Ad-Hoc Committee for Senate Restructuring: Recommendations

June 2014

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Executive Summary

This study was commissioned by the Abington College Faculty Senate to recommend changes necessary for the more effective discharge of Senate functions. Senate is an important agent of shared governance, and its Constitution mandates periodic review of governance documents. Given changes past and current, and anticipating future evolution, the case for change now proves to be salient.

The problem for Senate is bloat; 3 out of 4 faculty members must staff it if no one doubles up. This practically constitutes governance by a faculty of a whole, not a representative body. We analyzed current Senate structure and processes, comparing ours to a dozen other institutions. To restructure standing committees, we deconstructed current committee duties, avoiding redundancy where found. We developed a syntactic diagram to reorder them into new structures that better reflect academic life and processes. Through these analyses, both expected and surprising discoveries have led us to recommendations for our own Senate.

Rather than arrive at a single recommendation, we have taken the spirit of the charge to imply Senate rightly prefers several options. We have provided three models for committee structures and assessed the pros and cons. We have provided several remedies for issues surrounding leadership. Finally, we have made recommendations concerning the makeup of Senate Council and Faculty Advisory Committee, ex-officio membership, the process of reportage, representational apportionment, the election timetable, and term limits for various offices and chairs.

By providing a range of choices our committee defers to Senate's capacity to come to its own conclusions concerning which options, or elements therein, will best serve future needs. Consider our recommendations to be not the final but rather the first word in a conversation leading to a new model for Senate.

In brief, our primary recommendations include the following:
- Creating a six-committee structure, although we also offer versions of 5 and 4
- Requiring all Senators to serve on standing committees
- Requiring, when appropriate, all standing committee chairs to be Senators
- Integrating Faculty Awards and Instructional Review functions within standing committees, with Senators specifically assigned these duties
- Creating a 2-year term for ACSF Chair-Elect and Chair
- Instating a Council-based Nominations Committee to assist with elections
- Reducing the burden of Ex-Officio membership and number of reports
- Updating Senate apportionment regularly, and including the Library as an independent entity rather than part of Social Science
- Consolidating the election timetable and creating an ACFS Calendar
- Requiring committee term limits, to build a strong leadership base
- Requiring an ACFS End-of-Year report to the faculty by the Chair

Charge

The Abington College Faculty Senate (hereafter ACFS) has created the Ad-Hoc Committee for Senate Restructuring (hereafter CSR) to make recommendations to the ACFS Chair for amendments to Senate governance documents, restructuring Senate to be more nimble and responsive to the needs of the faculty and the College community as a whole.

The CSR was proposed in April 2014 after Senate Council, under the leadership of William Cromar, M.F.A., then Chair of ACFS, proposed several amendments to the governance documents of the Senate meant to address a myriad of shortcomings and inefficiencies inherent in the current structure. These amendments were debated in Senate Council and brought to the floor of Senate for the regular March meeting of Senate. It became immediately evident to Senate leadership that, although the constitutionally mandated review times for such amendments were being honored, more time for examination, discussion and recommendation was needed in order to successfully implement the needed changes.

The CSR was charged to make recommendations as follows:
- To include a proposal restructuring standing committees to 4-6 in number.
- To create a more effective Senate leadership structure.
- To propose any other changes deemed necessary for the increased effectiveness of Senate.

The timeframe given to the committee commenced work in late April 2014, with work concluded and this report created by end of June 2014. The goal is to have this publicly accessible document for faculty review over two months during Summer 2014, in time for a discussion of the recommendations at a semester-opening faculty forensic in late August 2014. Amendments emerging from this report and the forensic will replace the original motions withdrawn in Spring 2014, and will be drafted by Senate Council in time for the first meeting of Senate. The final goal will be debate and ratification of amendments reflecting the will of the faculty of Abington College, subject to final review and approval of the University Faculty Senate in accordance with UFS requirements for the same.

The Case for Change

ACFS plays a commendable role in the life of the College and its faculty. Members of the Abington faculty enjoy an institutional environment where shared governance is part of the culture. As a democratically elected representative body, ACFS is an acknowledged agent of shared governance for our campus, with a set of procedures that are reasonably well articulated by its governance documents. Many schools have simply disbanded Senates as they become bloated or marginalized. The CSR affirms that the hard work of maintaining and strengthening shared governance for our campus is worthy of effort. ACFS is, like most democracies, an imperfect form of government, but as Churchill poignantly put it, "Indeed it has been said that

democracy is the worst form of Government except for all those other forms that have been tried from time to time...."

In spite of the affirmed need for such a body, it is increasingly difficult for ACFS, the Senate Chair, and Senate Council to adequately and efficiently address the legitimate needs and time demands of their respective roles in shared gov22ernance. It is also increasingly difficult for ACFS to respond to new initiatives and weigh in proactively on strategic directives coming from the administration and the larger campus community. If shared governance is to work at all, and if it is to lead Abington College in the best pursuit of its core academic mission, we believe ACFS must simply adopt a structure capable of responding in a timely and focused way. This can be achieved by addressing what the CSR finds to be the most critical concerns:

- ACFS structure must be less centralized on the office of Chair, thus making leadership a more desirable service role.
- The committee structure must more effectively reflect the academic mission, processes, activities and stakeholders of our campus, streamlining the standing committee structure as a byproduct, not an explicit goal.
- Unclear expressions of academic resource management and planning (no interaction with Development and Alumni Relations, external funding mechanisms, strategic and master planning, etc.) need to be articulated.
- Committee chairs making up Senate Council have traditionally not been Senators eligible to vote, giving them no meaningful voice on motions they put forward. Worse, Senators have not been involved in debate on motions.
- Some service aspects of Senate are of a token nature, while others are truly onerous, requiring imbalanced effort on the part of various participants.
- A healthy sense of competition for Senate service, evidenced by competitive elections, would make for a healthier and more active ACFS.

Thus, any restructuring must occur without compromising the democratic ideal that is at the core of shared governance.

To remedy these shortcomings, which have evolved in the context of rapid institutional change, the CSR adopted the following guiding principles:

- Attempt restructuring of a Senate that would require less than 50% of the full time faculty to be an explicit part of the organization.
- Evaluate ex-officio membership to determine the least burdensome Senate requirement for Administration and Staff.
- Assume that current duties outlined for the various offices and committees are necessary, but do not assume they are completely articulated. Reorganize these duties to maximize synergy and avoid overwork.
- Analyze academic life, academic processes and other facets of our institution to arrive at a committee structure that best reflects the same.
- Where necessary, incorporate absent Academic, Service and Operations Units in advisory roles needed to assist ACFS in its mission and goals.
- As is the case for a majority of Senates we researched, including our own University Faculty Senate, require committee service for all Senators.

- Committee chairs should be app ointed from the pool of elected Senators, so that when a motion is brought to Council they can debate it, bring it to the Senate floor and be able to vote on it, as well as be present to provide more information about the origins of a motion.
- Maintain democratic elections, but analyze processes, offices and terms in a pragmatic spirit to arrive at more workable solutions.

Current ACFS Structure

ABINGTON COLLEGE FACULTY SENATE ORGANIZATIONAL CHART | CURRENT
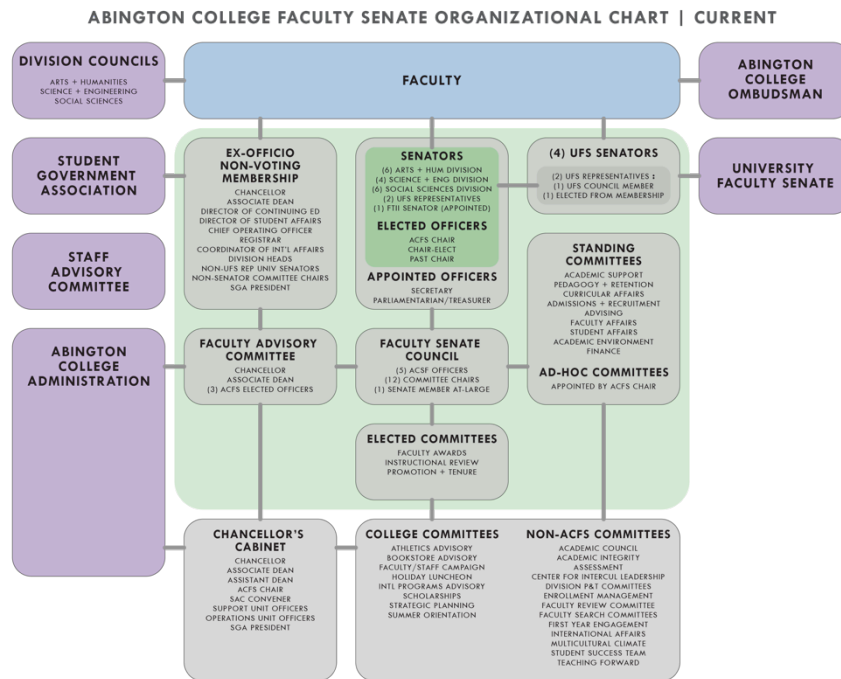
Figure 1 | ACFS Organizational Chart

In Figure 1, the current ACFS structure mandated by the Constitution, Standing Rules, and Bylaws suggests a Senate whose size would be appropriate for a full-time faculty exceeding 200 members. Although the Administration has committed to increasing faculty numbers, the day when Abington might arrive at that number is unknowably far into the future. This document assumes a current baseline of 112, knowing that is sure to increase substantially in the short term, but will probably not exceed 130 during the timeframe these recommendations are drafted to cover.

For context, and to understand the full service burden required by the College, other entities of shared governance participated in by faculty and other Abington community members are illustrated in Figure 1, such as Division Councils, Student Government Association, and others, as well as Non-ACFS Committees and College Committees, both of which Senate often must play a role in staffing, but which liaisons are often poorly articulated.

The discrete number of positions to fill in ACFS is 83 or approximately three-quarters of the full time faculty. This, of course, is not the reality: faculty members end up wearing two, three or sometimes four hats to fill these roles. Not only does this lack efficiency and synergy, it leads to demoralization and a sense that Senate service is a burden too onerous to bear. Table 1 summarizes these positions:

Category	#	Position
ACFS Leadership	6	Chair
		Chair-Elect (chairs Finance)
		Past Chair
		Secretary
		Parliamentarian/Treasurer
		Ombuds (an extra-Senate elected position)
College Senators	16	6 Arts + Humanities
		6 Social Sciences
		4 Science + Engineering
University Faculty Senate	4	University Senators
Elected Committees	24	7 Promotion + Tenure
		9 Instructional Review
		8 Faculty Awards
Standing Committees	33	3 Academic Support
		5 Pedagogy + Retention
		3 Curricular Affairs
		3 Admissions + Recruitment
		6 Faculty Affairs
		4 Advising
		3 Student Affairs
		3 Academic Environment
		3 Finance (plus C-E as chair)
TOTAL	**83**	
With 112 FT…		**74% of Faculty**

Table 1 | ACFS Position Categories and Quantities

The Secretary, Parliamentarian/Treasurer and members of Standing Committees are appointed positions. All others are elected, requiring at least two-dozen open positions to be filled each year. Because at least 48 faculty members (over 40%) would be running for office in a given year to have healthily competitive elections, it comes as no surprise that Senate elections are rarely, if ever, contested ones.

Researching and Analyzing a Right Size for ACFS

Analysis of like-kind institutions suggests a mixed bag of comparison (see **Appendix 1**). Some institutions do much more with much less, while in comparison to others Abington appears to be the model of efficiency. Nevertheless, our analysis suggested

we could improve. Indeed, our analysis led to some unexpected discoveries, and among these findings, the Committee takes special note of the following:

- Varieties of leadership structures swing from the traditional, such as our own, to the highly novel, such as UNC Asheville's triumvirate model.
- The number of committees mandated by Abington's Standing Rules is in the mainstream, and by some measures is fairly modest.
- A large majority of Senates require Senators to be committee members.
- Most surprisingly, Abington's elected committee structure (Promotion + Tenure, Instructional Review, and Faculty Awards) appears to be unique among our like-kind PSU sister campuses, and appears nowhere in any of the like-kind non-PSU campuses we reviewed. While most have a P+T Committee like ours, they deal with peer review and awards in a much different manner.

From this analysis, the CSR drew the following numerical conclusions, filtered through Abington's own history and context:

- While some of the more exotic leadership models appear interesting, we believe Senate leadership service can be made more palatable without resorting to a model that feels foreign in the context of other Penn State governance bodies. At least, there is no significant numerical advantage to be gained from adopting an unusual model, which might in any event make it harder for other governance bodies to understand how Abington operates.
- While we are within numerical norms with respect to committee organization, our syntactic analysis described below leads us to the conclusion we can do much better, both numerically and organizationally.
- The Committee strongly recommends adopting the principle that all Senators are required to perform Senate committee service, and that all Committee Chairs be Senators. The rationale for this will be detailed below, but strictly numerically speaking, this will reduce the number of faculty needed to staff Senate by at least the number of Senators, currently 16.
- Abington's outlier model for review and awards either indicates a culturally unique need or an unnecessary complication. Although this is a debate best left for a forensic, and possibly a charge for a separate ad-hoc committee to explore, the CSR assumes the latter and makes recommendations, detailed below, to wit: that ACFS retains an elected Promotion and Tenure Committee but explores other means of administering instructional review and faculty awards. These new mechanisms can maintain faculty-represented input into those processes but do not require separate elections. From a strictly numerical standpoint, by so doing, ACFS trims 17 elected positions that compete for the very limited candidate pool at election time.

Charge 1 | Standing Committee Options

Back to Basics

The CSR began its exploration of the first charge by asking three syntactic questions:

- Starting from scratch, what are the irreducible elements of organizations generally, and academic life and processes specifically?
- What committee duties are necessary, redundant, or missing from the current set of duties outlined in the Standing Rules, and how can these duties be reordered to better reflect these irreducibles?
- What committee structures, if any, are mandated by University Faculty Senate guidelines for shared governance bodies in the PSU system, and how can they fit into the overall schema?

Investigating the first question (what are the irreducible activities describing ANY organization?) we concluded this could be syntactically expressed as **People** (a *Who...*) involved in a **Process** (*... doing What and How...*) using **Resources** (*... toward some End by some Means.*). From this we formulated a syntagm for a specifically academic organization, in Figure 2:
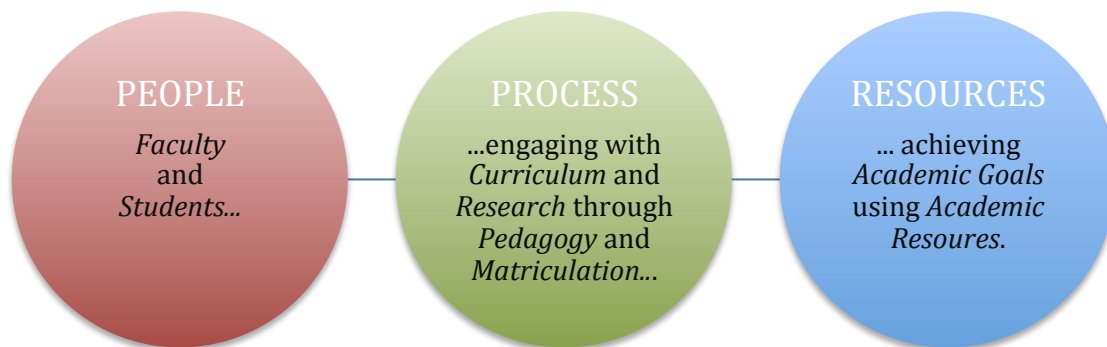
Figure 2 | ... and as applied to an academic organization.

Guided by this syntagm, we began a critical process of analyzing, deconstructing, and reconstructing the duties for committees as outlined in the Standing Rules, disassociating them from any existing, named committee structure. In doing this exercise we were able to uncover both redundancies and "missing teeth." For the sake of brevity we will not illustrate that full process in this report, but instead provide two instances that will speak to the whole. For an example of redundancy, we found that colloquia, defined in many ways, were described as a duty for many more committees than necessary. For an example of a missing charge, there was no description of how or whether Senate should engage in development or planning activities that have come to the forefront of campus dialogue in recent years, and will dominate the discussion for many more.

The CSR finally identified UFS recommendations for committees as at minimum consisting of Curricular Affairs, Student Affairs and Faculty Affairs. Visualizing Student and Faculty committees as "People" commitments, and a Curricular committee as a "Process" commitment, we were able to formulate three options for committee structures using the syntagm as a guide.

Common Features for All Options

All three options share the following common features:

- All Senators are committee members, and, with few exceptions noted below, all committee Chairs are Senators.
- A standing committee, either Academic Environment or Faculty Affairs, will handle former Faculty Awards committee duties. Members assigned to perform Awards duties should include the following:
  - All members performing Awards functions should be Senators if possible, to preserve the representational status of these functions
  - Of the above, if no Senator has these qualifications, appointees from the general faculty should include 1 Teaching and 1 Scholar Awardee
- Faculty Affairs will be responsible for some former Instructional Review committee duties. The CSR envisions a model similar to all our sister Commonwealth Campuses, where IR is administered as an effort shared between Senate and Academic Affairs. Members of a more robustly staffed Faculty Affairs committee should include the following:
  - All members performing IR functions should be Senators if possible, to preserve the representational status of these functions
  - Of the above, if no Senator has these qualifications, appointees from the general faculty should include a minimum of 2 Teaching Awardees

  Our proposal recommends one member of Faculty Affairs should be on each IR panel, with the remainder of each panel selected from the general faculty in consultation with Academic Affairs and the faculty requesting review. However, the CSR recommends Senate consult with Academic Affairs to research and create a full IR model based on this recommendation.
- Promotion and Tenure committee is unaffected by this proposal.
- Curricular Affairs and core duties of Student Affairs and Faculty Affairs are unchanged, although with significant addition to the latter two in all options. Because Curricular Affairs requires a unique skill-set among its members, the Chair may be a College or University Senator, or if it is agreed by Senate Council that no Senator has qualifications, may be appointed from faculty.

The CSR notes the current description of committee duties as described in the Standing Rules excludes: *Accreditation, Campus and Master Planning, Grants and External Funding, Development, Sustainability, Safety and Security, Faculty Benefits, Faculty Responsibilities, Diversity, First Year Experience, Disability Accommodation, Veterans Affairs, Residence Life* (anticipated for new residence halls)*, Athletics.* Concurrently, we note the Standing Rules exclude some Academic, Support, or Operations units (see **Appendix 2**) as advisory to committees where appropriate: *Grants Officer, Chief Operations Officer, Development, Staff Advisory Committee Convener, Intercultural Affairs, Residence Life* (anticipated for new residence halls), *CNS/IMS, ACURA/Maker Faire, University Relations*.

New duties and advisory positions are noted in *italics* in descriptive tables below.

In these descriptive tables, please note that certain committees contain suggested subcommittees (highlighted under the *Duties* heading of each table with a bullet). The CSR believes that these suggested subcommittees are important to list, but recommends they not be mandated constitutionally. Instead, language in the Standing Rules description of the committees should be incorporated that suggests subcommittees, but allows committee Chairs the flexibility to add, delete or modify subcommittees in consultation with their members and the ACFS Chair.

That same spirit of flexibility should be extended to advisory positions and faculty membership. Language in the Standing Rules should neither be so rigid as to exclude other advisory roles, nor to exclude the option that a given unit leader can designate a representative of her or his unit, in consultation with ACFS and committee Chairs. It should also allow latitude for Chairs to add faculty as needed, or to create a Co-Chair in consultation with Council and the ACFS Chair.

In all three options we have strived to streamline size, eliminate redundancy, reflect a truer expression of academic life and processes, incorporate the full complement of academic resource issues, preserve equal division representation, and maintain flexibility and adaptability. The CSR does not consider itself the final arbiter of these options; Senate can and should feel free to mix and adapt elements from among the options to arrive at an optimal committee model.

Option 1 | A Six Committee Structure
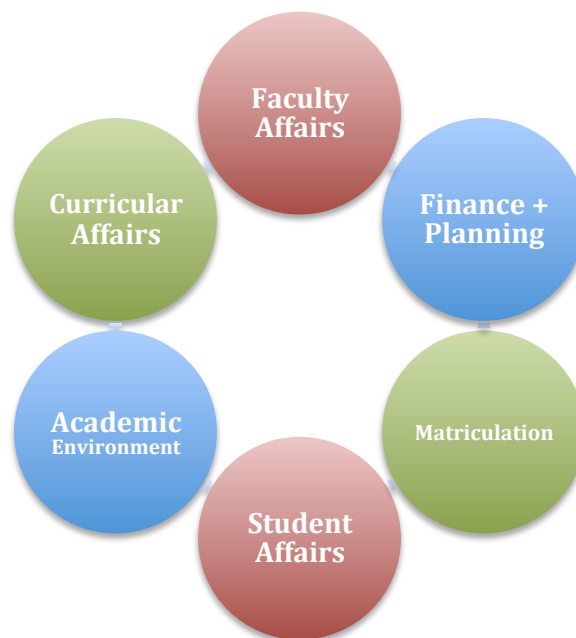The six-committee structure consists of the following:

Figure 3 | Six Committee Structure

The recommended distributions of duties, where those duties currently reside, numbers of faculty and advisory members are described in Table 2.

Proposed New	Duties	Currently	Proposed Membership
CURRICULAR AFFAIRS 4 Faculty | 1 per div, 1 at-large 4 Advisory 2 Student	Curriculum changes New degrees + minors For-credit cert programs Honors (Faculty member) *Accreditation*	Curricular Affairs (3F/7A)	Chair (ACFS or UFS Senator, or by appt) Honors Coordinator 2 Faculty Associate Dean, Academic Affairs Librarian Advising Center Continuing Education 2 Student Rep
FINANCE + PLANNING 6 Faculty | 2 per div 5 Advisory	Finance/Strategic Plan *Capital/Master Plan* Facilities Planning Budget requests *Grants + External Funding* *Development* *Sustainability* *Safety + Security*	Finance (6F/1A) Acad Support (3F/6A)	Chair (Chair-Elect of ACFS) ACFS Chair 4 Faculty *Grants Officer* *Chief Operations Officer* Chief Financial Officer *Development* *Staff Advisory Committee*
FACULTY AFFAIRS 9 Faculty | 3 per div IR only: 1 qualified member per IR panel 4 Advisory	• *FACULTY LIFE* Faculty duties + load Salaries *+ benefits* Rights *+ responsibilities* Professional development Research + creative work Social concerns *+ diversity* • *INSTRUCTIONAL REVIEW* P+T mentoring + advising IR mentoring, advising, panelists HR 23	Faculty Affairs (6F/0A) Instr Review (9F/0A)	Chair (Senator) FTII Senator 7 Faculty Of the above: 2 Full 2 Associate 1 Assistant 1 FTI Faculty Advisory for IR only: Associate Dean, Academic Affairs 3 Division Heads
MATRICULATION 4 Faculty | 1 per div, 1 at-large 6 Advisory 2 Student	Recruitment + Admissions Orientation + *FYE (Faculty mem)* Enrollment + Retention Scheduling + Registration Advising + Counseling	Ped + Retention (3F/7A) Admss + Recrt (3F/4A) Advising (4F/4A) Acad Support (3F/6A)	Chair (Senator, at-large member) FYE Coordinator 2 Faculty Associate Dean, Academic Affairs Advising Center Registrar Enrollment Management + Retention International Programs Continuing Education 2 Student Rep
STUDENT AFFAIRS 6 Faculty | 2 per div 7 Advisory 3 Student	• *STUDENT SUCCESS* Career development Leadership training Student conduct Diversity Financial Aid *Disability* *Veterans* • *STUDENT LIFE* Student health Extracurricular Student organizations *Residence Life* • *ATHLETICS*	Student Affairs (3F/7A)	Chair (Senator) 5 Faculty Enrollment Mgmt + Rtn | Financial Aid *Athletics* Student Affairs Student Life Career Development *Intercultural Affairs* *Residence Life* SGA President 2 Student Rep

ACADEMIC ENVIRONMENT
 	
9 Faculty | 3 per div
6 Advisory
2 Student
 	
Awards only:
5 Faculty
2 Alternates
4 Advisory
	• *COMMUNITY*
	Speakers
	Colloquia
	Highlight faculty/student
	   research + creative work
	Collegiality + community
	Achievement recognition
	• *PEDAGOGY*
	Teaching + Learning
	Academic support, media,
	   innovation, + technology
	• *AWARDS*
		Faculty Awards
		(5F/2Alt/2Ad)
		Academic Envmt
		(3F/3A)
		Faculty Affairs
		(6F)
		Ped + Retention
		(3F/7A)
		Acad Support
		(3F/6A)
			Chair (Senator)
			8 Faculty
			
			Librarian
			Center for Teaching + Learning
			CNS/IMS
			ACURA/Maker Faire
			Student Affairs
			University Relations
			2 Student Rep
			
			Advisory for Awards only:
			Associate Dean, Academic Affairs
			3 Division Heads

Table 2 | Duties and Membership of a Six-Committee Structure

Notes | Special features of this option include the following:

- **Curricular Affairs** is unchanged, except with the addition of liaising with accreditation committees (reviews for Middle States, NASAD, etc.). Members can be appointed liaison to Academic Council and Assessment, two non-Senate committees.
- Finance has become **Finance and Planning** with the inclusion of some facilities planning duties from Academic Support and addition of previously excluded planning, development and external funding duties. Members can be appointed liaison to Strategic Planning and the Faculty/Staff Campaign, two non-Senate committees.
- **Faculty Affairs** explicitly names previously implied duties including benefits, faculty responsibilities, and diversity. It includes IR mentoring and advising in liaison with Academic Affairs, and provides one panelist per IR panel in a new IR schema to be determined by Senate and Academic Affairs. We recommend subcommittees of *Faculty Life* and *Instructional Review* be suggested but not mandated in the Standing Rules. Members can be assigned to liaison with the various P+T, review and search committees as needed.
- **Matriculation** combines the various processes related to academic progress into a logical order, drawing from former Pedagogy and Retention, Admission and Recruitment, Advising, and Academic Support duties. It adds specific advisory role for the First Year Experience coordinator. The non-Senate committees that members liaison with can include Summer Orientation, Enrollment Management, and First Year Engagement.
- **Student Affairs** adds duties regarding disability and veterans' services, and an anticipated residence life component. It adds an NCAA-recommended standing subcommittee for *Athletics*, paralleling that found within other University governance structures. It recommends (but should not mandate) *Student Success* and *Student Life* to help focus a wide array of duties. Members can liaison with non-Senate bodies including Athletic Affairs, International Programs Advisory, Scholarships, Academic Integrity, Center for Intercultural Leadership, International Affairs, and Multicultural Climate.
- **Academic Environment** significantly enhances its current namesake with duties migrating from Faculty Awards, Faculty Affairs, Pedagogy and Retention and Academic Support. The Center for Teaching and Learning, Computer and Network Services, Instructional Media Services, the coordinator for ACURA/Maker Faire, and University Relations are newly included among advisory members. We recommend a subcommittee for *Awards* be mandated and subcommittees named *Community* and *Pedagogy* be suggested but not mandated by the Standing Rules. This committee creates liaisons with the Bookstore Advisory, Holiday Luncheon and Teaching Forward non-Senate committees.

Pros | The major assets of the six-committee option include the following:

- This option significantly reduces the number of faculty required for Senate committee service, but by focusing duties and finding synergies among Senate and non-Senate liaisons, it does not significantly increase workload.
- This option bears the closest relationship to our current structure, and to the syntactic diagram, while still successfully meeting the charge.
- With six committees chairs, Senate Council achieves a suitable size.

Cons | The major liabilities of this option include the following:
- Awards and IR functions must be integrated and are no longer discharged by explicitly elected positions. This concern can be somewhat mitigated by mandating that Senators occupy positions relating to these functions.
- This option represents the smallest reduction of faculty obligation toward Senate committee service. In fact, it represents a slight increase for Standing Committees, although taken together with the elimination of Awards and IR, there still remains a net decrease in the overall model (see Table 6 below).

Although the CSR defers to Senate in drawing its own conclusions, the consensus among this committee's membership is that this option represents the ***most desirable*** of the three options, based on these pros and cons.

Option 2 | A Five Committee Structure
The five-committee structure consists of the following:

Figure 4 | Five-committee Structure

The recommended distributions of duties, where those duties currently reside, numbers of faculty and advisory members are described in Table 3.

Proposed New	Duties	Currently	Proposed Membership
CURRICULAR AFFAIRS 4 Faculty | 1 per div, 1 at-large 4 Advisory 2 Student	Curriculum changes New degrees + minors For-credit cert programs Honors (Faculty member) *Accreditation*	Curricular Affairs (3F/7A)	Chair (ACFS or UFS Senator, or by appt) Honors Coordinator 2 Faculty Associate Dean, Academic Affairs Librarian Advising Center Continuing Education 2 Student Rep
FACULTY AFFAIRS 9 Faculty | 3 per div 5 Advisory IR only: 1 qualified member per IR panel 4 Advisory	• *FACULTY LIFE* Faculty duties + load Salaries + *benefits* Rights + *responsibilities* Professional development Research + creative work Social concerns + *diversity* • *INSTRUCTIONAL REVIEW* P+T mentoring + advising IR mentoring, advising, panelists HR 23 • *FINANCE + PLANNING* Finance/Strategic Plan *Capital/Master Plan* Facilities Planning Budget requests *Grants + External Funding* *Development* *Sustainability* *Safety + Security*	Faculty Affairs (6F/0A) Instr Review (9F/0A) Finance (6F/1A) Acad Support (3F/6A)	Chair (Chair-Elect of ACFS) ACFS Chair FTII Senator 6 Faculty Of the above: 2 Full 2 Associate 1 Assistant 1 FTI Faculty *Grants Officer* *Chief Operations Officer* Chief Financial Officer *Development* *Staff Advisory Committee* Advisory for IR only: Associate Dean, Academic Affairs 3 Division Heads
MATRICULATION 6 Faculty | 2 per div 9 Advisory 2 Student	• *STUDENT PROGRESS* Recruitment + Admissions Orientation + *FYE (Faculty mem)* Enrollment + Retention Scheduling + Registration Advising + Counseling • *PEDAGOGY* *Teaching + Learning* Academic support, media, innovation, + technology	Ped + Retention (3F/7A) Admss + Recrt (3F/4A) Advising (4F/4A) Acad Support (3F/6A)	Chair (Senator) FYE Coordinator 4 Faculty Associate Dean, Academic Affairs Advising Center Registrar Enrollment Management + Retention International Programs Continuing Education Librarian Center for Teaching + Learning *CNS/IMS* 2 Student Rep
STUDENT AFFAIRS 6 Faculty | 2 per div 7 Advisory 3 Student	• *STUDENT SUCCESS* Career development Leadership training Student conduct Diversity Financial Aid *Disability* *Veterans* • *STUDENT LIFE* Student health Extracurricular Student organizations *Residence Life* • *ATHLETICS*	Student Affairs (3F/7A)	Chair (Senator) 5 Faculty Enrollment Mgmt + Rtn | Financial Aid *Athletics* Student Affairs Student Life Career Development *Intercultural Affairs* *Residence Life* SGA President 2 Student Rep
ACADEMIC ENVIRONMENT 9 Faculty | 3 per div 6 Advisory 2 Student Awards only: 5 Faculty 2 Alternates 4 Advisory	• *COMMUNITY* Speakers Colloquia Highlight faculty/student research + creative work Collegiality + community Achievement recognition • *AWARDS*	Faculty Awards (5F/2Alt/2Ad) Academic Envmt (3F/3A) Faculty Affairs (6F) Ped + Retention (3F/7A) Acad Support (3F/6A)	Chair (Senator) 8 Faculty *ACURA/Maker Faire* Student Affairs *University Relations* 2 Student Rep Advisory for Awards only: Associate Dean, Academic Affairs 3 Division Heads

Table 2 | Duties and Membership of a Five-Committee Structure

Notes | Special features of this option include the following:

- **Curricular Affairs** is identical to Option 1.
- **Faculty Affairs** is similar to Option 1, except that the duties and advisory roles assigned to Finance and Planning in Option 1 now constitute a standing subcommittee, naturally named ***Finance and Planning***. Liaison functions would follow the structural change.
- **Matriculation** is similar to Option 1, except that duties relating to the Pedagogy subcommittee of Academic Environment in Option 1 have migrated here. Duties are divided among subcommittees ***Student Progress*** and ***Pedagogy***, suggested but not mandated by the Standing Rules. Liaison functions would follow the structural change.
- **Student Affairs** is identical to Option 1.
- **Academic Environment** is similar to Option 1, other than the migration of Pedagogy functions to Matriculation. Liaison functions would follow the structural change.

Pros | The major assets of the five-committee option include the following:

- This option significantly reduces the number of faculty required for Senate committee service.
- This option bears a reasonable relationship to our current structure, and although it follows our syntactic diagram less rigorously, it still articulates academic life and processes in a clearer manner than current.
- With five committee chairs, Senate Council remains at a suitable size.

Cons | The major liabilities of this option include the following:

- Awards and IR integration raise the same concerns as Option 1.
- There is greater imbalance of duty distribution among the committees, requiring more dependence on subcommittees and an unequal distribution of workload, especially toward Faculty Affairs. This can be somewhat mitigated by adding more assigned members to committees with larger workloads.
- Finance and Planning is hidden as a subcommittee in a politically disadvantageous way.
- There is some artificiality of duty assignment in order to achieve a five-committee structure, evidenced by a less rigorous application of our syntactic diagram. Although that diagram might suggest logical groupings such as Curriculum and Pedagogy, the nature of the work required by Curriculum prohibits that.
- There is concern that some committees, in particular Faculty Affairs, are becoming so large that they may never act as cohesive working units, permanently fracturing into subcommittees and defeating the purpose of restructuring.

The consensus among CSR members is that this represents a reasonable although less successful structure than the one presented in Option 1.

Option 3 | A Four Committee Structure

The four-committee structure consists of the following:
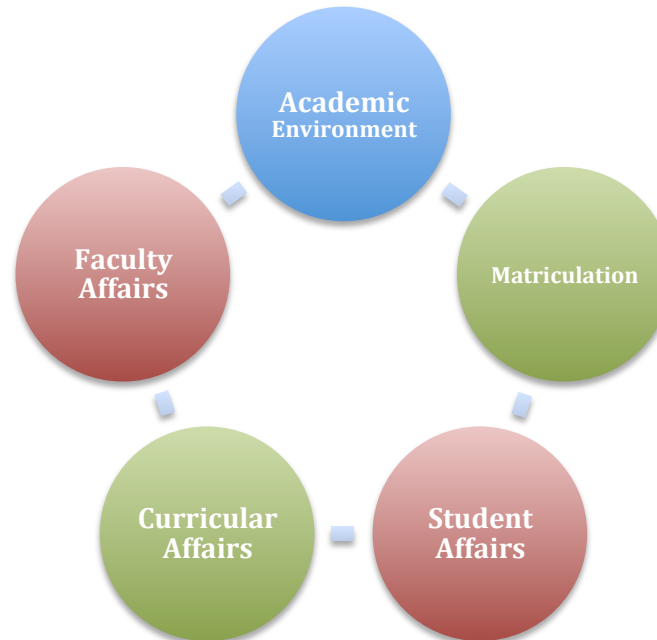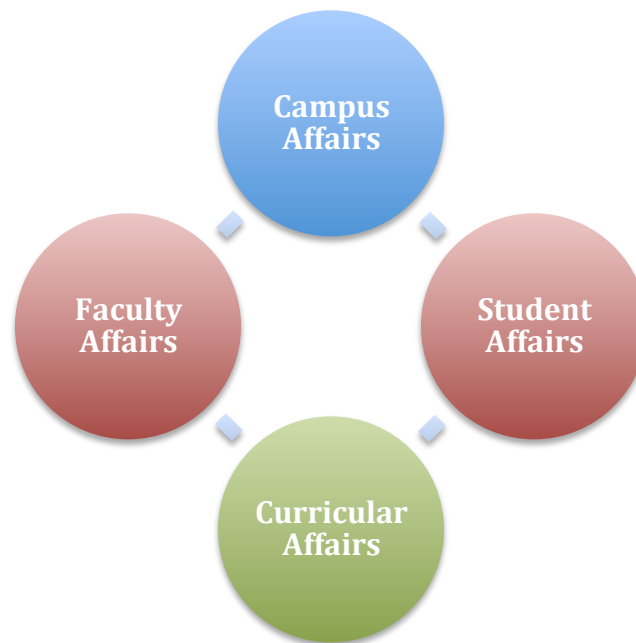
The recommended distributions of duties, where those duties currently reside, numbers of faculty and advisory members are described in Table 4.

Notes | Special features of this option include the following:

- **Curricular Affairs** is identical to Option 1.
- **Faculty Affairs** is similar to Option 1, except for the migration of Awards duties from Academic Environment.
- A new super-committee named **Campus Affairs** combines the roles of *Finance and Planning, Community,* and *Pedagogy* subcommittee duties described in previous options into appropriate and similarly named subcommittees. Liaison roles described in previous options follow logically.
- **Student Affairs** becomes a second super-committee that moves the *Student Progress* subcommittee from Matriculation described in Option 2. Although Student Affairs is traditionally limited to the charges described in the other options, this is a logical addition that achieves more optimal workload balance than would be found if those matriculation functions were added to the only other logical super-committee, Campus Affairs. Again, liaison roles described in previous options follow logically.

Proposed New	Duties	Currently	Proposed Membership
CURRICULAR AFFAIRS 4 Faculty | 1 per div, 1 at-large 4 Advisory 2 Student	Curriculum changes New degrees + minors For-credit cert programs Honors (Faculty member) *Accreditation*	Curricular Affairs (3F/7A)	Chair (ACFS or UFS Senator, or by appt) Honors Coordinator 2 Faculty ――――――――― Associate Dean, Academic Affairs Librarian Advising Center Continuing Education 2 Student Rep
FACULTY AFFAIRS 9 Faculty | 3 per div IR only: 1 qualified member per IR panel 4 Advisory Awards only: 5 Faculty 2 Alternates 4 Advisory	• *FACULTY LIFE* Faculty duties + load Salaries + *benefits* Rights + *responsibilities* Professional development Research + creative work Social concerns + *diversity* • *INSTRUCTIONAL REVIEW* P+T mentoring + advising IR mentoring, advising, panelists HR 23 • *AWARDS*	Faculty Affairs (6F/0A) Instr Review (9F/0A) Faculty Awards (5F/2Alt/2Ad)	Chair (Senator) FTII Senator 7 Faculty ――――――――― Of the above: 2 Full 2 Associate 1 Assistant 1 FTI Faculty ――――――――― Advisory for IR and Awards only: Associate Dean, Academic Affairs 3 Division Heads

CAMPUS AFFAIRS
 	
9 Faculty | 3 per div
11 Advisory
2 Student
	• *FINANCE + PLANNING*
	Finance/Strategic Plan
	Capital/Master Plan
	Facilities Planning
	Budget requests
	Grants + External Funding
	Development
	Sustainability
	• *COMMUNITY*
	Speakers
	Colloquia
	Highlight faculty/student
	    research + creative work
	Collegiality + community
	Achievement recognition
	• *PEDAGOGY*
	Teaching + Learning
	Academic support, media,
	    innovation, + technology
		Finance
		(6F/1A)
		Acad Support
		(3F/6A)
		Academic Envmt
		(3F/3A)
		Ped + Retention
		(3F/7A)
			Chair (Chair-Elect of ACFS)
			ACFS Chair
			6 Faculty
			―――――――――
			Associate Dean, Academic Affairs
			Chief Operations Officer
			Chief Financial Officer
			Development
			Staff Advisory Committee
			Librarian
			Center for Teaching + Learning
			CNS/IMS
			ACURA/Maker Faire
			Student Affairs
			University Relations
			2 Student Rep (not on Fin+Pln subcom)

STUDENT AFFAIRS 9 Faculty | 3 per div 12 Advisory 3 Student	• *STUDENT SUCCESS* Career development Leadership training Student conduct Diversity Financial Aid *Disability* *Veterans* • *STUDENT LIFE* Student health Extracurricular Student organizations *Residence Life* • *STUDENT PROGRESS* Recruitment + Admissions Orientation + *FYE (Faculty mem)* Enrollment + Retention Scheduling + Registration Advising + Counseling • *ATHLETICS*	Student Affairs (3F/7A) Ped + Retention (3F/7A) Admss + Recrt (3F/4A) Advising (4F/4A)	Chair (Senator) FYE Coordinator 7 Faculty ――――――――― Enrollment Mgmt + Rtn | Financial Aid *Athletics* Student Affairs Student Life Career Development *Intercultural Affairs* *Residence Life* Advising Center Registrar Enrollment Management + Retention International Programs Continuing Education SGA President 2 Student Rep

Table 4 | Duties and Membership of a Four-Committee Structure

Pros | The major assets of the four-committee option include the following:
- This option provides the largest reduction of committee membership.
- Although this option follows our syntactic diagram less rigorously, it still articulates academic life and processes in a clearer manner than current, doing so in a four-committee structure mandated by the charge.
- Duty distribution seems less artificial than in Option 2.
- The concept of a Campus Affairs committee provides a logical foil to the other mandated "Affairs" committees.

Cons | The major liabilities of this option include the following:
- Awards and IR integration raise the same concerns as Option 1.
- More work is expected of members than in other options.
- As with Option 2, Finance and Planning is hidden as a subcommittee in a politically disadvantageous way.
- Although there seems to be a better balance of duties among committees in this option, imbalance of duty distribution persists. This can be somewhat mitigated by adding more assigned members to larger committees.
- This option practically requires subcommittees. As with Option 2, there is concern that committees will not cohere, permanently fracturing into subcommittees and defeating the purpose of restructuring.
- There is concern that Senate Council becomes too small with 4 committee chairs. Allowing select subcommittee chairs (such as Finance + Planning, Student Progress, etc.) to be present on Council may mitigate this concern.

Although it requires more work of members, Option 3 may represent a better, or at least equal, set of recommendations as compared to Option 2, although not as desirable as those for Option 1 in our estimation.

Charge 2 | Executive Structure Options

Making Leadership Desirable
As mentioned in our section on Research, the CSR concluded no significant numerical streamlining could be gained by restructuring Senate leadership. We conclude that most, but not all, official duties described in the governance documents are necessary. That said, more effective and desirable leadership positions can be developed by responding to this critique of the current model:
- It has become routinely difficult to find candidates for office, in particular for the Chair-Elect position.
- A three years term for Chair-Elect/Chair/Past Chair is perceived as too onerous a burden for most faculty members to consider.
- Senate functions are too focused on the person of the Chair.
- The Secretary is in many respects "only" a secretary, bearing an office that seems to be all work and no voice.

- The Treasurer aspect of the Parliamentarian/Treasurer seems misplaced and perhaps vestigial.

Thus, while the CSR is not focused on streamlining for executive structure per se, there is still much to recommend for the good of the Senate and its efficient operation:

- **Past Chair |** Eliminate. While this does reduce a sense of continuity among leadership, the benefit that this reduces the obligation of Chair-Elect/Chair to two years far outweighs that concern.
- **ACFS Chair |** The ACFS Chair is often considered the de-facto representative of Senate to external committees such as Strategic Planning, the Chancellor's Cabinet, Enrollment Management and so forth. Committee liaisons described in the Charge 1 section can reduce that burden. Elected to a one-year term, albeit as a continuation out of the Chair-Elect term.
- **Chair-Elect |** Lobbying for candidates so consumes the "apprenticeship" year for the future Chair that she or he cannot focus on the learning experience that period should provide. Creating a Council-based Nominations Committee, described below, eliminates that distraction. The Chair elect can focus on chairing Finance and Planning, and can alternate with the ACFS Chair as Senate's representative to the Chancellor's Cabinet and/or the Enrollment Management Committee, where he or she can learn a great deal about the shared governance operations of the College. Elected to a one-year term, with continuation for one year as Chair.
- **Executive Secretary |** Appointed by ACFS Chair to a one-year term similar to current model, although it will add duties currently ascribed to Treasurer. Non-voting if not also a Senator. *If the appointee is a Senator, this individual will be exempt from service on a Standing Committee.*
- **Parliamentarian |** Appointed by ACFS Chair to a one-year term, non-voting if not also a Senator.
- **Ombuds |** Gender-neutral name for this extra-Senate elected position. Three-year term. Not a member of Senate Council if not otherwise holding a privileged office.
- **Nominations Committee |** A majority of Senate structures we researched include some variation of a "Committee on Committees" or a "Nominations Committee" charged with acquiring candidates and officiating the election process. We recommend a similar structure. Not only will such a move make the job of Chair-Elect more palatable, but we also believe it will make the job of securing candidate much more effective, by spreading the duty out among a variety of hands, personalities and networks. The Nominations Committee is based in Senate Council and core members will be logical committee chairs (for example, excluding Curricular and/or Student Affairs).
- **General versus Conclave Elections |** Many Senates, including our own UFS, conduct leadership elections as a conclave limited to the body of Senators and Senators-elect, thus alleviating the need to find candidates from among the general faculty. While this has the advantage of practically guaranteeing

all leadership positions will fill, it may have the effect of discouraging people from standing for Senate elections out of fear it will obligate them beyond their willingness to serve. The CSR recommends Senate discuss and explore the possibility of a conclave model, but with that caution.

- **Emergency Council Conclave |** Assuming Senate retains a general election model, and assuming that difficulties thus persist with finding candidates to stand for office, we recommend drafting a provision wherein, if the Nominations Committee or the election process is unsuccessful in filling an office, Senate Council will be empowered to hold an emergency conclave. This conclave will elect, from among members of Council, a person or persons to fill the vacant office or offices.

Size and Constitution of Senate Council

Combined with committee structure options described above, the slight change in number for leadership will change the size and makeup of Senate Council, as illustrated in Table 5. Senate may wish to consider including one or both UFS Representatives as member of Council or choose one or two Members-At-Large. Table 5 shows the former option:

Members	Current	Option 1	Option 2	Option 3
Leadership	5	4	4	4
At-Large	1	0	0	0
Standing Committee Chairs	9	*5	*4	*3
UFS Representatives	0	2	2	2
Total	**15**	**11**	**10**	**9**
Quorum	**8**	**6**	**6**	**5**

* Excludes Chair-Elect as chair of Finance and Planning/Campus Affairs; position is counted in Leadership
Table 5 | Senate Council

Size and Constitution of the Faculty Advisory Committee

The elimination of the Past Chair's position does pose a problem for the Faculty Advisory Committee (FAC). This body functions well with three representatives of Senate present. The CSR recommends some mechanism to generate that third member. Possibilities include a Member-At-Large elected from Council, an ex-officio membership for a committee chair such as Faculty Affairs, the UFS Council Representative, or including the Executive Secretary as a third, albeit appointed, Senate officer.

Charge 3 | General Recommendations

The third charge for the CSR is "[t]o propose any other changes deemed necessary for the increased effectiveness of Senate." Some of the proposals developed here are a direct consequence of our recommendations regarding the first two charges, while others are generated out of concerns we have experienced as members of Senate or that we have heard expressed by the faculty we represent.

Senate Meetings: Ex-Officio Members and Reports

Ex-Officio members of Senate currently outnumber actual Senators. This in itself is not a bad thing. Despite the fact that all members of the Abington community are invited to attend regular meetings of ACFS, people rarely have time because of a surfeit of other obligations, so a robust Ex-Officio membership ensures that at least a few non-Senators and non-faculty are witness to the proceedings and contribute to the Senate aspect of shared governance. With that said, it might be that ACFS is obligating community members to attend the proceedings in a manner unhelpful both to Senate and to said community members.

Whatever the case, it is almost universally held that Senate meetings are too lengthy, and that the obligatory reports of 10 Ex-Officio members, University Faculty Senators, the SGA President and 9 standing committee chairs makes for generally overlong and unproductive Senate sessions.

At the same time, issues such as the wellness initiative of last year and the discussion of campus safety and security in the wake of June's firearm scare point to the need to have a closer liaison between Senate and Abington's staff. These are issues that transcend the often-intractable faculty-staff divide, and Senate should make efforts toward a solution.

To remedy these concerns, the CSR makes the following recommendations:
- Include the Staff Advisory Committee Convener as a non-reporting Ex-Officio member of Senate. On committees, include a SAC member as advisory for duties that share equal faculty-staff concern, such as safety.
- The Ex-Officio membership of Senate should mandate the following:
    - Chancellor
    - Associate Dean
    - Continuing Education Representative
    - Student Affairs Representative
    - Staff Advisory Council Convener
    - SGA President
    - (2) Non-UFS Representative University Senators
    - (2) Appointed ACFS officers (Exec. Sec., Parl.), if not voting Senators
  Standing Committee Chairs, being voting Senators, are no longer counted as Ex-Officio. Former Ex-Officio members, such as Division Heads for example, are always welcome at meetings, but are no longer required to submit reports. Senate Council or the ACFS Chair can instead request, or accept, a report from any unit officer or community member. Alternatively, any community member may submit material to an appropriate ex-officio member to deliver in his or her report. These recommendations will streamline Ex-Officio obligations to Senate by nearly 50%.
- All but the SAC Convener and appointed officers are requested to submit a report. All Committee Chairs will submit reports that will be posted to the Senate website prior to Senate Council meetings, where they are reviewed

for relevance to Senate proceedings. Reports are no longer read at length during Senate meetings, but are instead summarized to action items through Council, and Council will determine which, if any, are relevant to deliver at length during a Senate meeting, although the Chancellor, Associate Dean and SGA President will always have the courtesy of the floor extended to them for a report. The number of scheduled reports, currently numbering 21, will now number in a range from a minimum of 3 to maximum of 11, 12 or 13 depending on the committee model employed.

Senate Apportionment

Apportionment with current faculty population | The last apportionment of Senate created a distribution of representation as follows:

Arts & Humanities	6 Senators
Science & Engineering	4 Senators
Social Sciences (w/Library)	6 Senators
Total	16 Senators

If we reapportion using the faculty population as of June 2014 we arrive at the following distribution:

Arts & Humanities	8 Senators
Science & Engineering	6 Senators
Social Sciences (w/Library)	6 Senators
Total	20 Senators

This number represents a sufficient quantity of Senators to chair committees and to fill special seats in proposed committees for any option that might contain Awards or Instructional Review functions. The CSR recommends reapportionment to occur at a fixed annual point in the Senate timeline (see **Senate Calendar** below).

Alternate proposal for apportionment with Library | An alternate to the current apportionment setup would give the Library separate status as a represented entity: a de facto fourth, if small, division. The current arrangement, wherein the Library is arbitrarily folded into Social Sciences, does not necessarily guarantee the Library a deservedly dedicated place at the Senate table. This parallels the practice at other large Colleges such as PSU Harrisburg and PSU Berks as well as their representation on University Faculty Senate. If incorporated, this recommendation would yield a Senate apportionment as follows:

Arts & Humanities	8 Senators
Science & Engineering	6 Senators
Social Sciences	5 Senators
Library	1 Senator
Total	20 Senators

Senate Calendar: Elections, Terms and Other Procedures

Article 1, Section 6 of the Standing Rules contains an election timetable, which we propose changes for. We also recommend supplementing the same with a more comprehensive ACFS Calendar somewhere in the Standing Rules. This will provide clarity and context for elections and other procedures.

Elections and Terms Timetable | The wellness crisis of Summer 2013 and the firearm incident of June 2014 have exposed serious flaws in the ACFS calendar. ACFS cannot currently respond in a nimble way to administrative initiatives or other issues that arise during the June-August timeframe. We recommend redrafting the Elections Timetable as follows:

Type	When	Nominators	Electorate	Term	Beginning
University Senators	December	Full Time Faculty	Full Time Faculty	4 yrs	August
College Ombuds	On or by March 1	Full Time Faculty	Full Time Faculty	3 yrs	June 1
ACFS Chair-Elect	On or by March 1	Full Time Faculty	Full Time Faculty	2 yrs	June 1
College Senators by Division	On or by March 1	Division Faculty	Division Faculty	2 yrs	June 1
Promotion + Tenure Committee	On or by March 1	Continuing Faculty	Continuing Faculty	2 yrs	June 1
FAC Member –at-large*	On or by May 15	Council	Council	I yr	June 1

*Assuming a Council Member-at-large membership for FAC
Table 6 | Proposed Elections and Terms Timetable

Having the full complement of Senate, Council and FAC in place at one common, logical point in the calendar ensures two things: 1) all Senate structuring will have taken place before of Fall term, providing a faster gear-up for action in Fall; and 2) Senate, Council, and/or FAC will be able to take action in the June-August timeframe in the rare but possible event that such action is necessary. This timetable may initiate the solution, but more must be done in the form of an ACFS calendar.

ACFS Calendar | The use of an academic calendar is a universally established and useful practice. In their governance documents, many Senates we studied provide for a procedural Senate calendar complementing the standard academic calendar. We recommend the calendar template in Table 7 below be incorporated somewhere within the Standing Rules, to provide clear and timely staffing, handoff procedures, and context for all Senate action. A rising ACSF Chair may use the template to create a specific ACFS Calendar for the upcoming Senate year. Flexible language should be crafted by Senate in the Standing Rules that will allow adjustments to specific calendar events by the ACFS Chair and Council without.

University Faculty Senate Term	Aug 1 to Aug 1
Abington College Faculty Senate Term	June 1 to June 1

FALL TERM

Min 3 Standing Committee Meetings, reports prior to Council	Monthly
Min 3 Council meetings, prior to ACFS meetings	Monthly
Min 3 FAC meetings, prior to ACFS meetings	Monthly
Min 3 ACFS meetings	Monthly
Apportionment for the upcoming election cycle	September
Nominations Committee, Awards Subcommittee formed	September
Electronic Voting: University Senators	December

SPRING TERM

Min 3 Standing Committee Meetings, reports prior to Council	Monthly
Min 3 Council meetings, prior to ACFS meetings	Monthly
Min 3 FAC meetings, prior to ACFS meetings	Monthly
Min 3 ACFS meetings	Monthly
Nominations Committee completes nomination process	On or by Feb 15
Awards subcommittee completes nomination process	On or by March 1
Electronic Voting: Chair-Elect, Ombuds, ACFS Senators, P+T	On or by March 1
Council Conclave, if necessary to elect unfilled offices	Prior to March Break
Awards announced	On or by April 1

Rising Senate Convention:
    Rising ACSF Chair announces new Standing Committee Chairs
    New and returning Senator Standing Committee assigned
	On or by April 1

Call for Standing Committee Service to Full Time Faculty	~ Apr 1 – May 1
Faculty Research + Creative Work Recognition event – Awards	On or by May 1

Council Committee Handoff Meeting:
    Standing Committee end-of-year reports to new Chairs
    Finalization of Committee rolls
    FAC Member-at-large selected from among rising Council*
	On or by May 15 after final ACFS meeting

Outgoing ACFS Chair publishes end of year report	On or by June 1

Rising Chair publishes rising Senate structure:
    Appointed and elected officers, Council, FAC
    College Senators
    Standing Committee Chairs and members
    Promotion + Tenure Committee Chair and members
    Senate and Standing Committee charges
    ACFS Calendar
	On or by June 1

Update ACFS Website	On or by June 1

*Assuming a Council Member-at-large membership for FAC

Table 7 | Proposed ACFS Calendar

Committee Members, Term Limits, and Handoff Procedures

Standing Committee Members | The CSR here reaffirms our strong recommendation that:
- All Senators must be members of Standing Committees, and
- All Standing Committee Chairs must be Senators.

Beyond the fact that an overwhelming majority of Senates, including our University Faculty Senate, have adopted this practice, we affirm that this practice solves many concerns:
- It will reduce, by a number equal to the number of Senators, the burden on the general faculty to staff Standing Committee positions.
- It will significantly increase the overall value of service and the meaningful participation of Senators in crafting and understanding of Senate legislation.
- It will assure that a Standing Committee Chair will be able to actually vote on legislation she or he has worked on in and with Council.
- It will help to build generations of faculty skilled in Senate functions to assume future leadership roles.

There are three possible exceptions to this mandate:
- If the ACFS Chair, in consultation with Council, determines that no Senator has the qualifications to perform the duties of Chair or an open membership position for the Curricular Affairs Committee, he or she may select 1) a UFS Senator, or 2) if no UFS Senator is available, a non-Senate member of the full-time faculty to fill the position.
- If the Executive Secretary is also a Senator, he or she is exempt from Standing Committee service.
- If a Senator can demonstrate that exceptional circumstances prevail, she or he may petition the ACFS Chair for exemption from Standing Committee service. Such circumstances might include, but are not limited to, assignment to University-level committees, task forces or working groups.

Term Limits | Some Senates adopt term limits for Senators and/or committee members and chairs. In our context, we ***do not*** recommend term limits for Senators. However, the CSR finds merit in the concept for committees, and recommends:
- Senators may serve no longer than four (4) consecutive years as a member of a Standing Committee.
- Senators may serve no longer than two (2) consecutive years as the Chair of a Standing Committee. The membership limit is inclusive of this limit.
- If no new Senators qualify for the Curricular Affairs Committee, it is exempt.

We affirm these limits mitigate these concerns:
- Committees can become stale and ineffective without proper turnover and a fresh set of eyes and ideas.
- Avoiding static Standing Committee membership and chairing will significantly aid in building a savvy future Senate leadership pool.

Handoff Procedures | The concept of a "pass-down log" or similar handoff procedure should be adopted to ensure a smooth transition from a retiring Standing Committee Chair to her or his successor. A similar practice may be adopted for the transition between incoming and outgoing ACFS Chairs, although we find the provision of a Co-Chair transition seems to solve the concern at the leadership level.

In the section discussing Senate Calendar above, we provide for the following special handoff events:

- **Rising Senate Convention |** It is here that the incoming ACFS Chair formally announces new or reappointed Standing Committee Chairs, and new and returning Senators are assigned to Standing Committee membership. After Senators are assigned to committees…
- **Call for Service |** … the incoming ACFS Chair announces, via list-serve email, opportunities for ACFS Standing Committee Service to the full-time faculty. All Chairs work together over following month to secure remaining committee assignments. The number of non-Senate faculty to fill committee positions ranges from 15 to 8 depending on the committee model adopted. This becomes an important gateway for faculty who wish to introduce themselves to Senate service.
- **Council Committee Handoff |** Sometime after the final ACFS meeting, but before the faculty breaks for summer, outgoing and incoming Standing Committee Chairs share end-of-year committee reports, finalize committee rolls, and select from among the rising Council a Member-at-large to serve on FAC, if Senate adopts that model.

As markers in time and signifiers of process, we believe these special events will help guarantee a smooth and timely transition to the rising Senate.

ACFS End-of-Year Report

All Standing Committee Chairs are required by our governance documents to draft an end-of-year report detailing the accomplishments of their committees to the ACFS Chair and the community. The same obligation, however, is not currently required of the ACFS Chair to the faculty body he or she represents. The CSR strongly recommends that an ACFS End-of-Year Report, drafted by the ACFS Chair and available to the campus community, be mandated. This important initiative will help to build a meaningful and useful history of Senate action.

Administrative Assistance

Because there is no place to articulate them in our governance documents, the following recommendations appear to fall outside of our charge. Nevertheless, for the good of the Senate, the CSR believes it important to articulate the need to more clearly define administrative assistance for Senate, whether or not such recommendations find their way into the Constitution, Bylaws, or Standing Rules.

Administrative Assistant to Senate | 2014 was not an easy year for acquiring faculty data for the purposes of elections and awards, securing meeting spaces and

times, and other administrative tasks. This committee understands this difficulty to be systemic, the fallout of a redefinition of duties and transitional issues for the position formerly occupied by Pat Zitomer, rather than due to any one individual's strengths or weaknesses. We recommend Senate work with Academic Affairs to help establish or re-establish a clear set of administrative duties for whoever is assigned the role of administrative contact for the ACFS. Working in collaboration with the ACFS Chair and Executive Secretary, these include but are not limited to:

- Accurate collection of faculty data for the purposes of election and awards nominations, annual apportionment, and other Senate functions.
- Assistance with securing meeting rooms and times, technology resources, and refreshments, reconciling costs to the Senate budget.
- Administering the ACFS website; i.e., adding and deleting officers as website co-administrators during their terms of office.

Student Administrative Assistant | The ACFS Executive Secretary will have expanded duties under our proposed model. We propose the creation of a student administrative assistant, using work-study funds if available and SGA members as appropriate. This person can assist the Secretary with projection during meetings and other tasks as appropriate, allowing the Secretary to focus more on participating in Senate proceedings, recording minutes, and functioning as a Senator if he or she also holds that position.

Summary of Recommended Structures for ACFS

Table 6 compares the basic structures explored in this report:

Positions	#	Current	#	6 Committee	#	5 Committee	#	4 Committee
ACFS Officers	6	Chair Chair-Elect Past Chair Secretary Parl/Treas Ombuds (3 yr)	5	Chair Chair-Elect Exec Secretary Parliamentarian Ombuds (3 yr)	5	Chair Chair-Elect Exec Secretary Parliamentarian Ombuds (3 yr)	5	Chair Chair-Elect Exec Secretary Parliamentarian Ombuds (3 yr)
		2 Elected 2 Continuing 2 Fac apptmts		**2 Elected** 1 Continuing 2 Fac apptmts		**2 Elected** 1 Continuing 2 Fac apptmts		**2 Elected** 1 Continuing 2 Fac apptmts
College Senators	16	6 A+H 6 SS(Lib) 4 S+E	20	8 A+H 5 SS 1 Lib 6 S+E	20	8 A+H 5 SS 1 Lib 6 S+E	20	8 A+H 5 SS 1 Lib 6 S+E
Univ Senators	4	2 Reps 2 Non-Reps	4	2 Reps 2 Non-Reps	4	2 Reps 2 Non-Reps	4	2 Reps 2 Non-Reps
Elected Committees	24	7 P+T 9 Inst Review 8 Fac Awards	7	P+T	7	P+T	7	P+T
Standing Committees	33	3 Acad Support 5 Ped + Reten 3 Curric Affairs 3 Adm + Recruit 7 Faculty Affairs 4 Advising 3 Student Affairs 3 Acad Envir 5 Finance	15	4 Curric Affairs 6 Fin + Plan 9 Faculty Affairs 4 Matriculation 6 Student Affairs 9 Acad Envir	11	4 Curric Affairs 9 Faculty Affairs 6 Matriculation 6 Student Affairs 9 Acad Envir	8	4 Curric Affairs 9 Faculty Affairs 9 Student Affairs 9 Campus Affairs
		36 members = 2 Ofcrs in F+P 1 FTII in FacAff 33 Fac apptmts		38 members = 20 Senators 2 Ofcrs in F+P 1 FTII in FacAff 15 Fac appntmts		34 members = 20 Senators 2 Ofcrs in FacA 1 FTII in FacAff 11 Fac appntmts		31 members = 20 Senators 2 Ofcrs in Camp 1 FTII in FacAff 8 Fac appntmts
TOTAL	**83**		**51**	**39% Reduction**	**47**	**43% Reduction**	**44**	**47% Reduction**
@ 112 Fac…		**74% of Faculty**		**46% of Faculty**		**42% of Faculty**		**39% of Faculty**
ANNUAL ELECTED POSITIONS	**46**	*22-23 positions per election avg*	**33**	*16-17 positions per election avg* *28% Reduction*	**33**	*16-17 positions per election avg* *28% Reduction*	**33**	*16-17 positions per election avg* *28% Reduction*

Table 6 | Comparison of Recommendations

The following figure represents a new organization chart for a Senate implementing a six-committee option. This chart reflects other shared governance changes (including but not limited to revision of Division Councils to Councils of Chairs, thus migrating away from a shared governance role):
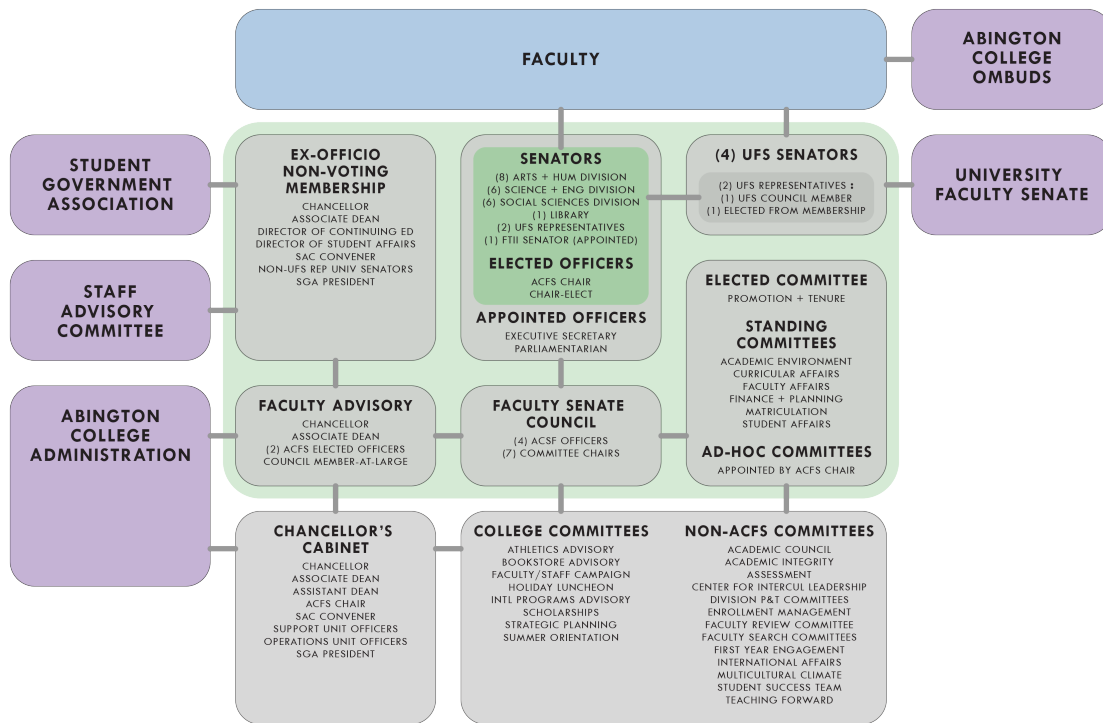
Figure 6 | Organization Chart for the Six Committee Model

This summary includes our recommendation of optimal choices from among the options we have presented, as follows:

- A six-committee structure requiring all Senators to serve on standing committees and all committee chairs to be Senators
- Specific and logical liaisons among Senate and Non-Senate committees
- Replace Faculty Awards and Instructional Review by importing their functions to standing committees, with Senators assigned these duties to ensure a representational aspect to the same, while retaining Promotion and Tenure as the only elected committee
- 2-year term for ACSF Chair-Elect and Chair, eliminating Past Chair
- Reduction of Ex-Officio membership burden on administration and staff
- Updating Senate apportionment to including Library as an independent entity
- Creating a Council Member-at-Large position for FAC to replace Past Chair

Appendix 1 | Analysis of Senate Structures at Other Campuses

Sister Commonwealth Campuses

	Abington	UPark	Harrisburg
FAC Officers	Chair Chair-Elect Past-Chair	Chair Chair-Elect Past-Chair	President President-Elect Past-Pres
Other officers	(Secretary) (Parl)	Secretary (Parl)	Secretary (Parl)
Council	Senator At-Large Comm Chairs (9)	College reps (9) Other reps (10) U President Provost Student rep	
Standing Committees	Acad Environ Acad Support Admsns + Recruit Advising **Curr Affairs** **Faculty Affairs** Finance Peda + Retentn **Student Affairs**	Adms, Rec, Aid Comms + Rules **Curr Affairs** Equity + Envir **Faculty Affairs** Faculty Benefits Global Progs Athletics Intra-Univ Rela Libraries + ITS Outreach Research **Student Life** Undergrad Ed Univ Planning	**Academic Affairs** Athletics **Faculty Affairs** Hum Res + Bus Svcs Info Syst + Tech Intl + Intcult Affrs Library Enroll Mgmt + Outr Physical Plant Strategic Planning **Student Affairs**
Elected Committees	Instr Review Prom + Tenure Faculty Awards	Joint Com Tenure Univ Prom + Tenure Fac Rights + Resp	Prom + Tenure

Sister Commonwealth Campuses Continued

	Altoona	Erie	Berks
FAC Officers Other officers	Chair Chair-Elect Past-Chair Secretary (Parl)	Chair Vice-Chair/Parliam Secretary	Chair Vice-Chair Secretary (Parl)
Council	Division reps (3?) Comm Chairs (11) Univ Senators Chancellor Dean	Comm Chairs (9) Univ Senator (1) Chancellor Assoc Deans (2) FT2 appointment Student reps (2)	Past Chair Univ Senators
Standing Committees	Comm on Comms Academic Affairs Adms, Rec, Aid Athletics Budg, Plang + Dvel **Curr Affairs** **Faculty Affairs** Inform Tech Research **Student Life** Social	Academic Computg Athletics **Curr Affairs** **Faculty Affairs** Library Research Scholarshps + Awds **Student Life** Undergrad Studies	**Academic Affairs** **Faculty Affairs** Athletics Facilities + Safety Strat Plng + Budgt **Student Life**
Elected Committees	Prom + Tenure	Prom + Ten Review	Prom + Tenure

Comparative Campuses

	Roger Williams U	Rutgers-Camden	Cal State Fullerton
FAC Officers	1 President 1 1st VP (AA) 1 2nd VP (UM, Parl)	1 President 1 Vice-President 1 Secretary	1 Chair 1 Vice-Chair 1 Past-Chair
Other officers	1 Secretary	1 (Parl)	1 Secretary 1 Treasurer
Council		1 Senator (1 electd)	1 At-Large (3) 1 Senators (3)
Standing Committees	*ACAD AFF CMMS:* Admissns + Enrllmt Curriculum Acad Standrds+Plcy *UNIV MTTR CMMS:* Faculty Develpmnt Steering University Life Diversity	Acad Policy + Cours Admsns + Retention Apptmts + Promotn Honors Program Information Svcs Planning + Budget Review Rules of Procedure Scholastic Standing Student Life Faculty Life	Acad Standards Assessment Facilities + Beaut Curriculum Elections Extended Education Faculty Affairs Faculty Develoment General Education Info Technology Interntl Education Internships + Svc Ln Library Plang, Resour, Budg Student Acad Life Univ Advancement
Elected Committees		All comms above are elected or combo elec/appt	Faculty Personnel Faculty Research Prof Leaves

Comparative Campuses Continued

	Wisconsin Parkside	NC Asheville	SUNY Old Westbury
FAC Officers	1 Chair 1 Secretary/Parl	1 Chair 1 First Vice-Chair 1 Second Vice-Chair 1 Third Vice-Chair	1 Chair 1 Vice-Chair 1 Secretary-Treas 1 (Parl)
Other officers			
Council	1 Senators (6 elctd)	ExecComm = 4 abov	1 Senator At-Large 1 Univ Senator
Standing Committees	Acad Actions Acad Assessment Acad Policies Adms, Rec, Stu Info Athletics Awards + Ceremon Advising Research + Creative Teaching + Learng General Education Info Resources Lectures + Fine Arts Budget	Acad Policies Institutional Devp Fac Welfare + Devp	Accreditation Academic Practices Appt, Reappt, P + T Curr + Acad Planng Faculty Judicial Fac Rights + Respo Faculty Awards General Education Nomintns + Electns Student Life Tchg + Learng Res
Elected Committees	Personnel Review		All comms above are elected

PRESIDENT

VICE PRESIDENT COMMONWEALTH CAMPUSES

CHANCELLOR

OPERATIONS

BUSINESS SERVICES · DEVELOPMENT & ALUMNI RELATIONS · FINANCE OFFICE · UNIVERSITY RELATIONS

SUPPORT

ENROLLMENT MANAGEMENT & RETENTION · ATHLETICS · CAREER DEVELOPMENT · CONTINUING EDUCATION · COMPUTER NETWORK SERVICES · INSTRUCTIONAL MEDIA SERVICES · STUDENT AFFAIRS

ACADEMIC AFFAIRS

ASSISTANT DEAN FOR PLANNING & ASSESSMENT · ACURA · FIRST YEAR EXPERIENCE · INTERNATIONAL AFFAIRS · LIBRARY · RESEARCH & SUMMER SESSIONS

ADVISING CENTER · CENTER FOR TEACHING & LEARNING · HONORS · LAB TECHNICIANS · REGISTRAR

ASSOCIATE DEAN FOR ACADEMIC AFFAIRS

FACULTY

ABINGTON COLLEGE FACULTY SENATE

DIVISION HEAD ARTS & HUMANITIES — PROGRAM CHAIRS

- ART: INTEGRATIVE ARTS, ART HISTORY, MUSIC, THEATER
- CORPORATE COMM: COMM A&S
- ENGLISH: WORLD LANGUAGES
- HISTORY: AMERICAN STUDIES, LETTERS, A&S, PHILOSOPHY, RELIGIOUS STUDIES, AFR-AMER STUDIES, ASIAN STUDIES, WOMEN'S STUDIES, LATINO/A STUDIES

DIVISION HEAD SCIENCE & ENGINEERING — PROGRAM CHAIRS

- BIOLOGY: SCIENCE, CHEMISTRY, PHYSICS, EARTH SCIENCE
- NURSING: NUTRITION
- ENGINEERING: INFO SCI + TECH, MATHEMATICS, STATISTICS

DIVISION HEAD SOCIAL SCIENCES — PROGRAM CHAIRS

- BUSINESS: ACCOUNTING, ECONOMICS, MARKETING, MANAGEMENT
- CRIMINAL JUSTICE
- PSYCHOLOGY: ANTHROPOLOGY, HUMAN DEVELMT, SOCIOLOGY
- EDUCATION: KINESIOLOGY

DIVISION OF ARTS & HUMANITIES

FACULTY	TENURE	FT1/M	FT2
ART/INART	4	4	5
CORP COMM	4	5	2
ENGLISH/LANG	10	8	28
HISTORY/STUDIES	6	2	10
TOTAL	24	19	45

MAJOR ENROLLMENT	
ART/INART	30
CORP COMM	129
ENGLISH/LANG	53
HISTORY/STUDIES	64
TOTAL	276

DIVISION OF SCIENCE & ENGINEERING

FACULTY	TENURE	FT1/M	FT2
BIO/SCIENCE	12	3	11
ENGINEERG/IST	5	1	7
MATH/STATISTICS	5	4	11
NURSING	1	1	6
TOTAL	23	9	35

MAJOR ENROLLMENT	
BIO/SCIENCE	127
ENGINEERG/IST	75
MATH/STATISTICS	0
NURSING	127
TOTAL	329

DIVISION OF SOCIAL SCIENCES

FACULTY	TENURE	FT1/M	FT2
BUSINESS	4	5	15
CRIM JUSTICE	2	3	5
BEH. SCIENCES	8	1	11
EDUCATION	4	6	0
TOTAL	18	15	31

MAJOR ENROLLMENT	
BUSINESS	245
CRIM JUSTICE	160
BEH. SCIENCES	250
EDUCATION	16
TOTAL	671