



URA-AFT budget survey 2009

Part V and Conclusion: Shared Governance for Staff

Union of Rutgers Administrators (URA-AFT), Local 1766
75 Paterson Street, New Brunswick, NJ 08901
Phone: 732-745-0300 | Fax: 732-745-0400
www.ura-aft.org

Methodology

- This was an online survey conducted from March 27 through April 4, 2009.
- An e-mail invitation was sent to all 1,968 members of the administrative unit, along with one reminder e-mail. Six-hundred and seventeen (617) people responded (31%).
- The text for each question is provided in the results, along with base numbers used in the analysis.
- The survey was anonymous.
- For this report, additional research was conducted to determine the opportunities for shared governance for regular, salaried employee groups at the university and their respective levels of representation.

Key findings:

- There are four opportunities for shared governance at the university:
 - the board of governors
 - the board of trustees
 - the university senate
 - the faculty council

- There are 13 different groups of regular, salaried employees. For 11 of these groups, shared governance is limited to the university senate.

- Faculty and senior management both outnumber staff in the senate by a ratio of 10 to 1 (faculty) and 4 to 1 (management). A review of minutes from senate meetings suggests an increase in staff senators is warranted.

Key findings (Senate cont'd):

In this past academic year, the senate discussed and/or acted upon numerous issues that directly affect staff, including, but not limited to:

- the global economic crisis and how it may affect Rutgers
- intercollegiate athletics
- strategic goals for the university and areas of emphasis and effort
- budget cuts
- enrollment and admissions
- planned improvement and expansion of capital facilities
- online and internet-based courses
- legislative update
- diversity at the university
- the federal stimulus package
- financial aid and registration issues
- parking
- safety issues, classroom/building security, and vandalism
- the possibility of employee furloughs
- intercampus shuttle service
- psychological emergencies
- Rutgers Day

Key findings (Senate cont'd):

- In 2007, a recommendation was made to create a staff affairs committee in the senate, with the following rationale: “There is currently no codified expectation that the university senate will explore or advise the administration on– or even be notified of– changes in policies or practices affecting staff.”
[Staff caucus request to senate executive committee, April, 2007]
- In 2008, the university structure and governance committee recommended that no such committee be established, with the following explanation:
“When a count was made of the total number of staff senators (10), however, it became clear that there would 1) either not be enough staff senators on other committees, or 2) not be enough staff senators to play a major role in any staff affairs committee that was established. Meanwhile, a swell of matters of concern to staff, who were newly incorporated into the university senate, had been or were being dealt with by the faculty affairs and personnel committee. While having its attention diverted from some faculty matters, the FAPC was gaining expertise in those questions pertaining to staff. It is expected that the ‘surge’ of staff matters confronting the FPAC will soon subside.”
[University structure and governance committee report, October, 2008]

Recommendation for university senate

- We recommend that the university senate double the number of seats for staff from 10 to 20 by January 1, 2011.

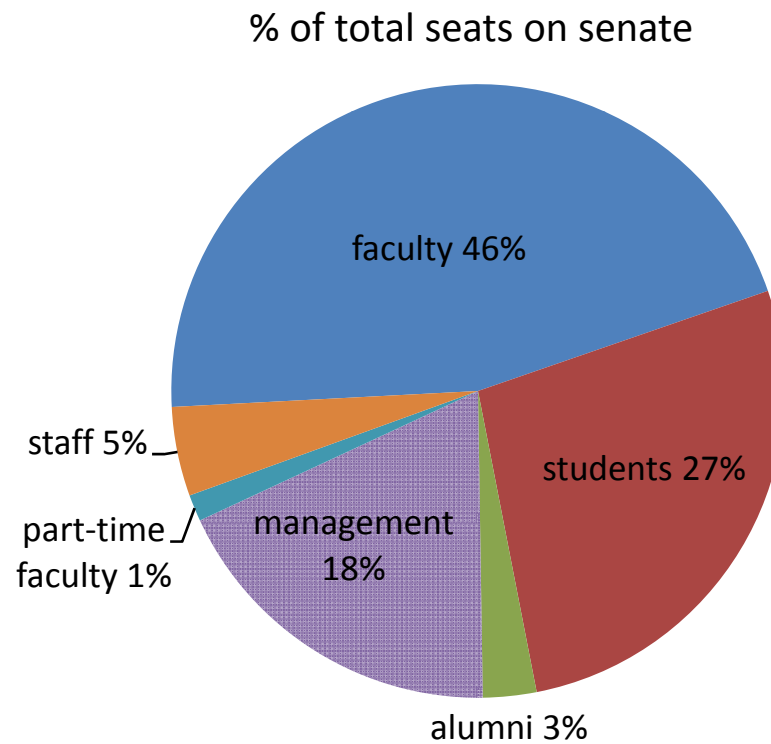
University senate (current)

- The university senate represents the entire community of faculty, part-time faculty, staff, senior management (referred to in the senate as administrators), students, and alumni to the president and to the board of governors. See current distribution of seats below, and additional data on next two pages.
- The senate reviews, regulates, and advises senior management on a broad range of matters, including, but not limited to: projects and programs designed to serve the interests of the university community; budget priorities and allocations, and general planning; establishing standards for admission, scholarship, and honors; organizing academic disciplines; and regulations affecting students and faculty, such as academic freedom, equal opportunities, and personnel practices and procedures.
- The president delivers to the senate statements concerning budgetary, academic, and physical plant proposals, priorities, and timetables, and identifies the university committees and administrative staff responsible for those plans, their study, and implementation.

staff	faculty	part-time faculty	RU management	students	alumni
10	97	3	39	58	6

University senate (cont'd)

- Of the total 213 seats on the senate, faculty have the largest percentage (46%), followed by students (27%), and senior management (18%).
- Staff employee groups have five percent (5%), alumni (3%), and part-time faculty (1%).



University senate (cont'd)

- In the senate, senior management has the best ratio of representation for their group: 1 to 3, meaning that each person serving in the senate is representing three people in their employee group. Faculty have the second best ratio: 1 to 45.
- Part-time faculty have a ratio of 1 to 370.
- All staff employee groups put together have a ratio of 1 to 700.

ratio of representation in senate

ratio of representation (one seat per # of employees in group)	
senior management	1 to 3
faculty	1 to 45
part-time faculty	1 to 370
staff	1 to 700

Employee groups at Rutgers

- There are 11,593 regular, salaried employees at Rutgers, distributed among 13 groups (see notes below). The list below is ranked by number of employees. Aside from senior management and faculty, the remaining groups are considered staff (see chart on next page).

regular, salaried employees

employee group	# of employees	employee group	# of employees
faculty, T.A., G.A. (AAUP)	4,546	confidential administrative, clerical	99
administrative (URA-AFT)	1,989	police (FOP-command and primary)	93
managerial, supervisory, professional	1,952	managerial - athletics	39
service, maintenance (AFSCME 888)	1,413	engineers (IUOE, 68-68A)	28
clerical, office, laboratory, technical (AFSCME COLT)	966	equal opportunity fund counselors (AAUP)	25
post-doctoral	332	doctors (SEIU)	11
senior management	100	TOTAL	11,593

Source includes a May 19, 2009 OPRA request from management .

Note 1: There are 139 T-coded employees, which means they are not on a salary grade system. For this report, URA-AFT separated T-coded employees into two groups: senior management (100) and managerial-athletics (39), as listed above.

Note 2: In addition to regular, salaried employees, the university employs 1,105 part-time lecturers and 1,568 non-salaried employees, e.g., type 4 temporary, not listed above.

Recommendation for governing boards

- We recommend that staff employee groups be granted representation on the board of governors and on the board of trustees, with the various groups sharing three seats on each board to be rotated annually. This would increase the number of seats for staff on both boards from 0 to 3. See recommended distribution of seats below.

Recommended seats on board of governors and board of trustees for staff employee groups

staff employee group	# of employees	recommended seats
administrative (URA-AFT)	1,989	2
service, maintenance (AFSCME 888)	1,413	
clerical, office, laboratory, technical (AFSCME COLT)	966	
post-doctoral (AFT)	332	
police (FOP-command and primary)	93	
engineers (IUOE, 68-68A)	28	
equal opportunity fund counselors (AAUP)	25	
doctors (SEIU)	11	
managerial, supervisory, professional	1,952	1
confidential administrative, clerical	99	
managerial - athletics	39	
TOTAL (staff employee groups)	6,947	3

Board of governors (current)

- The board of governors is composed of 15 members. Of the 13 regular employee groups at the university, excluding senior management, the faculty is the only one granted representation on the board of governors; they have two non-voting seats. Students also have representation with one non-voting seat. The president is an ex-officio member and has a non-voting seat. See current distribution of seats below.
- Of the 11 voting members, six are appointed by the governor and five are elected by and from the board of trustees.
- The board of governors has general supervision over and is vested generally with the government, control, conduct, management, and administration of the university. Its standing committees include: audit; budget and finance; buildings and grounds; educational planning and policy; executive compensation, nominations, and governance; alumni and university relations; student life; intercollegiate athletics; and investments.

staff	faculty	RU management	students	voting members
0	2	1	1	11

Source: Rutgers University website: <http://ruweb.rutgers.edu/governance/>

Board of trustees (current)

- The board of trustees is composed of 88 members. Of the 13 regular employee groups at the university, excluding senior management, the faculty is the only one granted representation on the board of trustees; they have two non-voting seats. Students also have representation with two non-voting seats and three voting seats as charter members (see below). The president is an ex officio member and has a non-voting seat.
- Of the 59 voting members, 28 are charter members, including: 20 alumni, three students, and five members appointed by the governor. The six members of the board of governors appointed by the governor also serve as members of the board of trustees. The board periodically elects former members as trustees emeriti, which have non-voting seats. See current distribution of seats below.
- The board of trustees serves in an overall advisory capacity; controls properties, funds, and trusts; has sole authority over the investment of funds under its control; serves on the committees of the colleges of the university; serves on the board of governors; and provides advice and consent to the board of governors on the appointment of the president of the university.

staff	faculty	RU management	students	voting members	emeriti
0	2	1	5 (three voting)	56	24

Conclusion

Numerous findings in this survey, which is the first one we have done with our members, suggests there is a lack of communication between senior management and staff. University staff could provide a base of support for the administration's goals, but that is not possible unless staff are informed of those goals and given the opportunity to help shape them. We believe that empowering staff through shared governance will help the university operate more efficiently and effectively, and ultimately help fulfill the president's five key ambitions for Rutgers:

- enriching every student's experience
- achieving research distinction
- affirming Rutgers as the state university
- enhancing our campus environments
- attracting resources and support