



Faculty Reapportionment on Senate (FARES)  
Task Force  
**MEMORANDUM**

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TO: Felix Ngassa, Chair, ECS/UAS  
Courtney Karasinski, Vice-Chair, ECS/UAS

FROM: Charles Pazdernik, Chair, FARES Task Force

SUBJECT: Report of the FARES Task Force to ECS

DATE: April 7, 2023

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### **Charge**

Pursuant to the report of the 2021 Affiliate Faculty Representation on Senate (AFFARES) Task Force, formulate one or more proposals for revising Board of Trustees policies defining the membership of UAS and ECS (BOT 3.1.4.1) in order (i) to provide for the participation of Affiliate Faculty representatives in those bodies and (ii) to address changes in the relative distribution of faculty among the Colleges/Libraries since the 2004 University reorganization that are not reflected in the current number and apportionment of seats on ECS.

### **Requested action**

The FARES Task Force has formulated a proposal for revising BOT 3.1.4.1, consisting of a series of recommendations as is detailed below. This proposal addresses the substance of our charge.

We believe that it would be counterproductive to draft specific policy language suitable for presentation to the Board of Trustees unless or until UAS adopts the proposal as an agreement in principle.

Were UAS to do so, we anticipate that ECS would then charge either a subgroup of this task force or a different group with drafting policy language that could be acted on by UAS and in due course presented as a recommendation to the Board.

### **Background**

#### **1. Applicable policies**

Because membership on UAS and ECS is determined by Board of Trustees policies (BOT 3.1.4.1), Board action is required on any proposal for allocating seats to these bodies and apportioning them among the Colleges/Libraries.

BOT 3.1.4.1 determines faculty membership on UAS through a formula that reflects both the total number of regular faculty members and their relative distribution among the Colleges/Libraries.

**UAS Faculty Membership:** Faculty membership for each College and the University Libraries will be determined by the following formula:

1-19 faculty = 1 member  
20-39 faculty = 2 members  
40-59 faculty = 3 members  
60-79 faculty = 4 members  
80-99 faculty = 5 members, and so forth

Terms of office are three years, staggered for the University Libraries and Colleges with more than one member. Representatives must have tenure/tenure-track faculty status and will only represent one College. Formal joint appointment equivalency can be counted toward tenure/tenure-track representation totals. Tenure/tenure-track faculty will be counted on the first class day of the winter semester of the preceding academic year.

The same policy, in contrast, determines faculty membership on ECS through a fixed apportionment of a fixed number of seats that emerged out of the university's reorganization in 2004.

**ECS Faculty Membership:** Faculty membership of the ECS consists of seven members from the College of Liberal Arts and Sciences, two from the Seidman College of Business, two from the College of Education and Community Innovations,\* one from each of the remaining Colleges, and one from the University Libraries. The term of office is three years beginning at the end of the winter semester. ECS members will also serve as UAS senators for their elected term. Terms of those from colleges with two or more members are staggered.

**ECS Additional Criteria:** If the number of representatives from professional colleges increase [sic], the number of representatives from CLAS will increase to match this number, based on a 50% principle (CoLS representative is counted in CLAS membership).

\*Following the merger of the College of Community and Public Service and the College of Education into the College of Education and Community Innovations, BOT 3.1.4.1 was amended to reserve for CECI the two seats formerly held by the merged colleges, perpetuating the status quo.

## 2. Changes in the composition of regular faculty since 2004

Changes since the reorganization of the University in 2004 in both the number of regular faculty members and the relative distribution of those members among the Colleges/Libraries are not reflected in the fixed number and the apportionment of seats on ECS, the determination of which was the subject of considerable discussion and negotiation at the time.

## 3. Representation of Affiliate Faculty colleagues

To provide representation for affiliate faculty colleagues on ECS and UAS, the Affiliate Faculty Advisory Committee proposed (i) making the chair of AFAC a full voting member of both bodies and (ii) making one additional affiliate or regular faculty member, who would be elected by AFAC, a full voting member of UAS only.

## The proposal

We propose that UAS adopt the following recommendations as an *agreement in principle* for amending BOT 3.1.4.1.

1. Expand the voting membership of ECS from seventeen to twenty-one, as follows:
  - a. adding one regular faculty representative for, respectively, the College of Health Professions, the College of Liberal Arts and Sciences, and the Padnos College of Engineering and Computing; and
  - b. designating the chair of the Affiliate Faculty Advisory Committee as a member of ECS/UAS.
2. Continue defining the regular faculty membership of ECS in BOT policy as a fixed distribution of a fixed number of seats, rather than adopting an allocation and apportionment formula.
3. Eliminate the “ECS Additional Criteria” policy that allocates seats between “professional colleges” and CLAS/BCOIS.
4. Add a seat on UAS for a second affiliate faculty representative, with the method of election or designation for that representative yet to be determined.
5. Write into policy a rule that triggers a review of the definition of UAS/ECS membership at a specified interval yet to be determined.

### 1. Expand the voting membership of ECS from seventeen to twenty-one.

Currently, ECS has seventeen voting members (sixteen regular faculty representatives plus one student senate representative: the “16+1” model). We propose expanding ECS to twenty-one voting members (nineteen regular faculty representatives plus one affiliate faculty representative plus one student senate representative: the “19+2” model).

The seats would be distributed as follows:

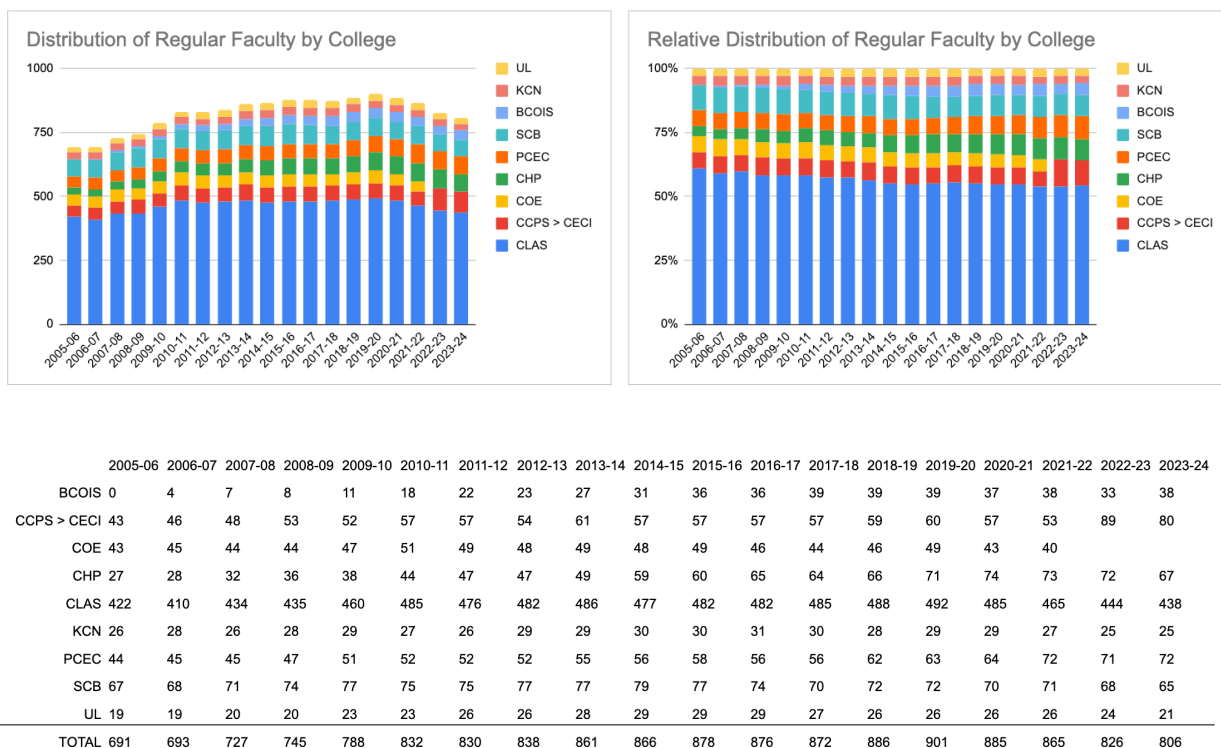
	<i>Current</i>	<i>Recommended</i>
BCOIS	1	1
CECI	2	2
CHP	1	2
CLAS	7	8
KCN	1	1
PCEC	1	2
SCB	2	2
UL	1	1
Student Senate	1	1
Affiliate Faculty		1
TOTAL	17	21

In making this recommendation, we are attempting to strike a balance among three desiderata: (i) recognizing changes in the relative distribution of regular faculty members among the colleges since 2004; (ii) providing for the inclusion of an affiliate faculty representative; (iii) preventing ECS from becoming ineffective as “the clearing house for matters to be presented to the UAS” (BOT 3.1.4), as a result of being too unwieldy to deliberate effectively and/or being too large relative to UAS.

*(i) Changes in the relative distribution of regular faculty members among the colleges*

With respect to regular faculty, two changes since the 2004 reorganization bear on our proposal:

- The number of regular faculty peaked in 2019-20 (at 901), but even at the current number (806), it remains considerably larger than it was at the time of the reorganization (691).
- At the same time, the relative distribution of regular faculty among the colleges has shifted, notably with the growth of CHP (from 27 to 67) and PCEC (from 44 to 72).



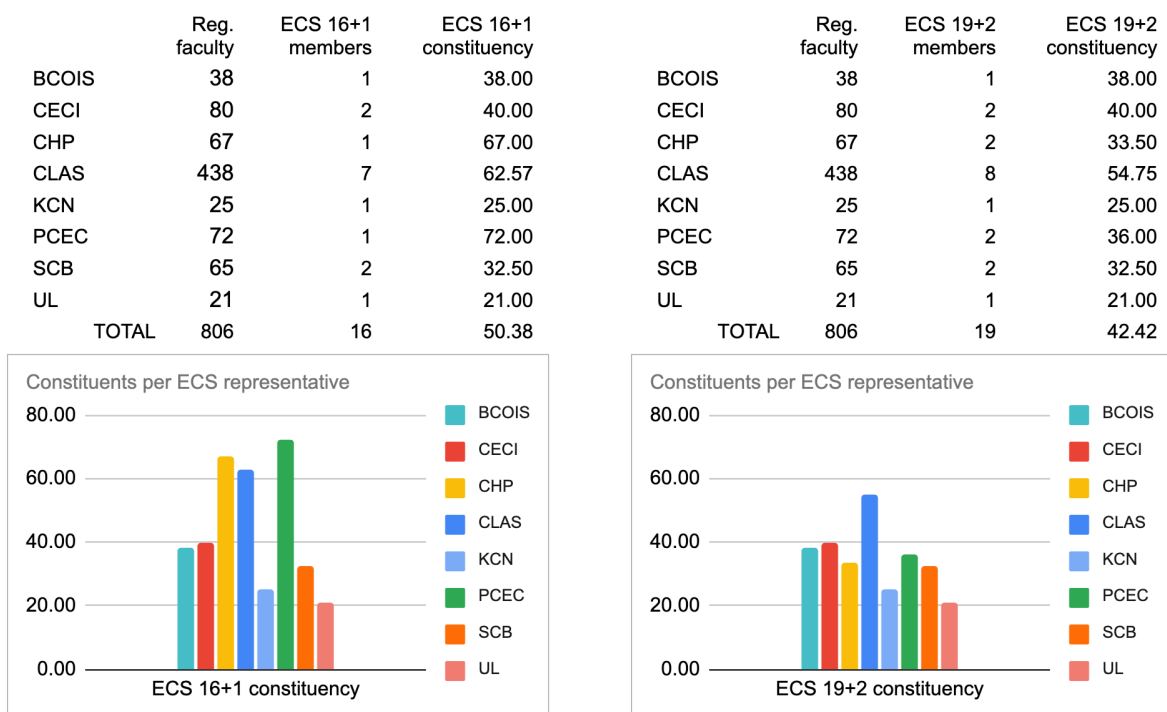
*Changes in the distribution of regular faculty among the Colleges / Libraries since 2004*

Consequently, there has been the development of a “middle tier” of colleges with 60-80 regular faculty (CECI, CHP, PCEC, SCB), as distinct from both CLAS, which retains roughly half of the regular faculty, and the group consisting of BCOIS, KCN, and UL, with 20-40 regular faculty members and librarians apiece.

It happens that two of the colleges in this middle tier have two representatives (CECI, SCB), while the other two have one (CHP, PCEC), with a resulting disparity in the number of constituents per ECS

representative. We recommend addressing this disparity by allocating two seats to each of the middle tier colleges.

We also recommend allocating an additional seat to CLAS. This is one fewer seat than is contemplated under the “ECS Additional Criteria” in the current policy. We find this provision to be unsatisfactory for several reasons and recommend eliminating it entirely, as we explain below. Allocating another seat to CLAS addresses, but does not eliminate, the disparity between the number of constituents per ECS member in that college relative to the other colleges (see figures below). It is important to note, however, that such a disparity was even more apparent at the time of the reorganization, when roughly sixty per cent of the regular faculty were in CLAS. The issue does not arise for UAS on account of the allocation and apportionment formula.



*Current representation (2023-24 data)*

*Proposed representation*

## *(ii) Inclusion of an affiliate faculty representative*

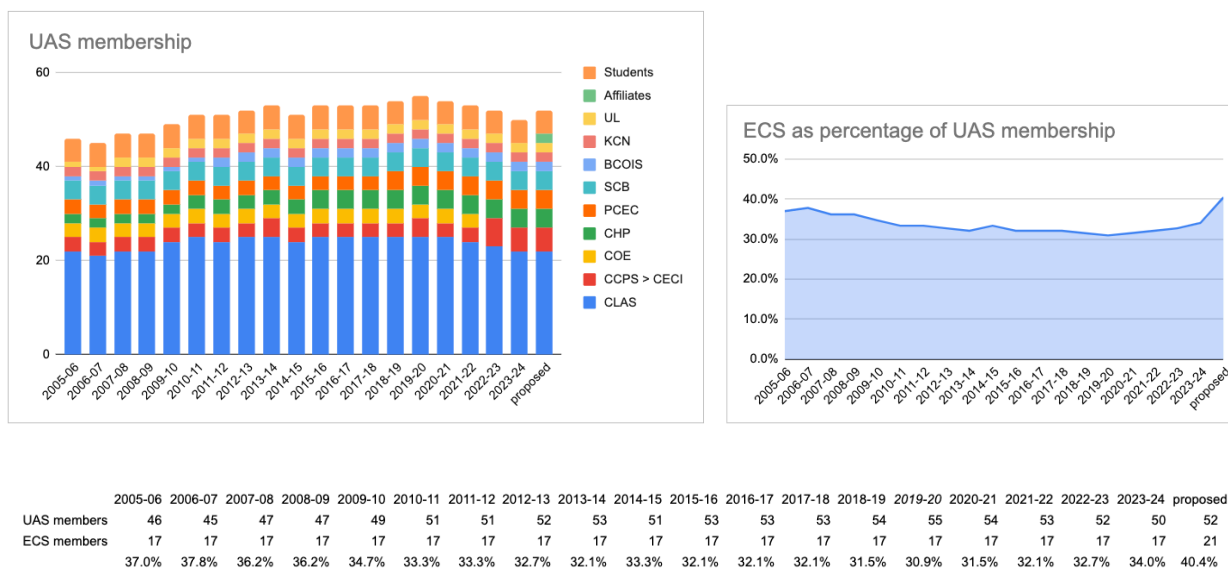
In December 2021, UAS endorsed, and Interim Provost Plouff subsequently approved, the recommendation of the AFFARES Task Force to amend the UAS Bylaws to extend to the chair of AFAC a standing invitation to attend ECS meetings and to receive both the ECS and the UAS agenda and attachments (adopted as SG 1.01.7.2.1, 8.2.1.1, 8.3.1.1). This was presented as an interim step that would formalize the role of an affiliate faculty representative as a non-voting participant in those bodies, while the process of securing full voting membership was worked out. The present proposal is a further step in that process.

(iii) *The size of ECS relative to UAS*

Even as the relative distribution of regular faculty has shifted, their total number has declined since 2019-20 in line with enrollment trends and the effect of the Voluntary Retirement Incentive Program (VRIP) in response to the pandemic. The number of UAS seats has declined accordingly, due to the dynamic effects of the UAS allocation and apportionment formula, which does not distribute a fixed number of seats but rather adds and subtracts them in response to census numbers from year to year (see figures below).

Our concern, therefore, is lest members of an expanded ECS (whose members are, of course, UAS members) become potentially such a large bloc in UAS that their collective influence in that body effectively preempts and outweighs that of non-ECS members.

Our proposal adds two seats on UAS for affiliate faculty representatives (one ECS/UAS member and one UAS member), somewhat offsetting the expansion of ECS. Bearing in mind that the number of regular faculty remains larger today than at the time of the reorganization, the ratio of ECS/UAS to UAS members under our proposal, at roughly 40% on the basis of the 2023-24 census, is closer to that same figure when the system was created, at roughly 37%, than it has been more recently.



*ECS voting membership as a percentage of UAS voting membership (including Student Senate and proposed Affiliate Faculty representatives)*

## 2. Continue defining the regular faculty membership on ECS in BOT policy as a fixed distribution of a fixed number of seats, rather than adopting an allocation and apportionment formula.

We considered and modeled several formulae for determining ECS membership, some of which allocated seats dynamically in response to census trends and some of which apportioned a fixed number of seats. We concluded, however, is that it is less important to put in place a mechanism that is sensitive to minute and sometimes transient changes in the composition of the faculty from year to year, and correspondingly more important to monitor, and to revisit periodically, the complex interactions of the various trends that

shape the number and the composition of the faculty over time. Our recommendation with respect to the latter issue is discussed below.

### **3. Eliminate the “ECS Additional Criteria” policy that allocates seats between “professional colleges” and CLAS/BCOIS.**

The definition of ECS membership that emerged out of the 2004 reorganization was a compromise that balanced underweighting the representation of CLAS on ECS (with seven out of sixteen regular faculty seats, at a time when the college had roughly sixty percent of the faculty) with a mechanism intended to ensure parity between the “professional colleges,” on one hand, and CLAS and BCOIS, on the other hand, as de facto liberal arts colleges.

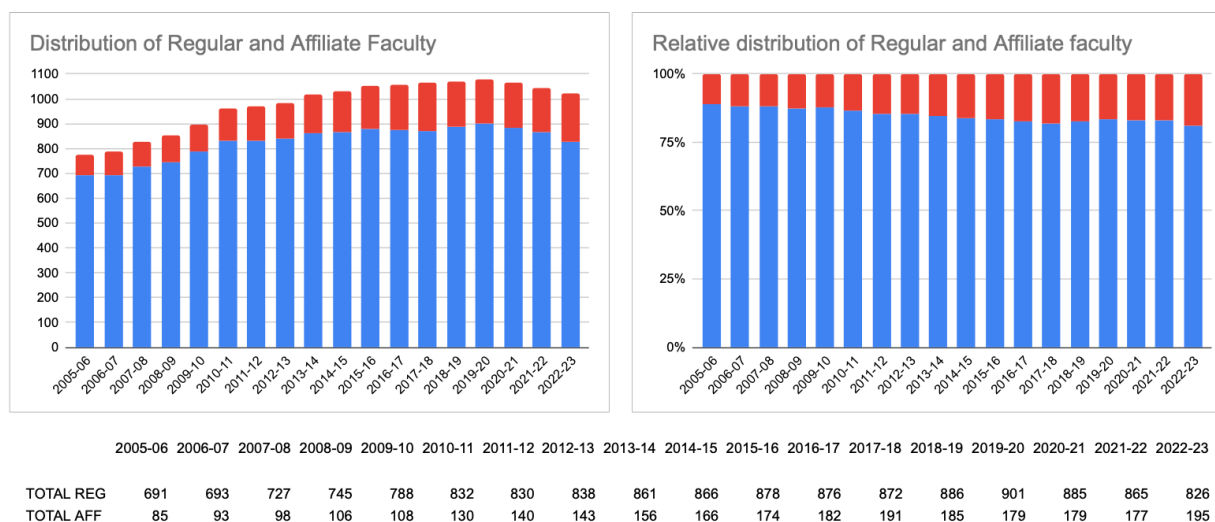
Some two decades later, this distinction strikes us as unsatisfactory. The distinctive identity forged by BCOIS belies its treatment as an appendage of CLAS, and the inclusion of UL within the “professional colleges” also seems forced. As a practical matter, we are pressed to think of instances when issues have arisen that prompted representatives of the colleges to behave as blocs. This includes, most notably, elections of the UAS Chair and Vice-Chair (SG 1.01.5.1), which fall entirely within the purview of ECS.

It bears emphasizing, in any event, that the UAS membership formula allocates and apportions regular faculty seats on a majoritarian basis (so that, in 2023-24, CLAS+BCOIS holds twenty-four out of forty-five regular faculty seats, with an additional five seats held by Student Senate representatives). In principle, this arrangement enables UAS to act as a check on any matter brought before it by ECS.

### **4. Add a seat on UAS for a second affiliate faculty representative, with the method of election or designation for that representative yet to be determined.**

We endorse AFAC’s proposal to add a seat on UAS for a second affiliate faculty representative (as distinct from the chair of AFAC, who under this proposal would be designated a member of ECS/UAS). There is both practical and symbolic value in ensuring that affiliate faculty colleagues have a formal and institutional voice in UAS and that they have representatives who are acknowledged as full members of the body. The number of affiliate faculty members and their share as a proportion of the entire faculty have grown since 2004 (see figures below). UAS is chartered as “the highest faculty governance body,” with “the authority to deal with any academic issue or faculty concern” (BOT 3.1.4.1). As a body, it routinely deliberates and acts upon policies and other matters that affect both regular and affiliate faculty colleagues.

We did not have the opportunity to discuss, and consequently we do not take a position on, the method by which this second affiliate faculty UAS representative should be elected or designated. Were this proposal to be adopted, settling the matter would fall to the successor group charged with drafting specific policy language.



*Changes in the distribution of regular and affiliate faculty among the Colleges / Libraries since 2004 (2022-23 data)*

## 5. Write into policy a rule that triggers a review of the definition of UAS and ECS membership at a specified interval yet to be determined.

This report has documented trends in the size and composition of the faculty that bear watching, even if they are unsurprising. These include the downward trend in the total number of faculty, their changing distribution among the colleges, and the shifting ratio of regular and affiliate faculty members. The proximate causes that triggered the present review of the definition of ECS membership, for the first time in two decades, were the merger of CCPS and COE into CECI, on one hand, and the AFAC proposal, on the other.

As both a matter of sound strategic planning and a prudent response to tectonic shifts in the composition of the faculty, we recommend adopting a rule that triggers a UAS-initiated review of the membership definitions in BOT 3.1.4.1 at specified intervals of time. Such a rule would not preclude initiating a review in response to particular developments, as has occurred in the present case, nor would it necessitate specific outcomes.

While we do not take a position on the prescribed length of the interval and leave it to be determined, some suggestions would be to mandate either a rolling period of nine years since the prior review (i.e., three three-year senate terms, an interval of roughly “one generation”) or a fixed and predictable ten-year cycle.

### Members of the FARES Task Force

Ed Aboufadel, *ex officio*

Tara Cornelius (CLAS)

Chris Haven (CLAS) [on sabbatical, Winter 2023]

Jared Moore (PCEC)

Charles Pazdernik (CLAS), chair

Anne Sergeant (SCB)



**Action item 1 of 1: item to be placed on the UAS agenda**

MOTION: The University Academic Senate adopts the following recommendations as an *agreement in principle* for amending BOT 3.1.4.1.

1. Expand the voting membership of ECS from seventeen to twenty-one, as follows:
  - a. adding one regular faculty representative for, respectively, the College of Health Professions, the College of Liberal Arts and Sciences, and the Padnos College of Engineering and Computing; and
  - b. designating the chair of the Affiliate Faculty Advisory Committee as a member of ECS/UAS.
2. Continue defining the regular faculty membership of ECS in BOT policy as a fixed distribution of a fixed number of seats, rather than adopting an allocation and apportionment formula.
3. Eliminate the “ECS Additional Criteria” policy that allocates seats between “professional colleges” and CLAS/BCOIS.
4. Add a seat on UAS for a second affiliate faculty representative, with the method of election or designation for that representative yet to be determined.
5. Write into policy a rule that triggers a review of the definition of UAS/ECS membership at a specified interval yet to be determined.


**Attachments**

1. Provost’s memo re: “ECS Representation – AFFARES Task Force Recommendation (BOT Policy Change)” (May 6, 2022)
2. Provost’s memo re: “Affiliate Faculty Representation on Senate – AFFARES Task Force Recommendation (SG Policy Change)” (May 6, 2022)
3. Report of the AFFARES Task Force to ECS (November 12, 2021)

**MEMORANDUM**

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**TO:** Felix Ngassa, Chair, ECS/UAS

**FROM:** Chris Plouff, Interim Provost and Executive Vice President  
for Academic Affairs 

**SUBJECT:** ECS Representation – AFFARES Task Force Recommendation (BOT Policy Change)

**DATE:** May 6, 2022

**C:** Ed Aboufadel, Associate Vice President for Academic Affairs  
Courtney Karasinski, Vice Chair, ECS/UAS  
Chuck Pazdernik, Chair, AFFARES Task Force  
Academic Deans  
ECS/UAS Members  
Lisa Surman, Office of the Provost

I received your memo in which you forward University Academic Senate support for the Affiliate Faculty Representation on Senate (AFFARES) Task Force recommendation to retain two seats on the Executive Committee of the Senate for the recently combined College of Education and Community Innovation. I concur with the recommendation and support the proposed *Board of Trustees Policies* changes. The changes were presented to the Board of Trustees at their April 2022 meeting and were approved; therefore, they are now in effect.

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## **Changes Approved by Board of Trustees**

### *Board of Trustees Policies*

#### **3.1.4 Academic Governance**

1. The **Executive Committee of the Senate** (ECS) serves as the clearing house for matters to be presented to the UAS. Such matters are discussed by ECS before its recommendations are made to the Senate. ECS membership consists of faculty senators from academic colleges and the library, the Student Senate President or designee, and the Provost and designees, ex officio, non-voting.

**ECS Faculty Membership:** Faculty membership of the ECS consists of seven members from the College of Liberal Arts and Sciences, two from the Seidman College of Business, two from the College of Education and Community Innovation, one from each of the remaining Colleges, and one from the University libraries. The term of office is three years beginning at the end of the winter semester. ECS members will also serve as UAS senators for their elected term. Terms of those from colleges with two or more members are staggered.


**ECS Student Membership:** The President of the Student Senate or designee serves on ECS during his/her term of office.

**ECS Administration Membership:** The Provost and designees are members ex officio, non-voting.

**MEMORANDUM**

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**TO:** Felix Ngassa, Chair, ECS/UAS

**FROM:** Chris Plouff, Interim Provost and Executive Vice President  
for Academic Affairs 

**SUBJECT:** Affiliate Faculty Representation on Senate – AFFARES Task Force  
Recommendation (SG Policy Change)

**DATE:** May 6, 2022

**C:** Ed Aboufadel, Associate Vice President for Academic Affairs  
Courtney Karasinski, Vice Chair, ECS/UAS  
Chuck Pazdernik, Chair, AFFARES Task Force  
Jennifer Cymbola, Chair, Affiliate Faculty Advisory Committee  
Academic Deans  
ECS/UAS Members  
Lisa Haight, Office of the Provost

I received your memo in which you forward University Academic Senate support for the Affiliate Faculty Representation on Senate (AFFARES) Task Force recommendation to include an affiliate faculty representative on the University Academic Senate. I concur with the recommendation that extends a standing invitation to the Affiliate Faculty Advisory Committee (AFAC) Chair to attend ECS meeting and further that the Chair receives the agenda of both ECS and UAS meetings together with their accompanying documents. I approve the changes to *Shared Governance Policies* to be effective immediately.

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**Approved Changes***Shared Governance Policies*

SG 1.01 University Academic Senate Bylaws: Responsibilities, Rules, and Procedures

**7. Meetings of the ECS**

- 7.1. The ECS shall schedule at least eight meetings per semester at not less than weekly intervals in the Fall and the Winter semesters, respectively. Additional meetings may be called by the Chair and must be called on petition of four members.
- 7.2. Meetings of the ECS are restricted to members of the ECS, their alternates, and others whom the ECS may invite. The proceedings of ECS meetings are not secret. The ECS shall post instructions for requesting invitations to attend its meetings on the Faculty Governance website.

7.2.1 A standing invitation to attend meetings of the ECS is extended to the chair of the Affiliate Faculty Advisory Committee (AFAC) or a substitute.

- 7.3 A majority of the total voting membership of the ECS shall constitute a quorum.
- 7.4. Decisions of the ECS shall be determined by the affirmative vote of a majority of the voting members in attendance at a duly constituted meeting except as otherwise provided in these Bylaws.
- 7.5. At its first meeting of the academic year, the ECS will discuss rules of procedure for its meetings and decide whether strict adherence to Robert's Rules of Order is desirable. Robert's Rules shall govern the ECS in all cases in which they are not inconsistent with the procedures agreed upon by the ECS.
- 7.6. A member who is unable to attend a meeting of the ECS should send an alternate so long as the alternate comes from the represented College or the University Libraries and no contrary rules are adopted by the represented group itself. In the case of a prolonged absence involving several meetings, the represented College or the University Libraries should designate the alternate.
- 7.7. Proxy votes are not allowed at meetings of the ECS.

**8. The Agenda of Meetings of the ECS and the UAS**

*Copies of agendas and approved minutes of all meetings are posted on the Faculty Governance website. Agendas are sent out electronically to committee members one week prior to meetings, and minutes are usually posted and distributed electronically within two weeks following a meeting (BOT 3.1.4).*

- 8.1. All matters to be presented to the UAS are discussed and placed as items on the UAS agenda by the ECS.

**8.2 The ECS Agenda**

- 8.2.1. The Chair of the UAS sets the agenda for meetings of the ECS. At the request of three members of the ECS, an item must be placed on the ECS agenda.

- 8.2.1.1. The ECS agenda, accompanied by documents relevant to agenda items, is distributed to members of the ECS and to the chair of the Affiliate Faculty Advisory Committee (AFAC) electronically at least four class days prior to the meeting. The agenda is also published in advance on the Faculty Governance website.

- 8.2.2. Requests for matters to be presented to the UAS may come from any constituency, organization, or member of the campus community. Individual grievances, however, are not the proper domain of the UAS or the ECS. The ECS shares responsibility with the Provost for deciding whether the matter is an academic issue or faculty concern that should be dealt with by the UAS; if so, the ECS decides whether the matter should be referred to a standing committee. If the matter is not referred to a standing committee, the ECS may investigate the matter itself and may request information and assistance from appropriate offices and persons.

- 8.2.3. The standing committees of the UAS report to the ECS and make recommendations relative to their respective charges. The standing committee chairs, or their designees, will meet with the ECS to explain committee reports and respond to questions. The ECS shares responsibility with the Provost for

deciding whether a committee's recommendations address an academic issue or faculty concern that should be dealt with by the UAS; if so, the ECS decides whether the committee's report adequately addresses all aspects of the matter and specifies precisely the action to be taken. If the ECS finds the report lacking or inappropriate, it will be routed back to the standing committee with a request for further clarification. The ECS may compose specific motions to facilitate deliberation of the matter by the UAS.

- 8.2.4. When a matter receives the support of the ECS, it will be placed as new business on the UAS agenda either as a main motion or as a report requiring further action by the UAS. The ECS may vote to place an item on the UAS agenda with its recommendation to the UAS to support the item.

### **8.3. The UAS Agenda**

- 8.3.1. The Chair of the UAS prepares the agenda for each UAS meeting in consultation with the ECS.

- 8.3.1.1. The UAS agenda, accompanied by documents relevant to agenda items, is distributed to members of the UAS and to the chair of the Affiliate Faculty Advisory Committee (AFAC) electronically at least one week (five class days) prior to the meeting. The agenda is also published in advance on the Faculty Governance website.

- 8.3.2. If a motion is made to add an item to the agenda during a UAS meeting, opposition by ten percent of the members present is sufficient to block this action on the grounds of insufficient notice.



Affiliate Faculty Representation on Senate (AFFARES)  
Task Force  
**MEMORANDUM**

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TO: Felix Ngassa, Chair, ECS/UAS  
Courtney Karasinski, Vice-Chair, ECS/UAS

FROM: Charles Pazdernik, Chair, AFFARES Task Force

SUBJECT: Report of the AFFARES Task Force to ECS

DATE: November 12, 2021

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**Charge**

At its first summer retreat on May 7, 2021, ECS supported the creation of a task force charged with considering:

- The request of the Affiliate Faculty Advisory Committee (AFAC, SG 1.03.B.2) for representation on ECS and UAS, as stated in its memo of February 12, 2021 (appended);
- Recommendations for revisions of Board of Trustees policies defining the membership of ECS and UAS (BOT 3.1.4.1) in view of (i) any decisions reached on the request from AFAC and (ii) the merger of the College of Community and Public Service (CCPS) and the College of Education (COE) into the College of Education and Community Innovation (CECI).

At its second summer retreat on August 12, 2021, ECS supported:

- Charging a subgroup within the original task force membership to discuss ECS's deliberations during the summer with AFAC;
- Recommending an interim amendment to BOT 3.1.4.1 that reserves two seats on ECS for CECI;
- Deferring discussion of any additional changes to the determination of ECS faculty membership.

**Requested action**

The AFFARES Task Force invites ECS to review:

1. Proposed amendments to the UAS Bylaws that would (i) extend to the chair of AFAC a standing invitation to attend ECS meetings and (ii) distribute to the chair of AFAC the agenda of both ECS and UAS meetings together with their accompanying documents.
2. Proposed language to recommend amending BOT 3.1.4.1 to reserve two seats on ECS for CECI.

## Background and overview of the work of the task force

### 1. Applicable policies

Because membership on UAS and ECS is determined by Board of Trustees policies (BOT 3.1.4.1), Board action is required on any proposal for adding seats to these bodies and apportioning them among the Colleges/Libraries.

BOT 3.1.4.1 determines faculty membership on UAS through a formula that reflects both the total number of regular faculty members and their relative distribution among the Colleges/Libraries.

**UAS Faculty Membership:** Faculty membership for each College and the University Libraries will be determined by the following formula:

1-19 faculty = 1 member  
20-39 faculty = 2 members  
40-59 faculty = 3 members  
60-79 faculty = 4 members  
80-99 faculty = 5 members, and so forth

Terms of office are three years, staggered for the University Libraries and Colleges with more than one member. Representatives must have tenure/tenure-track faculty status and will only represent one College. Formal joint appointment equivalency can be counted toward tenure/tenure-track representation totals. Tenure/tenure-track faculty will be counted on the first class day of the winter semester of the preceding academic year.

The same policy, in contrast, determines faculty membership on ECS through a fixed distribution of a fixed number of seats that has been in place since the university's reorganization in 2004.

**ECS Faculty Membership:** Faculty membership of the ECS consists of seven members from the College of Liberal Arts and Sciences, two from the Seidman College of Business, one from each of the remaining Colleges, and one from the University libraries. The term of office is three years beginning at the end of the winter semester. ECS members will also serve as UAS senators for their elected term. Terms of those from colleges with two or more members are staggered.

### 2. The AFAC proposal

To provide representation for affiliate faculty colleagues on ECS and UAS, AFAC proposed (i) making the chair of AFAC a full voting member of both bodies and (ii) making one additional affiliate or regular faculty member, who would be elected by AFAC, a full voting member of UAS only.

### 3. Consequences of the merger of CCPS and COE into CECI

As BOT 3.1.4.1 is currently written, the merger of CCPS and COE into CECI would result in the reduction of faculty seats on ECS from sixteen to fifteen, due to the reduction in the number of colleges. The combined faculty of CECI, having been represented by two ECS members, would be represented by only one.

In contrast, CECI's seats on UAS are not similarly affected, because they are determined by the number of faculty in the combined college according to the current formula.

#### 4. Additional considerations

Changes in the relative distribution of faculty among the Colleges/Libraries since the reorganization in 2004 are not reflected in the fixed number and the apportionment of seats on ECS, the determination of which was the subject of considerable discussion and negotiation at the time.

#### 5. Interim steps

The AFFARES task force was originally charged with addressing the two matters of affiliate faculty representation on ECS and UAS, on the one hand, and representation of CECI on ECS, on the other, because each matter involved contemplating changes to BOT 3.1.4.1.

ECS subsequently determined that they were better addressed separately and on an interim basis, pending further consideration of when and how to revisit, for the first time since the 2004 reorganization, fundamental questions about the number of seats on ECS and their apportionment.

Accordingly, we make two recommendations:

- As **Action item 1** (appended), ensuring that an elected representative of affiliate faculty colleagues has literally and substantively “a seat at the table” by providing in the UAS Bylaws that the chair of AFAC has a standing invitation to attend ECS meetings and receives the both the ECS and the UAS agendas together with their accompanying documents.
- As **Action item 2** (appended), recommending a simple amendment to BOT 3.1.4.1 that would perpetuate the status quo by preserving two ECS seats for CECI.

#### Members of the AFFARES Task Force

\*Ed Aboufadel *ex officio*

\*Courtney Karasinski

\*Charles Pazdernik

Elizabeth Psyck

Agnieszka Szarecka

Melissa Tallman

*\*Engaged in subsequent discussions with AFAC.*



## APPENDIX: Action item 1

Amend the UAS Bylaws in order to extend to the chair of AFAC a standing invitation to attend ECS meetings and to distribute to the chair of AFAC the agenda of both ECS and UAS meetings together with their accompanying documents.

*A. Insert a new section SG 1.01.7.2.1 as indicated in blue:*

### 7. Meetings of the ECS

7.1. The ECS shall schedule at least eight meetings per semester at not less than weekly intervals in the Fall and the Winter semesters, respectively. Additional meetings may be called by the Chair and must be called on petition of four members.

7.2. Meetings of the ECS are restricted to members of the ECS, their alternates, and others whom the ECS may invite. The proceedings of ECS meetings are not secret. The ECS shall post instructions for requesting invitations to attend its meetings on the Faculty Governance website.

*7.2.1 A standing invitation to attend meetings of the ECS is extended to the chair of the Affiliate Faculty Advisory Committee (AFAC, SG 1.03.B.2) or a substitute.*

*B. Insert language into SG 1.01.8.2.1.1 as indicated in blue:*

### 8.2. The ECS Agenda

8.2.1. The Chair of the UAS sets the agenda for meetings of the ECS. At the request of three members of the ECS, an item must be placed on the ECS agenda.

8.2.1.1. The ECS agenda, accompanied by documents relevant to agenda items, is distributed to members of the ECS *and to the chair of the Affiliate Faculty Advisory Committee (AFAC, SG 1.03.B.2)* electronically at least four class days prior to the meeting. The agenda is also published in advance on the Faculty Governance website.

*C. Insert language into SG 1.01.8.3.1.1 as indicated in blue:*

### 8.3. The UAS Agenda

8.3.1. The Chair of the UAS prepares the agenda for each UAS meeting in consultation with the ECS.

8.3.1.1. The UAS agenda, accompanied by documents relevant to agenda items, is distributed to members of the UAS *and to the chair of the Affiliate Faculty Advisory Committee (AFAC, SG 1.03.B.2)* electronically at least one week (five class days) prior to the meeting. The agenda is also published in advance on the Faculty Governance website.

## **APPENDIX: Action item 2**

Recommend an amendment to BOT 3.1.4.1 that reserves two seats on ECS for the College of Education and Community Innovation.

*Insert language into BOT 3.1.4.1 as indicated in blue:*

ECS Faculty Membership: Faculty membership of the ECS consists of seven members from the College of Liberal Arts and Sciences, two from the Seidman College of Business, **two from the College of Education and Community Innovation**, one from each of the remaining Colleges, and one from the University Libraries. The term of office is three years beginning at the end of the winter semester. ECS members will also serve as UAS senators for their elected term. Terms of those from colleges with two or more members are staggered.

## **APPENDICES:**

- **AFAC memo (February 12, 2021—attached)**
- **AFAC response to this report (November 12, 2021—attached)**



Affiliate Faculty Advisory Committee  
John Lipford, Chair, 2020-21  
Jennifer Cymbola, Vice Chair, 2020-21

## Memorandum

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**TO:** Felix Ngassa, Chair, ECS/UAS

**FROM:** John Lipford, Chair, Affiliate Faculty Advisory Committee (AFAC)

**SUBJECT:** Re: Affiliate Faculty Representation on ECS and UAS

**DATE:** February 12, 2021

**CC:** Ed Aboufadel, AVP  
Jennifer Cymbola  
AFAC Members

In addition to our regular duties and responsibilities - outlined in the Faculty Handbook and shared governance policies -, the creation of this proposal was identified as 'essential' for 2020-2021:

***Affiliate Faculty Representation on ECS/UAS***

*Discuss affiliate faculty representation on ECS/UAS and make recommendations.*

[SHORE Log: 1159-2020](#)

Throughout the Fall 2020 semester and the early stages of the Winter 2021 semester, the members of AFAC have discussed having Affiliate faculty representation on both the Executive Committee of the Senate (ECS) and the University Academic Senate (UAS).

Overall, for the reasons more fully detailed in this memorandum, AFAC would request that any upcoming, proposed changes to ECS/UAS membership (pursuant to [Board of Trustees Policy 3.1.4](#)) also include consideration of a provision for having one (1) Affiliate faculty representative on ECS and two (2) Affiliate faculty representatives on UAS (determined according to the size of the committee; rather than college).

The proposed representative(s) would be the standing chair of AFAC (always an Affiliate faculty member – to keep with the spirit of the committee; serves on both ECS and UAS;) and one 'AFAC-elected' Regular or Affiliate faculty member (serves on UAS only).

AFAC fully anticipates the faculty chosen for these two roles – standing chair and standing 'AFAC-elected' Regular or Affiliate faculty - each year will dutifully represent Affiliate faculty on these two governance bodies at GVSU; in the spirit of our commitment to shared governance. However, service in these roles will require a significant amount of service to the university. For the AFAC-elected Regular faculty or Affiliate faculty on UAS this service may count towards annual workload in FAP. However, the standing chair (as Affiliate faculty) is normally not expected to participate in service per their definition in [BOT 4.3.0](#).

In light of all the above, we would request this proposal (in terms of permitting representation) be approved by ECS and UAS. We would also request considerations be made by the Provost's office for, preferably, reassigned time for the standing chair of AFAC – or, when not possible due to other workload conflicts with teaching, - whatever is determined to be a reasonable stipend for such service.<sup>1</sup>

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<sup>1</sup> Perhaps in a manner similar to that for Regular faculty, as set forth in [BOT 4.2.2](#)

## Proposed Representation on ECS

- (1) AFAC Standing Chair

## Proposed Representation on UAS

- (2) AFAC Standing Chair & one AFAC-elected Regular or Affiliate Faculty

## Rationale for Request

Available research clearly supports the notion of opening shared governance to classes of faculty similar to Affiliate Faculty at GVSU (Jones et al., 2017).<sup>2</sup> As a standing committee, we believe we can best fulfill our standing obligations having adequate representation and voting rights at the highest levels of shared governance.

According to the Faculty Handbook, our standing obligations (or ‘purpose’) require:

iii. Purpose: The role of this Advisory Committee is to **represent the needs and perspectives of all University Affiliate Faculty** and to provide recommendations to University bodies on matters which may impact Affiliate faculty responsibilities, with the **goal of providing an optimal teaching and learning environment as well as increased advocacy, visibility, retention, and development** for all Affiliate faculty.

To serve as a **liaison** between the GVSU academic community and University Affiliate faculty, and inform and advise UAS on factors that affect teaching and learning as well as **advise on university wide policies and procedure** in regard to Affiliate faculty role, work load, etc. The Committee will clarify the roles of and/or expectations for Affiliate faculty while **increasing Affiliate faculty visibility at GVSU and maintain a collaborative relationship with Regular faculty**.

## Proposed Representatives to ECS and UAS

Having established the ‘need’ for representation and the research and policy-based justification for this request, we next turn to the question of ‘who’ and/or ‘what roles’ would be best positioned to serve in the highest levels of shared governance at GVSU on behalf of Affiliates. Our conversations during Fall 2020 and Winter 2021 have revealed the need to consider that the standing chair - currently John Lipford (CCPS) – and one AFAC-elected Regular or Affiliate faculty member, may be in the best position to serve on ECS/UAS. We believe all Affiliate faculty would be best served if their potential ECS and UAS representative(s) have governance experience. Importantly, since Affiliate faculty do not typically participate in faculty governance, a lack of experience could prove detrimental for Affiliate faculty, as a whole. This is the rationale for AFAC’s ‘informal procedure’ of promoting a system by which the standing vice-chair for one academic year transitions to the standing chair position for the next academic year, whenever possible, upon being duly elected to the position.

As all who read this memorandum can attest, it takes a while to get a feel for how faculty governance ‘works.’ By arriving to their role(s) on ECS and UAS with a general understanding of the meaning of all the various acronyms used at GVSU, which committees do what, reporting/structures, et cetera, may make the ECS and UAS representative(s) feel more comfortable speaking on complex issues or matters of sensitivity, in order to best represent the interests of Affiliate faculty. We also believe concurrent service on AFAC will

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<sup>2</sup> Jones, W.A., Hutchens, N. H., Hulbert, A., Lewis, W.D., & Brown, D.M. (2017). Shared governance among the new majority: Non-tenure track faculty eligibility for election to university faculty senates? *Innovative Higher Education*, 42; 505-519.

make the representation by the standing chair and one AFAC-elected Regular or Affiliate faculty member more credible/reputable to the other ECS/UAS members, as well.

Lastly, our concurrent rationale is simply that these two positions (standing chair and one AFAC-elected representative) are **elected to their positions by the Regular and Affiliate faculty representatives of each college which is represented on AFAC; whom, in turn, were elected by faculty in each of their respective colleges.**

In other words, in order to serve in the standing chair (and vice-chair) roles on AFAC, one must be **‘elected by the elected.’**

In pertinent part, and pursuant to the Faculty Handbook, this committee’s membership is established through the following processes:

i. Membership:

Regular Faculty Membership: **Regular faculty will elect the Regular faculty members** of the UAFAC which consists of **1 elected member from each College that employs Affiliate faculty [...].**

Affiliate Faculty Membership: Affiliate faculty are eligible for membership after 2 years of continuous employment as an Affiliate faculty member. **Affiliate faculty will elect the Affiliate Faculty members.** Numbers of members from each College will be **chosen according to the following ratio:**

Affiliate Faculty in College	Members on Committee
1-20	1
21-50	2
51-100	3
101+	4

The **Chair will be elected by the membership from the Affiliate faculty** for a one-year term.

Administration Membership: One Provost office representative ex officio, non-voting.

Finally, we would recommend keeping the limitation on service as standing chair and vice-chair of AFAC to a one-year term; with the potential for re-election to either position or for transitioning from chair to vice-chair (or vice versa). Our thought is that this leadership format will give AFAC more flexibility - as a committee - to decide on representatives to ECS and UAS from year-to-year, without having to hold a separate, university-wide election each year or through another more cumbersome method. Again, the eventual amendment of AFAC bylaws will be helpful; as will be re-visiting the number of Affiliate faculty representatives on this committee following the pending-merger of CCPS and COE.

**Proposed Reassigned Time for AFAC Chair**

The primary issue with this request is two-fold: (1) Affiliate faculty are not typically expected to perform the amount of service required/necessitated by these concurrent roles (AFAC chair and ECS/UAS); and (2) in order for reassigned time to be considered by the Provost’s office, we would need input from both ECS and UAS on the initial part of this request before proceeding further. We are aware that, prior to the COVID-19 pandemic on [10/30/2019](#), the FPPC discussed reassigned time for governance chairs, but it appears GVSU policy designates the granting of reassigned time exclusively to the Office of the Provost.

To that end, SG 3.03(a) provides:

“University Governance Committees are listed in SG 1.03. Some of these committees require that a faculty chair devote extensive time and effort to ensuring the efficient operation of the committee and the completion of routine work and assigned charges. **If a University Governance Committee believes that reassigned time should be increased or granted to the chair position, the request should be made in a letter to the Provost.** The letter should address the tasks and responsibilities of the chair, the frequency of meetings, and preparation time spent by the chair. The

Committee's charges and Annual Report (if available) for the preceding three years should be attached. The Provost will respond to the request in writing within 30 days. Reassigned time for University Committee Governance Chairs depends upon continued quality work and may be reexamined by the Provost."

As standing chair for 2020-2021, I can accurately attest to the amount of time, effort, and energy required from the role of standing chair and vice-chair for this committee. Also, while my role does not have voting rights in either ECS or UAS, I am still occasionally invited and expected to attend both ECS and UAS meetings as part of the fulfillment of my role as standing chair - much in line with the language of [SG 3.03](#), discussing 'reassigned time' at GVSU. As a committee, AFAC believes our predecessors in both the standing chair and vice-chair roles also performed a great-deal of service for the committee and (by extension) for the university. We thank them for their commitment, service, and dedication for last five years.

Following ECS' review, and assuming any proposed changes would be minimal, our hope would be to present this proposal to UAS for consideration before the conclusion of Winter 2021 or, if not possible due to other constraints, in early Fall 2021.

Thank you for your continued support of our committee.



Affiliate Faculty Advisory Committee  
Jennifer Cymbola, Chair, 2021-22  
John Lipford, Vice Chair, 2021-22

## Memorandum

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**TO:** Charles Pazdernik, Chair, AFFARES Task Force

**FROM:** Jennifer Cymbola, Chair, AFAC

**SUBJECT:** Report of the AFFARES Task Force

**DATE:** November 12, 2021

**CC:** Ed Aboufadel, AVP  
Courtney Karasinski, Vice-Chair, AFFARES Task Force

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AFAC has reviewed the AFFARES Task Force and is generally in support of the recommendation of the Task Force as it applies to Affiliate Faculty representation *as an interim step* toward a larger discussion of the makeup of ECS. Ultimately, AFAC does believe that full voting membership for an Affiliate representative is important for ensuring Affiliate voices are heard and fully considered in matters before ECS and UAS, but we recognize the need for the larger discussion regarding the size and apportionment of ECS as a whole. AFAC also understands that an ECS bylaw change to include a standing ECS meeting invitation to the AFAC chair does allow an Affiliate representative to have a seat at the ECS table sooner than that larger conversation about membership can take place, and we are in support of this change. AFAC would appreciate clarity on whether or not being a standing invitee comes with speaking rights at ECS meetings, or if, since the AFAC representative is a guest of ECS and not a member of ECS, their speaking rights would be more limited than those of a full member.

Thank you for the time you have spent working on this matter and your continued support of our committee.