policy Committee.

The following persons were appointed to the Committee:

Faculty and Administration

Todd H. Bullard, Chairman
Andrew J. Dubrin
Robert A. Ellson
Lothar K. Engelmann (replaced Jerry
D. Young)
Frederick Gardner
John Humphries
Robert H. Johnston
Laurence Lipsett
Stanley McKenzie
Elizabeth O'Brien
Albert Rickmers
Thomas Wallace

Student Members

Stephen Esser
Michele Fernaays
Martin Levy
Keith Taylor

Limitations and Organization

At the outset it should be made clear that the Committee did not undertake a comprehensive study of governance in all its dimensions at R.I.T. Such a project would necessarily begin with the Board of Trustees and continue through the structure of the colleges and other agencies of the campus. Rather, the Committee centered its attention upon the Policy Committee and the ways in which the organization and functions of that body could be rationalized and brought to serve the institution in the most effective ways.

One portion of the Committee's work remains uncompleted. A subcommittee is now at work developing explicit recommendations with respect to ways to improve the process of development of new curricula and the means of changing existing programs of study. This report should be forthcoming by February 1. In the interim, it was thought appropriate to release such work as the Committee had completed.

The Governance Committee began its work in April of 1971. A total of eight meetings of the full committee were held, most of which were marked by discussion extending for several hours. In addition, eight subcommittees were appointed, and these groups engaged in much study and debate of matters ranging from the practices of other institutions to details of the recommendations in this report. The committee has amassed a substantial body of reports and a record of its meetings has been kept for future reference as necessary.

The Committee has investigated other studies of governance at RIT. In addition, Dr. Edward Todd, Vice President for Instructional Development and Planning, who had been involved in a previous governance study, shared his experience with the Committee. President Miller met with the Committee for an extended discussion of his views. Mr. James Buchholz, Vice President for

Business and Finance, also met with the Committee during a discussion of representation of non-academic groups on the Policy Committee.

The governance structures of seven other colleges and universities somewhat comparable to RIT were investigated by a subcommittee. The conclusion of this investigation was that these institutions had little for RIT to emulate, and that the Institute would be well-advised to look to its own traditions and background in attempting to revise the Policy Committee.

Among the study resources of the Committee was a substantial collection of general reports dealing with governance, including most of the major works produced during the past decade.

II MAJOR ISSUES

The Committee's proceedings were marked throughout by full and candid discussion of major issues and a host of details implicit in the nature of the project. Not all matters of contention can be summarized here. However, it is appropriate to mention some of the concerns which proved to be especially difficult to resolve.

First, there was a broad question as to the proper functions of a body like the Policy Committee. Should it concern itself with all kinds of issues across the institution? Should it confine itself largely to academic matters? Should there be priority ranking of concerns? Eventually it was concluded that attention should focus on matters of basic educational importance. These were assumed to be planning, the setting of goals, and consideration of certain curriculum matters. It was thought that these functions would consume most of the time of the Committee. However, as Article I of the Bylaws suggests, other matters, too, may come before the proposed new body.

A second issue was whether the new body should be advisory to the president or legislative in nature. Some members of the Committee felt that

an agency with legislative character, i.e., "law" making powers, might have more standing and influence within the institution. This debate tended to take on semantic overtones. The charter of RIT places the "business, property and affairs" of the Institute in the hands of the Board of Trustees. Consequently, this body has exclusive legislative powers in any legal sense. Thus, whether the Policy Committee is said to function in a legislative or advisory capacity would seem to make little difference; in any formal definition the body can only be advisory. It is true that practice may be quite different from legal form, and the "advice" of an academic body may have the force of "legislation". Indeed, it is difficult to believe that any governing board or president would wish to reject the collective judgment of faculty, administration, and students on very many questions. The Committee, therefore, has suggested that the new agency function in an advisory capacity to the president in the confident belief that this advice will receive the most careful and sympathetic consideration.

A third major concern centered upon the groups and individuals to be represented in the revised Policy Committee. There was little disagreement on the matter of representation of students, teaching faculty, and major administrators. However, some committee members took the view that Institute personnel currently excluded from Policy Committee representation (e.g., administrative, clerical, and maintenance staff) might usefully serve on the Policy Committee. It was suggested that a council of such persons be established along the lines of the Faculty Council. This view was rejected by the Committee on the grounds that a formal organization of staff and general employees is not required, although they should have means of expressing themselves through the existing structure of the Institute. It appears that opportunities for such expression do in fact exist. Moreover, since the proposed new Policy Committee is to have its primary emphasis upon academic matters, it was thought that direct representation should be confined to students, faculty, and certain administrators whose basic

responsibilities lie in the academic precincts. But the Committee also suggests that in making appointments to the various subcommittees specified in the proposed Bylaws, the president give appropriate consideration to the expertise which members of the staff not formally represented on the new body might bring to study efforts and procedures.

The size of the proposed new committee was a source of some concern and acted as a limiting factor when principles of representation were discussed. In order to permit a measure of informality and the opportunity for members to speak freely, it was thought that the new group should be small in numbers. At the same time there was consensus that there should be approximately equal number of students, faculty, and administrators in the body. Consequently, the addition of an administrative staff person would imply two other additions: a student and a faculty member. In these circumstances it became necessary to draw the representational lines more rigidly than would perhaps have been done otherwise.

A fourth issue considered by the Committee was the means of choosing the persons to serve on the Policy Committee. In the case of administrators, the matter was simple enough; their positions would provide the means of identification. Faculty and students were not so easy. Should they be elected at large? On what basis? Finally the view prevailed that faculty should be chosen through the instrument of the Faculty Council and students through the Student Association and the Evening Student Association. These mechanisms may be less than perfect, they may encourage a certain cliquishness, but the new responsibility might also lead to heightened maturity. The risk, in the Committee's view, is worth taking.

The last major issue had to do with the means of appointing the various subcommittees suggested in the Bylaws. Some Committee members thought that it was inappropriate for the president to exercise this function. Viable

alternatives were not discovered. To have the three constituent elements (faculty, students, and administration) choose the membership independently would seem to encourage cliques; to have nominations from the general membership would be cumbersome and perhaps not fully productive of placing the right person in the proper committee assignment. Ultimately it was agreed that the president should make the appointments. He may wish to consult with the membership in this matter; in any case the president's designees are subject to confirmation by the full membership of the proposed body.

III SUMMARY OF PROPOSED BYLAWS

No summary can be a substitute for a careful reading of the Bylaws. What follows is simply an attempt to express intentions and broad thrusts of the proposed new council.

The Bylaws suggest a kind of academic council serving in an advisory capacity to the president of the Institute. The body would devote itself primarily to institutional planning, the setting of goals, and certain curriculum leadership functions. The group would also serve an integrative and communicative function in a diverse institution.

The functions have been deliberately limited in order to permit concentration upon matters of fundamental importance. Clearly no group or individual can give attention to the total spectrum of institutional activities.

The new body would introduce the positive benefits of faculty and student contributions to policy making and encourage debate and dissemination of information. It would help to alleviate communications deficiencies. A Council committee structure is proposed consistent with the basic activities to be undertaken. These committees would be the study mechanisms of the parent body and its means of outreach into the structures and groups of the larger institution. A steering committee would set the agenda and act as a coordinating force.

The Bylaws look toward a body founded on mutual trust and good will. The powers and responsibilities specified in the Bylaws frequently are couched in general language. The intention is to play down legalisms and encourage an evolutionary growth of a responsible, mature, academic council.

IV RECOMMENDATIONS

The Committee makes the following recommendations:

1. Adopt the proposed Bylaws.
2. Adopt the term "Policy Council" to identify the body established in the Bylaws.
3. Permit students who serve on the Policy Council to earn up to six credit hours through a combination of Council work and a formally organized academic exposure supervised by the College of General Studies.
4. Recognize that the Faculty Council and the Student Association bear no necessary relationship to the Policy Council except that of helping to choose its members.

ROCHESTER INSTITUTE OF TECHNOLOGY

THE POLICY COUNCIL

PREAMBLE

The Policy Council of the Rochester Institute of Technology is essentially an organization of the academic community focusing upon matters of fundamental educational importance. Since priorities must of necessity be established, the work of the committee is centered upon planning, the setting of goals, and consideration of aspects of the educational program.

The structure outlined in the accompanying BYLAWS provides wide representation of the principal academic elements of the Institute. Members of the Council are called upon to operate in an atmosphere of mutual trust, good judgment, and concern for the broad interests of the Institution, and not to seek the advancement of mere parochial interests.

Careful study, reasoned debate, and the principles of tolerance are taken to be high among the essential attributes of an institution of higher education. Therefore the BYLAWS point toward the resolution of differences, calm deliberations, and open communication; all of this is designed to produce the information and broad consensus necessary to effective leadership.

The Policy Council constituted here should evolve with changing times and circumstances so that its influence may always enhance the interests of the Rochester Institute of Technology.

12/1/71

BY - LAWS

THE POLICY COUNCIL

ARTICLE I

FUNCTIONS AND PURPOSES

The Policy Council shall act in the following ways:

Section 1. General Functions and Purposes

- A. To serve in an ^{deliberative, quasi-legislative} ~~advisory capacity~~ to the president in the development of policy, particularly in the areas cited in this article.
- B. To clarify and focus study resources of the Institute upon issues raised by members and constituent elements of the committee.
- C. To serve as an integrative force by bringing together diverse elements of the Institution.
- D. To act as a forum through which current and continuing issues of higher education can receive mature discussion and through which members may help to create the contextual framework within which all policy will be formed and administrative actions taken.
- E. To act as an agency of multi-directional communications among members and constituent elements of the Institute.

Section 2. Specific Functions and Purposes.

- A. To monitor long range planning activities on a continuing basis.
- B. To develop and refine on a continuing basis a statement of educational priorities, including basic objectives of the Institution.
- C. To recommend broad new curriculum departures, especially those of an inter-college nature, and broad curriculum modifications.
- D. To initiate studies of student, faculty, staff, and administrative attitudes and opinions and suggest responses to the concerns identified in such studies.
- E. To call upon constituent elements of the committee to engage in self-criticism and self-study as circumstances and events may warrant.
- F. To furnish advice to the president of the Institute on such matters as he may suggest.

ARTICLE II

MEMBERSHIP AND MEETINGS

Section 1. Numbers of Members and Representative Nature

The Council shall consist of a group of members ex officiis and 37 voting members.

- A. Serving ex officiis shall be one member of the Board of Trustees and the officers of the Institute other than the president and the provost.
- B. The voting members shall comprise the president, the provost, and the deans of the following organizations: Admissions and Records, College of Business, Complementary Education, College of Continuing Education, College of Engineering, College of Fine and Applied Arts, College of General Studies, College of Graphic Arts and Photography, National Technical Institute for the Deaf, College of Science, School of Applied Science; twelve members of the faculty and staff, consisting of the chairman and vice-chairman of the Faculty Council and ten other persons chosen through the Council; and twelve students, consisting of the president of the Student Association, the president of the Evening Student Association, three students chosen through the Evening Student Association, and seven students chosen through the Student Association.

Section 2. Selection and Term of Office

- A. The institutional officers and deans serving as members of the Council shall hold their offices by virtue of their positions and shall serve continuously on the committee.
- B. The twelve faculty and staff members serving on the Council shall be selected from the membership of the Faculty Council and shall consist of the chairman and vice-chairman of Faculty Council, plus one member from each of the following: College of Business, College of Continuing Education, College of Engineering, College of Fine and Applied Arts, College of General Studies, College of Graphic Arts and Photography, College of Science, National Technical Institute for the Deaf, and two members from the other areas represented on the Faculty Council but not included in the above eight colleges.

1. Members of faculty and staff serving on the Policy Council shall be chosen for one-year terms. They may succeed themselves on the Policy Council.
 2. The method of selection shall be as follows: No later than April 15 of each year, each of the above eight colleges will hold a faculty meeting to elect a Policy Council representative from among that college's Faculty Council representatives. The dean of the college or his designated representative will preside. Procedures for nomination and voting will be established by each college, but the elected representative must receive a majority vote of the entire college faculty. In the case where two representatives are chosen from areas other than the above eight colleges, the chairman of Faculty Council shall convene a meeting no later than April 15 of all persons from these areas with faculty rank or its equivalent. All of the Faculty Council representatives from these areas shall be eligible for nomination, and the procedures for nomination and voting shall be established at that meeting. Each of the two elected representatives must receive a majority vote of all eligible voters.
- C. Student members of the Council in addition to the president of the Student Association and the president of the Evening Student Association shall be chosen through these organizations in the numbers specified in Article II, Section 1. B. No more than two students of the group to be chosen by the Student Association may be enrolled in any single college of the Institute. Students shall be elected in the following manner:

[Proposal to be developed by the student bodies.]

Student members may succeed themselves on the Policy Council.

Section 3. Vacancies

Vacancies in the membership of the Policy Council shall be filled through the due procedures of the administration, the Faculty Council or the student organizations, depending upon the constituent element in which a vacancy occurs.

Section 4. Meetings

- A. Regular - Regular meetings shall be held once monthly, September through June, at a time and place to be determined by vote of the membership.

- B. Special - Special meetings may be called for extraordinary reasons by the Steering Committee, the chairman, or upon petition of one-third of the membership directed to the chairman.

Section 5. Note of Meetings

The chairman shall provide notice to each member as to the time and place of all meetings as far in advance as practicable.

Section 6. Quorum

A quorum is required for the conduct of business. A quorum shall consist of a simple majority of the total membership.

Section 7. Order of Business

The order of business at each meeting shall be determined by the Steering Committee (see Article II). However, a majority of those present may introduce items for consideration after regular agenda matters have been resolved.

Section 8. Chairman

The chairman of the Policy Council shall be the president of the Rochester Institute of Technology. In his absence, the provost shall serve as chairman.

Section 9. Procedures.

- A. The majority of those members present shall decide any questions before the meeting.
- B. Robert's Rules of Order shall be used as a guideline in the conduct of meetings.

ARTICLE III

THE STEERING COMMITTEE

Section 1. Members

A. Selection and Term

Members shall be nominated annually by the chairman of the Policy Council and approved by the membership of the Policy Council. Members shall serve a term from September through August and may succeed themselves.

Members need not belong to the Policy Council.

B. Numbers

The committee shall consist of a chairman and six members including at least one from each constituent element of the Policy Council.

Section 2. Chairman

The chairman shall be the chairman of the Policy Council or his designee.

Section 3. Meetings

Regular meetings shall be held at least fourteen days prior to regular meetings of the Policy Council and/or upon call of the chairman.

Section 4. Agenda Items

The committee may receive agenda proposals from any source. Such proposals shall be submitted at or before the time of regular meetings in sufficient copies for distribution to the committee membership.

Section 5. Functions

A. Agenda Building

The Steering Committee shall determine the matters to be considered at meetings of the Policy Council.

The agenda and supporting documents shall be distributed to the membership of the Policy Council at least ten days in advance of regular meetings.

B. Reports

The Steering Committee shall receive and disseminate reports from committees and may refer matters for study to committees of the Policy Council or other agencies of the Institute.

C. Plan of Work

The Steering Committee shall recommend a plan of work for the Policy Council for each academic year.

Section 6. Procedures

The Steering Committee shall determine its own procedures by majority vote of those present.

ARTICLE IV

LONG RANGE PLANNING COMMITTEE

Section 1. Members

A. Members shall be nominated annually by the chairman of the Policy Council and approved by the membership of the Policy Council. Members shall serve a term from September through August and may succeed themselves. Members need not belong to the Policy Council.

B. Numbers

The committee shall comprise seven members, including at least one from each constituent element of the Policy Council.

Section 2. Chairman

Members shall elect their chairmen by majority vote of those present.

Section 3. Meetings

Members shall determine the time, place, and frequency of meetings by majority vote of those present.

Section 4. Functions

The Long Range Planning Committee shall monitor Institute planning. Attention shall be given to the future implications of programs and facilities, both those existing and those thought to be necessary and proper additions to Institute activities and physical arrangements. Continuous updating of the master plan shall be the primary responsibility of this committee.

Section 5. Reports

The committee shall report at least annually to the Policy Council at the May meeting.

Section 6. Procedures

The committee shall determine its own procedures by majority vote of those present.

ARTICLE IV

LONG RANGE PLANNING COMMITTEE

Section 1. Members

A. Members shall be nominated annually by the chairman of the Policy Council and approved by the membership of the Policy Council. Members shall serve a term from September through August and may succeed themselves. Members need not belong to the Policy Council.

B. Numbers

The committee shall comprise seven members, including at least one from each constituent element of the Policy Council.

Section 2. Chairman

Members shall elect their chairmen by majority vote of those present.

Section 3. Meetings

Members shall determine the time, place, and frequency of meetings by majority vote of those present.

Section 4. Functions

The Long Range Planning Committee shall monitor Institute planning. Attention shall be given to the future implications of programs and facilities, both those existing and those thought to be necessary and proper additions to Institute activities and physical arrangements. Continuous updating of the master plan shall be the primary responsibility of this committee.

Section 5. Reports

The committee shall report at least annually to the Policy Council at the May meeting.

Section 6. Procedures

The committee shall determine its own procedures by majority vote of those present.

ARTICLE V

PRIORITIES AND OBJECTIVES COMMITTEE

Section 1. Members

A. Selection and Term

Members shall be nominated annually by the chairman of the Policy Council and approved by the membership of the Policy Council. Members shall serve a term from September through August and may succeed themselves. Members need not belong to the Policy Council.

B. Numbers

The committee shall comprise seven members, including at least one from each constituent element of the Policy Council.

Section 2. Chairman

Members shall elect their chairman by majority vote of those present.

Section 3. Meetings

Members shall determine the time, place, and frequency of meetings by majority vote of those present.

Section 4. Functions

The Priorities and Objectives committee shall give broad consideration to the choices to be made among educational directions and shall recommend the relative emphasis to be placed upon competing demands for Institute resources.

Section 5. Reports

The committee shall report at least annually to the Policy Council at the May meeting.

Section 6. Procedures

The committee shall determine its own procedures by majority vote of those present.

ARTICLE VI

EDUCATIONAL PROGRAMS COMMITTEE

Section 1. Members

A. Selection and Term

Members shall be nominated annually by the chairman of the Policy Council and approved by the membership of the Policy Council. Members shall serve a term from September through August and may succeed themselves. Members need not belong to the Policy Council.

B. Numbers

The committee shall comprise seven members, including at least one from each constituent element of the Policy Council.

Section 2. Chairman

Members shall elect their chairman by majority vote of those present.

Section 3. Meetings

Members shall determine the time, place, and frequency of meetings by majority vote of those present.

Section 4. Functions

The Educational Programs Committee shall recommend broad new curriculum possibilities and general curriculum modifications for detailed study by the various colleges or other appropriate agencies. The committee shall also review new curriculum proposals which represent a departure from existing Institute policy as such proposals are referred by the provost.

Section 5. Reports

The committee shall report at least annually to the Policy Council at the May meeting.

Section 6. Procedures

The committee shall determine its own procedures by majority vote of those present.

ARTICLE VII

AD HOC COMMITTEES

The chairman of the Policy Council may from time to time establish special study committees with the approval of the Policy Council.

ARTICLE VIII

These by-laws may be amended by vote of two-thirds of the members of the Policy Council present at a meeting called for the purpose.