Revised Interim Report of the Faculty Governance Working Group

This report sets down the findings and recommendations of the Faculty Governance Working Group on the creation of a University Faculty Senate at Tufts University.

I. Background

Toward the end of the 2014-15 academic year, Provost David Harris set in motion a process to establish a Working Group on Faculty Governance consisting of two representatives from each of the faculties of the University’s eight schools on the three campuses. The Working Group’s members were selected by the individual faculties of the University’s eight schools. The mission of the Working Group was to consider the nature and advisability of establishing a university-wide body of faculty to participate in University governance. Three considerations appear to have prompted this initiative: 1) Unlike most complex research universities, Tufts has no university-wide deliberative body of faculty to consider and advise on issues that transcend the concerns of individual schools and in this respect Tufts seems an outlier among comparable US institutions of higher education; 2) the lack of such a faculty deliberative body complicates and makes it difficult for the administration to obtain the views of the faculty in a timely fashion on matters of university-wide concern; and 3) the absence of a comparable deliberative body makes it difficult, if not impossible, for the University faculty to formulate and communicate its views and concerns to the University administration.

II. Working Group Operations
The Working Group members held an initial meeting in May and then participated in an all-day retreat in August, at which both the President and the Provost were in attendance and had an opportunity to express their views. Thereafter, the Working Group held semi-monthly meetings that rotated among the Universities’ three campuses, while all members also had the opportunity to participate in meetings by teleconference and phone. Vice Provost Kevin Dunn attended all meetings, principally in a support capacity. The Working Group also chose one of its members as chair. The work of the Group generally fell into three phases of unequal length. The first phase consisted of an intensive study of faculty deliberative bodies at other universities. Among those given special attention were Georgetown, Brown, Cornell, Duke and Northwestern. In a second phase, the Working Group familiarized itself with the governance system of the individual schools at Tufts. Having unanimously agreed that Tufts University should create a university faculty senate of its own, the third and longest phase of the Group’s work was the elaboration of an appropriate Senate structure and organization for Tufts, with an accompanying set of draft bylaws. On February 3, the Working Group submitted a Preliminary Report of its recommendations to the Provost. Following a meeting with the Provost on February 10, an Interim Report was drafted and was considered at a meeting of the Provost’s Council, a body consisting of deans and senior administrators, on February 17. Based on comments received at that meeting, this Revised Interim Report with a suggested draft bylaws to govern the proposed Faculty Senate was prepared for eventual consideration by the President, the deans of the Schools, and the various faculties of the University. The remainder of this Report describes the nature and structure of the Faculty Senate proposed by the Working Group.

III. The Purposes of the Proposed University Faculty Senate
The Working Group agrees that the lack of a university-wide deliberative faculty body is an obstacle to effective governance at Tufts. The existence of a Faculty Senate would provide the necessary structure and vehicle for appropriate faculty governance across the University’s schools. Specifically, as stated in the draft bylaws, a Faculty Senate at Tufts would have as a general objective “…to facilitate and enhance the effectiveness of the governance of Tufts University and further develop a shared sense of community among its members…” One of the challenges of governance at Tufts is that the University functions on three widely separated, self-sufficient campuses. A Faculty Senate would help to create a bridge among the Boston, Medford, and Grafton campuses.

In addition to these two general purposes, the Senate would have the following eight specific purposes:

1) Contributing to the formulation of University wide-plans and policies;
2) Reviewing existing University-wide policies and recommending appropriate changes;
3) Expressing the views, needs, and concerns of the faculty with respect to University governance and administrative practices, while respecting the autonomy of the individual Schools;
4) Exchanging information and facilitating collaboration and cooperation among and between the Schools of the University, particularly but not exclusively, with respect to administrative, pedagogical, research, and other relevant matters of common concern;
5) Bringing to the attention of the University governing authorities all matters that the Senate judges appropriate;
6) Providing advice and counsel to University governing authorities, either in response to a request from them or on the Senate’s own initiative, for carrying out their responsibilities; and

7) Performing such other functions as the University Trustees, the President, or the Provost may request in matters affecting the governance of the University.

IV. The Structure and Composition of the University Faculty Senate

The Working Group devoted a significant portion of its deliberations to articulating an appropriate structure and composition for the proposed University Faculty Senate. It was at first suggested that the proposed Faculty Senate might follow one of two basic models: 1) the US Senate model, by which each of the eight schools at Tufts would have an equal number of representatives or 2) the US House of Representatives model, by which the number of representatives would be proportional to the school’s faculty body size. The Working Group’s research revealed that few, if any, research universities follow a strict US Senate model. On the other hand, a strict application of the House of Representatives model posed serious problems for at least two reasons. First, Tufts Schools have varying definitions of who is a faculty member. For example, are the 4000 clinical faculty members of the Medical School each to be counted as faculty for purposes of determining the representation of the Medical School? Second, each of the University’s eight schools has a strong sense of autonomy and is influenced by specific and differing disciplinary and professional cultures. It was felt that those factors have contributed to the University’s strength and should be respected. Ultimately, the Working Group decided upon a “blended model” upon which to base a Faculty Senate for Tufts University, a model that would give each school a minimum number of representatives (two) and then increase that number to
take account of disparities in faculty size among schools. Thus it is proposed that Faculty Senate representatives be allocated among Tufts Schools as follows:

- The Cummings School of Veterinary Medicine: 3
- The Fletcher School of Law and Diplomacy: 3
- The Friedman School of Nutrition Science and Policy: 3
- The Sackler School of Biomedical Sciences: 2
- The School of Arts & Sciences: 7
- The School of Dental Medicine: 3
- The School of Engineering: 3
- The School of Medicine: 5

Faculties of other schools and units of the University may be granted representation in the Senate as circumstances warrant by amendment of the Senate bylaws. In this connection, the Working Group considered the question of whether or not the Senate should include representation from Tisch College. It concluded that the structure of the College at this time does not warrant inclusion, because there is not a permanent faculty, only rotating appointments of affiliated faculty. If the College creates permanent faculty positions, primary or secondary, the Working Group would recommend that the Senate take up the question of including representatives from Tisch College in the Senate.

Each Senate Representative from a particular School would be elected according to that School’s rules. The total number of elected Senate Faculty representatives would be twenty-nine. In addition, the President and Provost would serve as ex officio, non-voting members. Senators would serve staggered terms of three years each. In designing a Senate for Tufts, the Working Group sought the model of a “working Senate,” one that is not too large to be cumbersome yet large enough to be representative of the diversity of the Tufts faculty. With this goal in mind, it is proposed that the Senate meet at least once a month. The Senate would elect
its own officers, who would consist of the Senate President, Vice President, and Secretary. The Senate President would not only preside over the Senate but he or she would also be the Senate’s primary representative to the University Trustees, the President, and the Provost and would be a member of the University’s Academic Council. The Senate President should also meet with the Provost on a regular basis, which in normal circumstances would be not less than once every two weeks. The Senate President will consult with the Provost on the agenda for Senate meetings and other matters relating to the functioning of the Senate.

V. Senate Powers

With certain exceptions, the powers of the Senate would be to a large extent consultative. Consultative powers, if used wisely, can nonetheless be effective tools of governance. In exercising its powers the Senate is to respect the autonomy of the individual schools. Numerous specific powers are granted to it. In addition to deciding its own rules and procedures, these specific powers include:

1) Reviewing and evaluating matters of University educational and research policy and university-wide faculty issues;

2) Participating in the search for and the appointment of the University President, Provost, and deans of the schools through representation on search committees and by consultation with respect to the appointment of staff designated as part of the School or University leadership;

3) Participating in the reviews of senior central university administrators reporting directly to the President and the Provost;
4) Making recommendations to the appropriate University authority on the quality and effectiveness of University administrative services;

5) Participating in decisions to create new schools, campuses, inter-school degree programs, and major reorganizations of the University;

6) Participating meaningfully in the development of University budget and resource allocation priorities; and

7) Nominating faculty representatives to University-wide committees, task forces and Trustee committees.

In addition, the Senate would have residual power to “... study, investigate, and make recommendations to the President or the Provost on any matter of faculty concern.”

VI. Next Steps

After submitting this Revised Interim Report to the Provost, the Faculty Governance Working Group envisions the following next steps:

1. Consultation by individual Working Group members with their respective faculties to obtain their views on the proposed Senate.

2. Consultation with legal counsel concerning the draft bylaws.

3. Preparation of a Final Report with draft Bylaws for submission to the Provost.

4. Submission of the Final Report to the faculties of the eight schools for approval.

5. Eventual submission of the Final Report and Bylaws to the University Trustees for adoption of the Faculty Senate Bylaws

6. First election of Senate Representatives by each of the Schools
Respectively submitted,

**Faculty Governance Working Group**

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**Appendix**

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**BYLAWS OF THE UNIVERSITY FACULTY SENATE**
Adopted by the Trustees of Tufts College on …
Article 1
Establishment

There is hereby established the University Faculty Senate (the Senate) of Tufts University (the University).

Article 2
Purposes

The purpose of the Senate is to provide faculty representation from all Schools of the University designated by Article 3 of these Bylaws in order to facilitate and enhance the effectiveness of the governance of Tufts University and further develop a shared sense of community among its members, particularly, but not exclusively, with respect to the following:

1. contributing to the formulation of University-wide plans and policies;
2. reviewing existing University-wide policies and recommending appropriate changes;
3. expressing and communicating the views, needs, and concerns of the University Faculty with respect to University governance, academic matters, and administrative practices, while respecting the autonomy of the individual Schools;
4. exchanging information and helping to facilitate collaboration and cooperation among and between the Schools of the University, particularly but not exclusively, with respect to administrative, pedagogical, research, and other relevant matters of common concern;
5. bringing to the attention of the University governing authorities all matters that the Senate judges appropriate;
6. providing advice and counsel to University governing authorities, either in response to a request from them or on the Senate’s own initiative, for carrying out their responsibilities; and
7. performing such other functions as the University Trustees, the President, or the Provost may request in matters affecting the governance of the University.

Article 3
Senate Membership

1. The Senate shall consist of faculty representatives from each of the following Schools of the University: the Cummings School of Veterinary Medicine, the
Fletcher School of Law and Diplomacy, the Friedman School of Nutrition Science and Policy, the Sackler School of Biomedical Sciences, the School of Arts & Sciences, the School of Dental Medicine, the School of Engineering, and the School of Medicine. By amendment of these bylaws, the faculties of other schools and units of the University may be granted representation in the Senate as circumstances warrant.

2. Each School shall be represented in the Senate by a minimum of two persons and such additional representatives as these By-Laws shall determine or as the Senate shall later decide by a two-thirds majority vote of its membership and is justified by the number of faculty members teaching at such School.

3. Upon its creation, the Senate shall be composed of twenty-nine elected faculty representatives. The number of Senate representatives to be elected from each School shall be as follows:

   The Cummings School of Veterinary Medicine: 3
   The Fletcher School of Law and Diplomacy: 3
   The Friedman School of Nutrition Science and Policy: 3
   The Sackler School of Biomedical Sciences: 2
   The School of Arts & Sciences: 7
   The School of Dental Medicine: 3
   The School of Engineering: 3
   The School of Medicine: 5

4. The President and Provost of the University, or their designates, shall be ex-officio non-voting members of the Senate.

5. Each School shall elect its representatives to the Senate by a vote of its faculty. Faculty members eligible to stand for election to the Senate and to vote in the election of Senate representatives shall be determined in accordance with each School’s rules on faculty status and voting procedures.

6. Each School shall hold the first election of its representatives to the Senate no later than thirty days after the beginning of the academic year immediately following the effective date of these Bylaws. The terms of office of the Senate representatives so elected shall run from the date of their election until August 31 of the year that the term of such representative is to end, with the possibility of re-election for not more than one consecutive three-year term.

7. At the first election for Senate representatives, the various Schools shall adopt the following procedure:
   a. each School that is entitled to elect three representatives shall elect one representative for a term of one year, one representative for a term of two years, and one representative for a term of three years;
b. the School of Arts & Sciences shall elect two representatives for terms of one year each, two representatives for terms of two years each, and three representatives for terms of three years each;
c. the School of Medicine shall elect one representative for a term of one year each, two representatives for terms of two years each, and two representatives for terms of three years each; and
d. the Sackler School of Biomedical Sciences shall elect one representative for a term of one year and one representative for a term of two years.

8. Elections in subsequent years shall take place no later than June 1. Senate representatives elected in such elections shall have a term of three years. Each such term of office shall commence on September 1 of the year of election and shall continue until August 31 of the third year of their term of office.

9. In the event that a School’s elected representative to the Senate resigns or is determined to be otherwise unable to continue to serve as a representative, that School shall hold an election within thirty days of such resignation or determination, according to its rules and procedures, in order to select a faculty member to complete the term of office of the Senate representative who has resigned or is otherwise unable to serve.

10. The functioning of the Senate shall be supported by the Senate Secretariat staffed by one or more administrative employees of the University. The Senate Secretariat, overseen by the Faculty Secretary, shall assist in the organization of Senate and committee meetings, prepare the minutes of Senate and committee meetings, maintain appropriate records of Senate activities and decisions, assist in the preparation of Senate reports and communications, and assure the proper and efficient operation of the Senate.

11. A School’s representative to the Senate shall have the responsibility to keep the faculty and dean of that School informed on a continuing basis of the activities and deliberations of the Senate.

Article 4
Senate Powers and Responsibilities
While respecting the autonomy of the individual Schools of the University the Senate shall have the following powers and responsibilities:

1. To decide upon its own internal rules and procedures for deliberation and decision making;
2. To review and evaluate matters of University educational and research policy and university-wide faculty issues;
3. To participate, through designation of individual Senate or faculty members on search committees or otherwise, in the search for and the appointment of the University President, Provost, and Deans of the schools and be consulted in the appointment of persons designated as part of the senior leadership of the University or the Schools;
4. To participate in the reviews of senior central university administrators reporting to the President and the Provost;
5. To make recommendations to the appropriate University authority on the quality and effectiveness of University administrative services;
6. To participate in the decisions to create new schools, campuses, inter-school degree programs, and major reorganizations of the University;
7. To participate actively and early in the development of University budget and resource allocation priorities;
8. To nominate faculty representatives to University-wide committees and task forces and Trustee committees;
9. To study, investigate, and make recommendations to the President or the Provost on any matter of faculty concern.
10. To designate individual University faculty members to serve on or assist committees, task forces, and working groups created by the Senate to carry out its responsibilities and to request individual University faculty members to assist the Senate on an ad hoc basis in fulfilling its responsibilities.

**Article 5**

**Senate Officers**

1. The officers of the Senate shall consist of the Senate President, the Senate Vice President and the Senate Secretary. They shall be elected annually for terms of one year each by the elected members of the Senate at its first meeting of the academic year. No two Senate officers may be faculty members of the same School. The terms of office of the Senate officers shall begin with their election and shall continue until the election of Senate officers in the following academic year.
2. The Senate President shall preside at meetings of the Senate and, after consultation with the Senate representatives, shall appoint committees of the Senate and shall represent the Senate in its relations with the Board of Trustees, President, Provost, and administration of the University. The Senate President shall also serve as a member of the University Academic Council or its equivalent and shall consult with the Provost on a regular basis which in normal circumstances shall not be less than once every two weeks.

3. The Senate Vice President shall preside at meetings of the Senate in the absence of the Senate President and shall act as the representative or designee of the Senate President in the execution of presidential functions when so requested by the President.

4. The Senate Secretary shall oversee the Senate Secretariat, assure the proper recording of the business of the Senate, and at the completion of every academic year shall, in consultation with the Senate President and Vice President, prepare and submit a written report of the Senate’s activities to the University faculty and administration.

5. The Senate officers shall serve as members of the Senate Executive Committee in addition to two other Senate members elected by the Senate membership.

**Article 6**
**Senate Meetings and Decision Making**

1. **Meetings.** The Senate shall meet in plenary session once each month during the academic year and may meet more frequently by a decision of a majority of representatives. The Senate President may call a special meeting of the Senate on his or her own initiative or at the request of three members of the Executive Committee.

2. **Quorum.** A simple majority of the total Senate membership shall constitute a quorum. All Senate members have an obligation to attend all Senate meetings and may be excused from such obligation only in exceptional circumstances. The minutes of the Faculty Senate shall record the absence from the meeting of Faculty representatives and the Senate Secretary shall report persistent unexcused absence of a Senate member to the Executive Committee, which after due consideration, shall address the matter with the appropriate faculty body of the School that such person represents. In accordance with rules adopted by the Senate, representatives may participate in Senate meetings and vote on Senate decisions by video teleconferencing facilities or other approved methods of telecommunication.

3. **Agenda.** The agenda for each meeting of the Senate shall be determined by the Senate President, after consultation with the Vice President and the Secretary,
and shall be distributed to the members of the Senate not less than seven days before the Senate meeting at which such agenda items are to be considered. Any elected or ex-officio member of the Senate may propose agenda items for meetings to the Senate President not later than ten days before the scheduled date of the meeting at which they are to be considered. The Senate President shall also consult with the Provost concerning the agenda for Senate meetings.

4. **Decisions.** Except for amendments of these Bylaws, decisions of the Senate shall be taken by a majority of those in attendance at the meeting.

5. **Rules of Procedure.** The Senate is authorized to make such rules of procedure as it judges appropriate. The deliberations and decision making processes of the Senate shall be guided by the most recent edition of *Robert’s Rules of Order*. The Secretary of the Senate shall serve as parliamentarian at Senate meetings.

6. **Visitors.** Visitors may attend Senate meetings in accordance with Senate rules of procedure. As a general rule, meetings of the Senate shall be open to all members of the University; however, by decision of the Senate President or by vote of a majority of the Senators present, the Senate may convene in a closed executive session.

7. **Record of Meetings.** The official record of Senate meetings shall be kept by the Senate Secretary, who may employ whatever means he or she finds appropriate to prepare an accurate record of the proceedings. The use of other electronic or photographic equipment at Senate meetings may only be done in accordance with Senate rules of procedure. The minutes and summaries of meetings shall be made available to the faculty of the University, and each Senate representative shall also have the obligation to inform the faculty of the School that he or she represents of the decisions and matters considered in Senate meetings.

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**Article 7**

**Senate Committees**

1. The Committees of the Senate shall consist of the Senate Executive Committee and such other committees as the Senate President, after consultation with the Senate membership, shall appoint.

2. The Senate Executive Committee shall consist of the Senate President, the Senate Vice President, the Senate Secretary, and two other Senate Representative elected by the Senate at the first Senate meeting of the academic year. No two members of the Executive Committee may be faculty members of the same School.
3. The Executive Committee shall support the work of the Senate, make recommendations to the Senate on its policies and plans, and carry out such responsibilities and activities as the Senate may delegate to it.

**Article 8**  
**Senate Bylaw Amendments**

Amendments to these Senate Bylaws not inconsistent with the bylaws or regulations of the Trustees of Tufts College maybe made by an affirmative vote of two-thirds majority of the Senate membership after they have received written notice of such proposed amendment fifteen business days before the Senate meeting at which such amendment is to be considered.