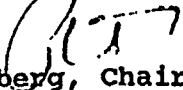


THE STATE UNIVERSITY OF NEW JERSEY  
**RUTGERS**

Interdepartmental Communication

October 26, 1992

TO: Provost Norman Samuels   
FROM: Professor Paul L. Tractenberg, Chair, FAC  
RE: Defining the FAC's Mission and Function

As we discussed last week, I am writing this memorandum to request from you some information and some suggestions, both of which will be helpful to the Council as it moves ahead in defining its mission and its modus operandi. I was pleased, but not surprised, that you fully share the Council members' belief that the role we fashion should be one which is meaningful and can have an important positive impact on the Newark campus.

The first way in which you can aid us is by providing a written description of the organizational structure in the university at large and on this campus, especially regarding committees and other entities whose work might touch upon matters of interest to the Council. It would be especially helpful if we could have a brief description of the responsibilities assigned to each entity and a list of its membership (or at least its chair).

I mentioned during our meeting two examples, that had been raised during the Council's discussion of committees, whose functions might be relevant to the Council--the university's Standards and Priorities Committee and a rumored Newark campus budget advisory committee (which you told me had never existed).

This information will help the FAC to decide how to focus and structure its efforts. In particular, we need to decide how to refashion our subcommittees so that they are dealing with important issues not already being treated by other committees. In that connection, we would appreciate any thoughts you have about matters on which Council input and recommendations would be valuable. For your information, the following are matters suggested by one or more Council members as possible agenda items:

1. Budget and resource allocation;

2. Land acquisition and capital facilities;
3. Rutgers-Newark's relationship with the City of Newark, Essex County and other specialized agencies, including the Performing Arts Center;
4. Rutgers-Newark's relationship with the other higher education institutions in Newark;
5. Rutgers-Newark's relationship with the other Rutgers campuses;
6. The relationship among the units on the Newark campus;
7. The shape and nature of the Newark campus in the future (including the viability of undergraduate education);
8. An examination of the Newark campus's administrative and academic structure;
9. Periodic evaluation of administrators; and
10. "Hate speech" on campus.

As we compiled this list, we recognized that some of the topics would fall within the jurisdiction of other committees. For example, the future shape and nature of the Newark campus undoubtedly will be considered by the Middle States and Strategic Planning steering committees. As to such topics, the question the Council must address is what, if any, role it should play vis a vis the other committee (by overlapping membership or otherwise).

As to other topics, not within the charge of any other committee, the question is which of those topics should become part of the Council's focus, and how should they be dealt with (e.g., by separate subcommittee, by committee of the whole, or in some other manner).

We look forward to receiving your suggestions about these and any related matters. I anticipate that Council consideration of these items will be a major part of the agenda for the November 9 meeting. Consequently, if it is possible for you to have a response early enough so that it can be distributed to

Council members prior to the meeting, I would be very appreciative.


cc: Council members

THE STATE UNIVERSITY OF NEW JERSEY  
**RUTGERS**  
Campus of Newark

Office of the Provost • University Heights • 15 Washington Street • Newark • New Jersey 07102  
201/648-5541

October 30, 1992

TO: Professor Paul Tractenberg  
Chair, Newark Campus Faculty Advisory Committee

FROM: Norman Samuels   
Provost

RE: F.A.C. Mission and Function

I write in response to your October 26 letter requesting information and suggestions regarding our committee structure and F.A.C.'s potential contribution. We fully share the desire to develop a meaningful and central role for F.A.C. in the governance and planning for the Campus, and I too am uneasy to find that we're still thrashing around regarding committee structure; I will therefore overcome my natural shyness and make some specific recommendations in that regard, below. This isn't a comprehensive reply to your note, but it should get us started.

It is frustrating, but necessary, to begin by facing the jumbled realities of Rutgers' organizational structure: with no clean underlying logic, some services and budgets are central, some local, some shift around -- all with obvious consequences for administrative accountability and for faculty consultation. A few examples:

1. the Financial Aid and the Registrar's offices in Newark do not report to me, but the Business Office does; try to picture what happens to student complaints about term bills;
2. a roof repair project might include one contractor paid and supervised by New Brunswick to fix one thing, working beside a second contractor paid by Newark Physical Plant to work on another system;
3. access to computing often involves computers and wiring paid for by the colleges or grants, but also depends on servers, network and service provided by RUCS -- which reports centrally and has its own priorities.

There are University-wide committees, appointed by the President, with Newark representation which often begins with my suggestions. (in turn, with help from the Deans) but is finally shaped by the President's wish to balance committee membership along geographic, discipline, gender, and other lines as may be relevant. The Promotion Review Committee, the Committee on Standards and Priorities, a host of Search Committees, ad-hoc committees on everything from new curriculum proposals to specific crises, get put together that way. I'd like to

recommend F.A.C. members wherever possible and appropriate, but see no place for structural links between F.A.C. and these committees.

In Newark, our primary governance level lies in what the F.A.C. charter refers to as the legislative faculties of the Schools and Colleges. With regard to Campus-wide and intercollege matters, I am advised by the Deans Council which includes the Deans and the Associate Provosts and which meets every two weeks, by the Faculty Advisory Council, by a Student Affairs Coordinating Council (Deans of Students and campus student services directors) which meets less frequently, and by the Administrative Forum which includes all administrators on campus and whose meetings are primarily devoted to exchange of information. There are "user" committees focused on specific services or issues: Computer Planning and Users Advisory Committee, Animal Facilities Committee, Americans with Disabilities Act Implementation Committee, Safety Committee (with A.A.U.P.), and advisory committees for many of the institutes, schools, and programs within the schools. As you also know, we constitute ad-hoc committees and task forces to handle specific tasks such as the Middle States periodic review, or the business education reorganization. Again, I would want F.A.C. members to serve on these committees, but I think it would not be practical for the F.A.C. to try to institutionalize links to this shifting landscape; instead I would recommend a simple, general structure able to respond to our needs as things arise.

Looking at what actually goes on in Newark, rather than at an organization chart, then, I'd ask you to consider a F.A.C. committee structure which relates directly to how my office operates:

1. a Committee on Student Affairs and Student Services
2. a Committee on Campus Facilities, Security, and Support Services
3. a Committee on Academic Affairs and Joint Programs
4. a Committee on Campus External Relations
5. a Budget and Planning Committee -- which should be the Executive Committee and the Standing Committee Chairs

All the topics listed in your memo will find lodgement in one of these committees. Either the Provost or the Associate Provost with responsibility for the area in question, depending on the Agenda, should attend committee meetings; these good people will generally be informed about other bodies involved, and can help you avoid lots of wasted effort. All F.A.C. members should be assigned to one of the committees, with balance and expertise considered. Your advice to me and to the Campus is generally more likely to be usefully absorbed and implemented if it is focused along existing operational lines.

NS/jb