



# Revision of Faculty Governance at Brown University

John E Savage, Chair  
Task Force on Faculty Governance  
Brown University  
<http://facgov.brown.edu/taskforce.html>

# Major Goals

- “Improve Quality of Decisions” – President Simmons
- Simplify committee structure
- Empower the Faculty
- Assign Responsibilities Logically
  - Make Faculty Responsible for Self-Governance
  - Engage Administrators in Shared Governance

# Task Force Members

- John Savage, *Computer Science (Chair)*
- Nancy Armstrong, *English (Vice Chair)*
- Russell Church, *Psychology*
- Anne Fausto-Sterling, *Molecular, Cellular Biology, Biochemistry*
- Richard Fishman, *Visual Art*
- Peter Gromet, *Geological Sciences*
- Rajiv Vohra, *Economics*
- Michael White, *Sociology*

# The Problem

- Faculty felt powerless
- President and Provost saw the value of an empowered faculty
- Too many committees (44 with 237 slots)
- Poor allocation of responsibilities
  - Committees formed a “shadow administration”

# The Approach

- Reduce faculty workload (237 comm slots)
- Consolidate & remove committees
- Give faculty a new role in setting academic policy
- Bring administrators to the table
  - Administrative Advisory Boards
- Ensure diversity in committee membership

# The Process

- Task Force, subcommittee of Faculty Executive Committee, convened May 2, 2002
- FEC brought legislation to the Faculty
- Committee met almost weekly from May to November
- Reports to Faculty issued electronically at end of July and August
- All minutes and recommendations published on our website

# The Process (continued)

- Presentation at Sept. 2002 Faculty meeting
- Two Faculty Forums, in September and October
- First legislation introduced in November
- All but a few items passed by April
- Meetings/Discussions with interested parties, e.g.
  - Lesbian, Gay, Bisexual & Transgender Comm
  - On grievance: faculty & General Counsel
  - Committee on Status of Women
  - Affirmative Action Committee
- Only a couple recommendations challenged on floor
- Committee disbanded on May 12, 2003

# Task Force Operations

- Agendas circulated in advance and approved by committee at each meeting
- Succinct but complete minutes kept
- Chair responded to correspondence, copying members
- High volume of activity: > 2,600 emails
- Full committee participation

# The Result

- 12 new or revised faculty comms (71 slots)
- 9 continuing committees (57 slots)
- 8 administrative advisory boards (32+ slots)
- Total = 29 committees and 160+ slots  
versus 44 committees and 237 slots
- Faculty now eager to serve

# Key Changes in Faculty Governance

- New Academic Priorities Committee
  - 6 Faculty, 6 Administrators
- Tenure, Promotions, Appointments Committee
  - Run by Faculty
- Budget committee (URC) meetings now closed
- New Grievance Committee replaces ad hoc process
- New Faculty Affairs Committee
  - Supervise and Recommend on Compensation, Benefits, Leaves, Recruiting, Retention, and Diversity
- New Subcommittee on Diversity in Hiring
- New Administrative Advisory Boards

# Topics Generating Discussion and Debate

- Membership limitations on committees
  - Associates serve on TPA but must avoid conflicts
  - Tenured & senior lecturers serve on APC
  - Not all faculty on Grievance committee are full
- Nominations handled by FEC
- Provost has role in APC and URC nominations
- Reassignment of Affirmative Action Monitoring Committee tasks:
  - Faculty Affairs Committee reports on diversity by rank and department
  - SDH reviews hiring procedures, as well as, all denials of tenure, promotion, re-appointment, a responsibility of predecessor AAMC

# Topics Generating Discussion and Debate (Cont.)

- Grievance procedures
  - Revisions made in committee with concerned faculty and General Counsel
- University Curriculum Committee handles joint grad/ugrad curricular issues
  - Not parent of CCC and Graduate Council, as envisioned, but convened by them
- Committee on Status of Women retained

# Charges Handled by Grievance Committee

- Violations of Academic Freedom
- Failure to follow procedures with respect to promotion and tenure
- Violation of Corporation Statement on Diversity
- Abridgement of rights of faculty members
- A finding of dismissal by President of faculty
- Charge by student that his/her rights abridged by actions of a faculty member or person on teaching/research staff

# New/Revised Committees

■ Academic Priorities Committee (APC)	6
■ College Curriculum Council	8
■ Committee on Grievance	5
■ Faculty Affairs Committee (FAC)	6
■ Faculty Executive Committee (FEC)	9
■ Graduate Council	8
■ Nominations Committee for FEC (NCFEC)	0
■ Standing Committee on the Academic Code	6
■ Subcommittee on Diversity in Hiring	5
■ Tenure, Promotion, & Appointments (TPA)	12
■ University Curriculum Committee (UCC)	0
■ University Resources Committee (URC)	6
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	71

# Continuing Committees

■ Honorary Degrees	7
■ University Disciplinary Council	4
■ Committee on Status of Women	5
■ Standing Comm. on Academic Code	6
■ Presidential Advisory Comm. on Corporate Responsibility Investment	3
■ John Carter Brown Library Liaison	6
■ Medical Faculty Executive Comm.	9
■ Comm. on Medical Faculty Appointment	8
■ Medical Faculty Executive Committee	9
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	57

# Administrative Advisory Boards

<b>Board</b>	<b>Administrator</b>
Advisory Board on Diversity	Associate Provost
Benefits Advisory Board	VP Administration
Campus Planning Advisory Board	VP Administration/Planning
College Advisory Board	Dean of College
Computing Advisory Board	Vice President CIS
Faculty Development Board	Dean of the Faculty
Library Advisory Board	University Librarian
Research Advisory Board	Vice President for Research

Chair: Senior Officer; Vice Chair: Faculty Member;

Members: Faculty/Students/Admin, as appropriate.