

Campus Governance Leaders Report
January 26, 2007

Committee

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Purpose

To study SUNY-wide governance procedures and practices to assist Campus Governance and investigate best practices.

Scope

New survey to include:

1. Governance structures and procedures
2. Resources for governance (budget, release time, funding)

Procedures

1. Complete rough survey by October 28, 2006
2. Forward surveys for review and consideration by October 30, 2006
3. Distribute Final Survey by November 15, 2006
4. Surveys returned by December 20, 2006
5. Surveys tallied and measured
6. Draft Report written
7. Edit report
8. Report forwarded electronically by January 20, 2007
9. Distribute at CGL meeting January 25, 2007

CGLs listed in the UFS Directory 2006-2007 were sent surveys, thirty two in all. Three campuses have two CGLs listed: Plattsburgh, Binghamton, and the University of Buffalo and Five campuses are devoid of a CGL: Downstate Medical Center, Cornell Agriculture and Life Science, Cornell Human Ecology, Cornell Industrial and Labor Relations, and Cornell School of Veterinary Medicine. Twenty eight campuses have CGLs, of which twenty two replied to the survey.

Survey respondents:

Geneseo	Farmingdale	Cobleskill
SUNY IT	Stony Brook	SUNY ESF
Purchase	Morrisville	Buffalo State
Fredonia	Canton	Cortland
Empire State	Binghamton	Delhi
New Paltz	Maritime	Brockport
Oneonta	Plattsburgh	
Oswego	Alfred State	

Structure

1. What is the name of your Campus Governance Organization (CGO)?

Three choices were listed: Faculty Senate, College Senate, and Other. Ten different names were submitted:

Faculty Senate	7	Faculty Congress	1
College Senate	5	Faculty Governance	1
College Faculty	1	Senate	1
Governance	1	Academic Senate	1
Faculty Assembly	2	University Senate	2

➤ **Issues for additional investigation:**

Should campuses adopt a common name for their CGO, such as Faculty Senate, or College Senate?

1. Which of the following groups have voting members in your CGO/Senate

Teaching Faculty	22	Professional Staff	14
Non-Teaching Faculty	13	Non-Professional Staff	3
Students	8	Research Associates	1
Administrators	9	Part-time Faculty	5
Academic Administrators	1		

➤ **Issues for additional investigation:**

All campuses responding include Teaching Faculty as voting members of their CGO. In addition, the majority of respondents included Non-teaching faculty and Professional Staff. Should campuses reconsider the voting rights of administrators, part-time faculty, students and/or non-professional staff?

2. Do any of these groups have non-voting members in your CGO/Senate?

Teaching Faculty		Professional Staff	3
Non-Teaching Faculty		Non-Professional Staff	1
Students	6	Research Associates	
Administrators	12	Part-time Faculty	1
Academic Administrators			

➤ **Issues for additional investigation:**

The majority of responding campuses report Administrators as Non-Voting members. Do non-voting administrators attend meetings? Are they expected/allowed to participate in discussions?

3. Are CGO Minutes produced and published under the control of the faculty?

Yes	22	No	0
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➤ Issues for additional investigation:

All campuses report full control of faculty minutes. Are minutes published, and if so, where? Are minutes archived, and if so, who maintains the archive? Are they published on a governance website, and if so, who maintains the website?

4. How many regular CGO meetings are held each year?

The range of Regular meetings held each year was 3 to 14 with an average of 7.9 per year.

➤ Issues for additional investigation:

About what percentage of those eligible to attend, are present at meetings?

6. How many special CGO meetings are held each year?

The range of Special meetings held each year was 0 to 2 with an average of .3 per year

➤ Issues for additional investigation:

Do your by-laws spell out the procedures for calling special meetings? What are the main reasons for holding special meetings?

7. How many Executive Board meetings are held each year?

The range of Executive Board meetings held each year was 0 to 50 with an average of 11.4 per year

➤ Issues for additional investigation:

What is the size and composition of your Executive Committee?

8. How many Plenary meetings are held each year?

The range of Plenary meetings held each year was 0 to 9 with an average of 1.5 per year

➤ Issues for additional investigation:

Does the plenary affirm/revise/reject decisions of your senate? Can new business be raised in a plenary? Are all the groups represented in the senate also represented in plenaries, and can they vote?

9. How many College Council meetings do you attend each year?

The range of College Council meetings attended by CGLs each year was 0 to 9 with an average of 3.5 per year

➤ **Issues for additional investigation:**

Is the CGL a voting member of the College Council; do you give regular reports to the College Council?

10. **What Standing Committees of the Campus Governance Organization are there?**

The range of Standing Committees was between 4 and 15. The majority of committees concerned themselves with Curriculum, Faculty Affairs, and Student Affairs. Other committees include: Admissions and Academic Standards, Technology, Research, Administrative Review, and Faculty/Staff Handbook.

➤ **Issues for additional investigation:**

- Should consideration should be given for campuses to develop committees to improve customer satisfaction.
 - Admissions and Academic Standards Committee – Better recruitment for improved retention.
 - Technology -
 - Research

11. **Are annual Reports of Standing Committees required for Senate/CGO meetings?**

Yes	12	No	10
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➤ **Issues for additional investigation:**

12. **Are there other committees not specified by the bylaws of the Campus Governance Organization?**

Other Committees not specified by the bylaws of the CGO range from none to dozens of Administrative Committees. Some campuses reported specific committees that are not Standing Committees; it was not clear if they were Faculty or Administrative Committees.

➤ **Issues for additional investigation:**

Has there been a proliferation of governance committees on campus? If so, what types of committees are being formed, and for what purposes? What roles have campus Presidents, Provost and Deans played in forming new committees? Has the workload of existing committees, and governance overall increased or decreased? Can we gauge the relative increase or decrease in the power and influence of governance on campuses?

13. Is there a requirement for regular review of your Bylaws?

Yes	11	No	11
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If yes how often?

Perpetual	2
Twice a year	1
Every 2 years	1
Every 3 years	3
Every 5 years	3
Irregular	1

➤ Issues for additional investigation:

14. What is the size of the full-time teaching faculty?

The range of full-time faculty was 69 to 477 with an average of 218.5

➤ Issues for additional investigation:

15. When are Senate elections held?

Summer - 1
Spring - 19
Winter - 2

➤ Issues for additional investigation:

14. Additional Comments on Campus Governance Organization Issues.

"We are in the process of amending the Constitution to allow part-time faculty to serve in Senate."

"Faculty Assembly is a body of the whole consisting of all full-time faculty and academic administrators. Excluded are part-time faculty, professionals, other administrators, and students. There is no representative body, it is a body of the whole. Committees report back to the whole body."

"We have no senate. Governance is basically the "Greek" model of pure democracy where all members are invited to speak and vote on the issues. I believe we are unique in this fashion."

"Because there are now more full time professionals then there are full time faculty, professional representation is a key issue."

“We have a dual governance structure--the Faculty and its standing committees and an all-college Senate and its standing committees. The Senate exists by virtue of Faculty will, and cannot change its bylaws without the consent of the Faculty.”

- Issues for additional investigation:

CGO LEADERSHIP

1. Title of the Campus Governance Leader

Chair Faculty Senate	6
Presiding Officer	4
Chair	3
Senate President	1
Faculty Senate Presider	1
Chair Faculty Assembly	1
Executive Chair of the Faculty	1
Presiding Officer of the College Senate	1
Presiding Officer of the Faculty Assembly	1
Speaker of Faculty Congress	1
President of University Senate	1
Chair of the Senate	1

2. Term of CGL

1 year	12
2 year	9
3 year	1

3. Does the GCL have release time?

Yes	18	No	4
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4. Does the CGL receive a budget?

Yes	10	No	12
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5. Is there committed clerical, secretarial, work/study or other help for operating the CGO?

Yes	13	No	9
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6. Does your campus have a process to facilitate a smooth turnover from one CGL to the next?

Yes	8	No	14
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7. Does the CGL Leader on your campus serve a term as CGL-Elect?

Yes	4	No	18
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8. Does the CGL serve a term as Past CGL (With responsibilities of service)

Yes	4	No	18
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9. Can the CGL be reelected?

Yes, one time	6
Yes, twice	2
Yes, Unlimited	10
Yes, After one-year off	1
No	1

10. Is there an assistant CGL? If so, provide the title and briefly describe.

Yes	9	No	4
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Responsibilities

"Responsible for the Chancellor's Awards and Distinguished Ranks process"

"Alternate Presiding Officer fills in when the CGL is on sabbatical or cannot attend meeting. Person is also on the Steering Committee."

"Attends all meetings. Serves on Standing Chairs Committee (Executive Board) and on Agenda Committee. Stands ready to substitute for Chair."

"Associate Presider - second in command, fills in for Presider if Presider not available."

Vice Chair was the most popular title followed by Assistant Presiding Officer

11. Is the CGO Secretary....

Elected	18
Appointed	1
Secretarial or clerical staff	2
Other	1

12. Check any topics below for which your campus provides training for incoming CGLs:

Leadership	0
Parliamentary procedure	1
Conflict resolution	0
None	21

13. Does the CGL have regularly scheduled meetings (other than Executive Committee meetings with:

President	10
Provost	9
College Council	1
VP of Research	1

14. If the CGL does regularly meet with President or Provost, how often are these meetings?

Every two weeks	4
Once a month	8

15. If the CGL does not regularly meet with the President or Provost, but otherwise meets with these administrators, describe how these occur.

"When requested by either party, scheduling is not a problem."

"As needed."

"Meetings are requested by any of the parties whenever the need or desire arises."

"There are informal meetings and e-mail contact."

"Provost - twice a year."

16. Is there a mechanism in your Bylaws for the removal of Officers?

Yes	6	No	16
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17. What happens when an officer vacates office?

Election	7
Runner-up	2
Appointed	4
Procedure in By-laws	5
Never Happened	1

18. Comments on CGL Leadership questions/issues.

"Chair gets one course (4 credit) teaching release. Support is work/study funding, finding a student to take the job is nearly impossible."

"College offers very little support to governance. Money is tight."

"There is a serious need for connecting state-wide governance with those on the campuses BEYOND the CGL. We seriously need to embrace departmental bylaws as any governance is futile if the basic units operate as fiefdoms."

"Though we have release time for the chair of the senate and the chairs of standing committees the truth of the matter is that because of workload we spend more not less time working."

"We have an elected 30-person (proportional) Academic Senate, but everything passed by the Academic Senate must also go before the full Faculty & Professional Staff for ratification. The President & Provost and VPs are all non-voting ex-officio members of the Academic Senate, but they are all voting members of the Faculty."

➤ **Issues for additional investigation:**

On #3:

How much release time? Is it set, or negotiated each time? Is it sufficient for the duties of the office?

On #4:

Would it be useful, or harmful, to know how much is the budget? How is the CGO budget determined and who controls the spending? Is it for use only by the CGL, or do other officers/committees have access as well?

On #5:

Would it be useful, or harmful, to know how many hours of secretarial support are available? Do any of the committees get administrative/secretarial support - personnel committees, for example? Overall, it would be useful to get a sense of whether administration support, or at least acceptance, of governance is increasing or decreasing. Is governance being replaced by administration, or vice versa, and if so, with what impact, and why?

Discretionary Salary Issues

1. Does your campus have discretionary salary procedures delineated in the Bylaws?

Yes	4	No	18
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2. If your campus has a formal procedure for DSI recommendations, is campus service (governance, committees, etc.) a requirements?

Yes	9	No	7
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3. Additional Comments on Campus Governance

"Service is considered in DSI decisions, but CGO service is not required."

"DSI has never been considered to be a matter for any formal faculty involvement. One school has traditionally recommended across-the-board increases for all faculty; this practice has recently been abandoned. Typically, each school is allotted 1% of the payroll of its continuing/returning faculty and professionals (contributions to the DSI pool by persons who have left/retired is placed into a separate pool) is allocated to each of the deans to distribute as they see fit. DSI is used, in part, to fund salary increases associated with promotions. Again, though, DSI has generally been thought to be an area reserved for management to do as they wish. There is almost no perception that it is a faculty issue, let alone a governance issue."

"We would like to see it eliminated entirely and save us all the angst and aggravation. DSI is very harmful to morale. Senior Administration decides DSI by criteria they set with little explanation. They always refuse to just distribute DSI across the board without explanation why."

"We are required to submit a letter to the Chair of our Department detailing our accomplishments broken down in the 5 areas delineated by the Board of Trustees. This is a formality. The Chair forwards all letters to the Dean for recommendation to the Provost. President has final say."

"Some departments do not allow members to put in for DSI. In others, the junior faculty cannot vote."

"DSI may occur when there is excellence in Teaching or Research. It is not necessary to have service. One can get a DSI for service only."

"Our DSI system is: Departmental sub-committee and Chair send recommendations to the Dean and to the Central Committee on Promotion & Salary Increases. The Committee submits its recommendation to the Provost. The President thus has five recommendations to consider. Each applicant for DSI receives a letter, with a list of all of the recommendations: major, minor, none."

"We used to have an equity-based formula for distributing DSI, but since our new (about five years) President has arrived, he insists on merit-based awards. These are decided by the deans and approved by the Provost and President. Each year the Faculty and the Professional Staff send resolutions to return to the equity formula, but the President feels strongly about using the money for merit."

4. Additional Comments on DSI Issues as they relate to Campus Governance

"I am looking forward to the report."

"Campus president and vice presidents are invited to part of every Executive Committee meetings and usually attend. Achieving a quorum (1/3 of faculty + academic administrators) is often difficult."

"Our bylaws have a curious structure where the President of the College is the Chairperson of the Faculty Congress. Our President has not attended Faculty Congress since the first few months of his tenure. He felt that his presence inhibited discussion. The Provost comes here in place of the President. The Provost is not mentioned in the Bylaws."

"Training for key administrators about Governance in the SUNY system is needed if they are to understand what governance in this system is about."

"We are currently talking about shared governance and how to make governance work more effectively."

"We just tried to change to a faculty senate with student and staff voting representation but faculty control via numbers and was voted down by our faculty."

"I believe that all campuses should have equal support for campus governance. We should support each other in getting that."

"1. The CGL also meets regularly with Student Association leaders. 2. The CGL is not included in meetings of the President's cabinet, which consists of VPs. 3. The CGL does not give a regular report to the College Council, although the CGL is expected to attend meetings. 4. We have had a number of Task Forces over the past years, dealing with student evaluation of instruction, personnel procedures, and integrating part-timers into governance. All of these are faculty initiated, with members elected by the faculty, or appointed by the Executive Committee of the Faculty."

➤ Issues for additional investigation:

What are the main areas not addressed by this survey?

1. Role of some groups in governance: students, part-timers, non-teaching professional staff.
2. Who can chair committees? How are chairs and members chosen - appointed/elected, and by whom? Is there any release time, or stipends, or secretarial support for any committees?
3. Do campuses have standing or ad-hoc committees operating outside those reporting to the CGO/CGL? Do Presidents, Provost, Dean appoint their own committees or task forces, and if so, how often?
4. This survey asks nothing about relations between the CGO/CGL and local union reps - is there any formal relationship, such as UUP representation on the Executive Committee?

