

A P L A N F O R P A R T I C I P A T I O N

Proposal

for a

UNIVERSITY SENATE

with Faculty, Student, Administration and Other Membership



Submitted to

COLUMBIA UNIVERSITY IN THE CITY OF NEW YORK

by the

EXECUTIVE COMMITTEE OF THE FACULTY.

March 20, 1969

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INTRODUCTION TO THE REVISED PROPOSAL

The Executive Committee of the Faculty submits herewith its revised proposal for the establishment of a new, representative University Senate, composed of all of the groups that form the University and that may rightly claim a share in shaping its policies and its future.

This document includes a number of important changes from the draft published in a special SPECTATOR Supplement on February 17, 1969. These changes resulted from the numerous written and oral comments received by the Executive Committee in the course of an intensive period of student and faculty meetings, smokers, discussions and conferences. Many of these changes are formal and technical and need not be restated here.

We note in the following paragraphs changes in representation, clarification of the Senate's powers, modifications of procedures intended to make it more responsive, and changes in the apportionment and election of committee members designed to assure each component group of the Senate its full voice in the Senate's affairs.

Changes in Representation

The Executive Committee originally recommended ex officio seating of the University Professors in the belief that they symbolized the unity of the University. That recommendation has been widely questioned. We have decided to submit the matter to the University Community. Voters will be asked to choose between ex officio seating of the University Professors and apportionment of their three places to two additional non-tenured faculty--one each for Columbia College and General Studies--and one additional student from Columbia College. If the redistribution is approved, non-tenured faculty will have 16 instead of 14 seats and students will have 21 instead of 20; the tenured faculty representation would be 42 instead of 45.

Non-tenured faculty representation under the original proposal was apportioned among schools and faculties with 25 or more such faculty. This disfranchised non-tenured teachers in faculties where they numbered fewer than 25. To meet this problem, one of the two non-tenured representatives originally assigned to the School of Dental and Oral Surgery will now be rotated among the schools and faculties with fewer than 25 non-tenured teachers. As a further step to avoid disfranchisement, schools and faculties with fewer than 25 non-tenured teachers are authorized to allow them to participate in the election of tenured representatives.

Under the revised proposal, the minimum participation rate of 40% in Senate elections will be applied to non-tenured faculty in a manner consistent with its application to students. That is to

say, the requirement will be met by a vote equal to 40% of the number of full-time non-tenured faculty, though part-time teachers may vote and have their votes counted fully in meeting the requirement.

A separate question on the ballot asks whether the minimum voting participation requirement should remain at 40% or be lowered to 33 1/3% or 25%. Any reduction would, of course, apply to all constituencies.

Power and Jurisdiction

The powers of the Senate have been stated more clearly than before, so as to give it clear jurisdiction to concern itself with all matters of University-wide concern, without, however, interfering with the internal affairs of individual divisions of the University.

The earlier requirement of delayed effectiveness of Senate measures has been abandoned. Instead, Senate action becomes effective immediately, unless it needs the concurrence of the Trustees. The Trustees' time to act has been shortened to 45 days, unless they request additional time. The President of the University may ask for reconsideration of a measure at a special meeting of the Senate to be held within 15 days of its adoption.

Organization and Procedure

New material has been added to make clear that any member of the Senate has the right to introduce measures and proposals from the floor, to be referred to committee and dealt with like any other Senate business.

To reassure those who feared that matters might be bottled up in committees indefinitely, explicit provision has been made for the discharge of any matter from committee.

The method of placing a matter on an appropriate committee's agenda by petition has also been eased. Instead of a petition signed by either 100 members of the faculty or 250 students, a petition signed by any 150 members of the University having the right to vote will be sufficient.

Committee Structure

The revision clearly states that, except in the few instances specifically stated, committees of the Senate do not act on their own, but are responsible to, and must report all recommendations to the entire Senate for its consideration and action.

Other amendments include the provision that, except for the Executive Committee of the Senate, each committee will elect its own chairman from among its members. The chairman of the Executive Committee is to be elected by the entire Senate.

With respect to nominations for committee membership, the

powers of the Executive Committee of the Senate have been somewhat circumscribed. Each member of the Senate will list his first three choices for committee service, and the Executive Committee will, in nominating members to committees, give the fullest possible weight to the preferences expressed. Nomination to committee membership from the floor of the Senate will also be in order, and committee members will be elected by majority vote.

To reflect the relative proportions of Senate membership in the several committees, the Committee on Budget Review was increased from 7 to 9 members, by adding one more student and one more tenured faculty member. Similar additions were made to the Committee on Physical Development of the University and to the Committee on External Relations. The Committee on Educational Planning, renamed, with some expansion of functions, as Committee on Educational Planning and Development, was raised from 15 to 17 members, also by increasing the tenured and student membership by one member each. To assist in proper coordination, two members of the Committee on Physical Development of the University will also be members of the Committee on Community Relations. The membership of the Committee on Student Affairs was raised to 16 members to permit representation on the Committee from every school and faculty of the University. The membership of the Committee on Rules of University Conduct will include two non-tenured faculty; only two of its faculty and two of its student members will overlap with the Faculty Affairs and Student Affairs Committees respectively, as contrasted with an earlier seven-member overlap.

A new Committee on Senate Structure and Operations has been added, to observe and review the operations of the Senate, and to make recommendations for statutory and other changes to provide for its effective functioning. This Committee will go out of business after four years, when its task may reasonably be expected to be completed.

Amendment. The requirements for statutory amendment to the Senate provisions have been eased by allowing amendment by a 3/5 vote of all of the members, rather than by a 2/3 vote.

* * * * *

The proposal--together with several possible amendments--will be submitted on March 24, 1969 to separate mail polls of students, of the tenured faculty, and of the non-tenured faculty, with ballots to be returned approximately a week later. Favorable returns

will result in prompt submission of the proposal to the Trustees, with a strong recommendation for action in time to have the University Senate elected and functioning before the end of the current academic year. The ballot to be submitted appears in an appendix to this document.

Respectfully submitted,

EXECUTIVE COMMITTEE OF THE FACULTY

Bernard Barber	Barnard
Edward A. Cain, Jr.	School of Dental and Oral Surgery
Samuel Coleman	Columbia College (Junior Faculty)
Alexander Dallin	School of International Affairs
Robert G. Davis	School of General Studies
Secretary	
W. Theodore De Bary	Faculty of Philosophy
James M. Fitch	School of Architecture
Shervert Frazier	Faculty of Medicine
Fred Friendly	School of Journalism
Eli Ginzberg	Graduate School of Business
Richard Hofstadter	Faculty of Political Science
Shirley Jenkins	School of Social Work
Polykarp Kusch	Faculty of Pure Science
Oliver L. Lilley	School of Library Service
Michael K. Myers	School of Engineering & Applied Science (Junior Faculty)
Rubin Rabinovitz	School of General Studies (Junior Faculty)
Andre Racz	School of the Arts
Ralph Schwarz	School of Engineering & Applied Science
Michael I. Sovern	School of Law
Chairman	
Immanuel Wallerstein	Columbia College
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SUMMARY

The Executive Committee of the Faculty of Columbia University submits this proposal for a University Senate to the Columbia community, for its consideration and, hopefully, for its approval.

This is the first and only proposal for a major change in Columbia's governing structure formulated with the participation of the faculty, students and other members of the University community. It is fitting, therefore, that out of this effort should emerge a plan for future governance of the University, with responsibilities to be shared among all the groups that can lay claim to membership in the community of scholars known as Columbia University in the City of New York.

None of us needs to be reminded that the origin of this proposal must ultimately be sought in the University's crisis in the Spring of 1968. In spite of its origins, however, this is not a crisis proposal aimed merely at restoring confidence. It is the result of a painstaking and serious endeavor to build for the future so that we may more fully realize the idea of a University. We see the University as a place for the confrontation of issues by reason and discourse--not for the confrontation of hostile groups in political passion; as a place for learning and research--not as a place for dogma and denunciation; as a place for service to society, not in its partisan struggles, but in its struggles to grow into a new and challenging age, linking past and future.

The University Senate here proposed, a "unicameral" body with representatives from all the component groups of the University, embodies the view of the University as a community of reason. Although the proposal must perforce apportion seats among the different "constituencies" within the University, to emphasize that aspect of the proposal would be a serious error. While every group within the University has special interests, the common concerns that unite us are far stronger than the particular interests that may at times set us apart.

We do not pretend that the adoption of this proposal will, by itself, solve the complex and profound problems of the University. It is a large first step. To be effective, structure must be sustained by spirit. The effectiveness of the Senate will depend ultimately on the desire and determination of all parts of the University community to make it work.

It is recommended that a new representative body be created, to be known as the University Senate, and that the University Council and the Advisory Committee of the Faculties be abolished.

The University Senate will have 100 members--representatives of the tenured and non-tenured faculty, students, administration,

library staff, research staff, administrative staff, alumni and affiliated institutions. Seats in the University Senate will be allocated as follows:

Faculty:

Tenured Faculty	42 Seats
University Professors	3*
Total Tenured Faculty	<hr/> 45*
Non-tenured Faculty	14*
Total Faculty--Tenured and Non-Tenured	<hr/> 59*
Students	20*
Administration	7
Affiliated Institutions (Barnard College 2; Teachers College 2; School of Pharmacy 1; Union Theological Seminary 1)	6
Other groups (Library Staff 2; Research Staff 2; Administrative Staff 2; Alumni 2)	8
TOTAL	<hr/> 100 seats

* A proposition to eliminate and redistribute the three ex officio seats for University Professors will be on the ballot. If the proposition is approved, the relevant figures will then be as follows: Total Tenured Faculty 42; Non-Tenured Faculty 16; Total Faculty--Tenured and Non-Tenured 58; Students 21.

The 100-member limit on the Senate seeks to accommodate the conflicting goals of broad representation and effective operation. The line was drawn at 100 on the premise that a larger body would be too cumbersome to function effectively.

Faculty and student senators will be elected from and apportioned among the different schools and faculties in rough proportion to their size, but every faculty and every school will elect at least one tenured faculty and one student representative. Non-tenured faculty seats will also be distributed on a proportional basis among schools and faculties having 25 or more non-tenured faculty members; one non-tenured faculty seat, however, will rotate among schools that cannot meet that minimum.

The administration representation will consist of the President of the University, the Academic Vice President, and five other members of administration appointed by the President from among the central administration and the administrators of the schools and faculties. Representatives from other groups will be elected by their respective constituencies.

To encourage participation by all components of the University in University elections, and, ultimately, in the policy deliberations of the University, no elected representative, whether faculty, student or other, will have a seat in the Senate, unless at least 40%* of his constituency voted in his election.¹ When the number of participants in an election falls short of the required percentage, further elections may be scheduled until a representative is elected in an election in which 40% of the electorate participated.

The University Senate will be a policy-making body which may consider all matters of University-wide concern and all matters affecting more than one faculty or school. In some matters it will have legislative powers; in others, its role will be consultative. A committee of the University Senate will also share with the Board of Trustees responsibility for selecting six nominees to the Board, and will participate in the selection of senior academic administrators for the central administration and the appointment of University Professors. The Senate will also succeed to all of the powers of the University Council, including, but not limited to the submission "of such proposals to the Trustees or to the President or to

1 In student and non-tenured faculty elections, the 40% condition shall be deemed satisfied if the number of students or non-tenured faculty voting, whether full-time or part-time, equals 40% of the full-time students or non-tenured faculty in that faculty or school. Student representatives may also be selected by indirect election. At the option of the student body in any school or faculty, the selection of its Senate representation may be delegated to the properly elected student government body in that school or faculty. The 40% voting requirement shall also be applicable to the referendum on that option, and to the election of the body that will select the representative.

* Note that a proposition will appear on the ballot to determine whether the University community prefers a lower minimum participation requirement--i.e., 33 1/3% or 25%.

the several Faculties as in its judgment may serve to increase the efficiency of University work"; and the consideration of "any questions that may arise as to the conduct or efficiency of any officer of administration or instruction, and to report thereon...."

Acts of the Senate shall become final on passage unless Trustee concurrence is required. The President shall advise the Senate when Trustee concurrence to an act is necessary. Unless the Board of Trustees advises the Senate of its need for a longer specified period of time, the Board shall either concur or veto acts requiring its concurrence within 45 days. Whenever the Board of Trustees vetoes a measure, it shall return the measure to the Senate with full information and explanation of the reason for such action.

The provisions of the foregoing paragraph notwithstanding, the President of the University may convene a special meeting of the Senate within 15 class days of any Senate action, and may request it to reconsider such action.

The University Senate will be presided over by the President of the University or, in his absence or at his request, by the Chairman of the Executive Committee as Speaker pro tempore. It will make its own rules and have staff to serve the body as a whole as well as its committees. It may establish such standing and special committees as it sees fit, but the initial structure to be set forth in the University Statutes will include the following committees:*

- Executive Committee
- Committee on Educational Policy and Development
- Committee on Budget Review
- Committee on Physical Development of the University
- Committee on Faculty Affairs, Academic Freedom and Tenure
- Committee on Student Affairs
- Committee on External Relations and Research Policy
- Committee on Community Relations
- Committee on Rules of University Conduct
- Committee on Alumni Relations
- Committee on Honors and Prizes
- Committee on the Libraries
- Committee on Senate Structure and Operations

Membership on the committees of the University Senate is distributed among the different groups in the Senate so as to reflect their particular interests. Committee membership will not be restricted to members of the University Senate, but could, in all but a few committees, include others who have not been elected to membership. The Executive Committee, whose members and chairman will be elected by the Senate, will act as committee on committees with power to submit nominations for Committee membership, and as the agenda committee of the Senate.

* If the ballot proposition for the preparation of a University Bill of Rights is adopted, the Senate may establish a special committee for this purpose, or may refer the matter to an existing committee of appropriate jurisdiction.

The proposal does not provide for a special student assembly or other University-wide form of student government. This reflects the dominant student point of view which regards student government as distinct from University government as both useless and unreal. With adequate representation in the University Senate, the majority student view seems to hold that no separate University-wide student government is called for. The Executive Committee concurs in this judgment. (At the departmental and divisional levels, however, separate student bodies may make sense. This proposal is not intended to prevent any subdivision of the University from adopting any structures it chooses for student participation in the conduct of its own affairs.)

To assure a hearing for every point of view held by a significant number of persons in the University community, any matter may be placed on the agenda of any standing committee of the University Senate by petition signed by 150 members of the University community who are entitled to vote for members of the Senate. Any committee on instruction may likewise place a matter on the Senate committees' agenda. Any matter so placed on the agenda of a standing committee will be taken up by that committee at the earliest practicable time with due regard to other prior agenda items, and the committee disposition of the matter will be reported to the University Senate as a whole.

If adopted, the provisions of this proposal on the composition of the Senate, its powers, procedures, and committees, will be included in an amendment of the University Statutes. Provisions of the University Statutes relating to the University Senate will be subject to amendment only by a 3/5 vote of all members of the Senate, concurred in by the Board of Trustees in the same manner as other actions of the Senate that require concurrence by the Trustees.

* * * * *

SOURCES OF THE PROPOSAL

The proposal for the creation of a University Senate is the work of the Executive Committee of the Faculty, which began to address itself to the subject of University restructuring in mid-May of 1968.

In undertaking the task of University reform, the Executive Committee has acted in response to a request from the Board of Trustees that it "study and recommend changes in the basic structure of the University." The Committee believes that this enterprise, motivated by a generally recognized need for better communication and cooperation between the constituent parts of the University, is also entirely consistent with its mandate from the Joint Faculties to "return the University to its educational task at the earliest possible moment." The preparation of these recommendations has in our view contributed to an atmosphere of reflection conducive to a peaceful campus; adoption of a new system of University government would make a further contribution to that atmosphere.

It should be clear, however, that this proposal is not only a reflection of the Executive Committee's views; it also encompasses within it numerous contributions to the idea of a University Senate from all of the components of the University, including faculty, students, administrators, members of the research institutes, library staff, and others. Their views were collected in the course of numerous discussions between members of the Executive Committee and other members of the University, in open forums and in informal meetings of every kind as well as during the summer of 1968 by means of a questionnaire distributed to the faculty.

Reflected in the proposal, too, is the work of the various organizations created specially for the task of aiding the work of University restructuring, and the Executive Committee of the Faculty wishes to take this opportunity to express its appreciation to its own staff, the Project on Columbia Structure, which, under the direction of Professor Frank P. Grad, submitted a preliminary proposal for the creation of a University Senate, dated September 12, 1968. Other proposals were also considered, namely, the proposals of the task force of the Students for a Restructured University (SRU), the recommendations made by Student Representatives to the Temple Committee of the Trustees, suggestions made in the course of a report to the alumni known as the "Walsh Report," as well as proposals prepared by the Office of the Vice Provost on Academic Planning. (All of these

were published and distributed to the University community at large and were subsequently republished in a special University Restructuring Supplement in the October 10, 1968 issue of the Columbia SPECTATOR.)

In the fall of 1968, agreement was reached between the Executive Committee and the major student groups concerned with University structural reforms-- namely, Students for a Restructured University (SRU), Columbia University Student Council (CUSC), and the Student Representatives to the Temple Committee of the Board of Trustees-- on the holding of joint hearings. In this way, testimony on each of the different proposals could be shared by all of the groups interested in restructuring, without unnecessary duplication. The joint hearings were held between October 18 and November 12, 1968. Eight extensive sessions heard the testimony of 38 persons. Among them were 18 faculty members, 15 students and 7 academic administrators. Most of the witnesses also submitted detailed statements in writing. The testimony was exceedingly useful and much of it left an impact on the proposal of the Executive Committee presented herewith.

Following the conclusion of the hearings, the Executive Committee met weekly for some ten weeks in executive session to review the mass of materials that had been accumulated both prior to and during the hearings, and proceeded to develop the Committee's own proposal.

That proposal, published as a Special Supplement in the February 17, 1969 issue of the Columbia SPECTATOR, was widely disseminated and discussed by the entire University community. Numerous faculty and student meetings and smokers were held throughout the University, with intensive participation by members of the Executive Committee in the explanation of the proposal, and in the collection of criticisms and suggestions for change. The Executive Committee also received numerous written comments, and the Chairmn and members of the Committee engaged in many informative consultations with members and leaders of diverse groups, student, faculty and others, to obtain their often conflicting views and to find means of incorporating them in the final draft to the fullest extent possible.

The results of these intensive activities are reflected in the final proposal submitted herewith.

The Need for a University Senate

This proposal attempts to reassert the reality of the University as a community of scholars, capable of responding thoughtfully and directly to the challenges that lie ahead. The task we have set ourselves here, therefore, is the creation of University structures that can meet those challenges in a spirit of scholarly cooperation, and with appropriate contributions from all of the groups that comprise the University.

The inadequacy of existing University-wide bodies at Columbia to serve as a forum for the expression of the views and aspirations of the various groups that form the institution has been clearly demonstrated. The Statutes currently provide for two such bodies -- the University Council and the Advisory Committee of the Faculties. The University Council, consisting of almost one-half University administrators and the rest of tenured members of the faculty, has remained relatively inactive and remote from the major problems of the University. The Advisory Committee of the Faculties, which consists of tenured professors, most of whom are also members of the University Council, has advisory power only. As the Advisory Committee itself acknowledged in a letter to the Executive Committee, dated June 6, 1968, it has been wholly ineffective because traditionally presidents of Columbia University have neither sought nor paid heed to the Committee's advice on any major issues. The letter from the Advisory Committee concludes that it has been

a body operating in a vacuum and in search of a function....

Since the function for which the Committee was created--faculty-administration liaison--is so crucial, we felt it important to point out that this Committee, by the manner in which it is constituted and the procedures laid down for it, cannot really serve its purpose. We urge you to develop a more efficient communication channel.

Both the University Council and the Advisory Committee of the Faculties proved wholly inadequate to meet contemporary university needs, let alone to respond meaningfully to the crisis of last April. The absence of a mechanism to reflect the voice of the faculty or the views of other groups led first to the creation of ad hoc organizations, and ultimately to the emergency call of the entire faculty. The Executive Committee of the Faculty was created as an interim body, to cope with problems and issues which could not be dealt with adequately by the existing structure of the University.¹

The ineffectiveness of existing University bodies for the expression of faculty opinion and for the effective assertion of the faculty's role in formulating University policy had become evident, however, even prior to 1968. Many of the agenda items of the University Council were inconsequential, and few items that the administration brought to the Council for its consideration involved major or far-reaching University policy.

The need for change is underscored by the Statement of the American Association of University Professors on Government of Colleges and Universities:² "The variety and complexity of the tasks performed by institutions of higher education produce an inescapable interdependence among Governing Board, Administration, Faculty, Students and others. The relationship calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort." Adequate communication and the opportunity for "appropriate joint planning" have been significantly lacking at Columbia University in the past, with little opportunity for the faculty, students and others to become informed or involved. Other universities have given their tenured faculty a far stronger voice in policy-making at the University level. Columbia is also far behind other institutions in almost totally excluding non-tenured faculty and students from any role in the University's affairs. An increasing number of universities allow some participation of non-tenured faculty and students in university-wide bodies, or at least in committees of such bodies.

In moving firmly in that direction, we are heartened by an official communication from the AAUP which has characterized the staff's earlier proposal for a University Senate as "an excellent start, bringing to Columbia University the type of governmental structure which will permit the University to make the best use of the unusual talents available to it...Indeed, the built-in

1 A number of other interim committees have been established since May 1968. Some may continue within the framework of the proposed new structure, while others, like the Executive Committee, relinquish their emergency or temporary functions, secure in the knowledge that there is adequate machinery to effectuate University change through a regular, responsive and representative body.

2 Jointly issued with the American Council on Education, and the Association of Governing Boards of Universities and Colleges, October 12, 1966.

responsiveness of the Senate to the needs of the University's various components seems...one of its most impressive features."¹

Alternatives Considered: Faculty Senate, Town Meeting Type

In devising the proposal for a "unicameral" University Senate, with representation from all the components of the University, the Executive Committee considered a variety of other organizational schemes.

Many universities have adopted a faculty senate of the "town meeting" variety, with every senior faculty member, and in some cases also every assistant professor and instructor, eligible to participate and vote.² A proposal for such a faculty senate was considered, all the more since it seemed to be a natural successor to the special convocations of the Joint Faculties of Columbia University in response to the campus crisis. The idea was discarded, however, on the basis of experience with such bodies elsewhere. Usually, the full membership of such a body runs into many hundreds; sometimes the membership even exceeds one thousand. Such a body cannot effectively transact any business, even if all of its members were to meet on a great plain or in the football stadium. Paradoxically, such a faculty senate can only work if most of its members pay no attention to it--and this is precisely the experience of universities that have such an organization. Attendance is normally at about 15 per cent of the membership and may rise to about 25 per cent whenever issues of major faculty interest, or crisis issues, are up for discussion.³

A general convocation of the University faculty is justified, when, as in a major crisis, there is need to bring its full influence to bear. When needed for this purpose, full attendance of members of the faculty can be relied upon. As recent events at Columbia have shown, the common law of the University permits convocation of the entire faculty even without explicit statutory

1 Letter of December 7, 1968, from Bertram H. Davis, General Secretary AAUP, to Professor Alexander Dallin, member of the Executive Committee and Chairman of Subcommittee on Joint Hearings.

2 Data have been collected from a number of American universities which document this point. (For example, the files of the Executive Committee's Project on Columbia Structure contain specific information on the University of California, Ohio State University, and Cornell University.)

3 At least one University, Cornell, is considering the modification of its faculty Senate to include representational aspects, such as the election of delegates from each department, and the additional use of university-wide mail polls to determine the view of the entire faculty on important issues. "Report of the Ad Hoc Committee of the University Faculty," to the (Cornell) University Faculty Council, July 1, 1968 (Mimeographed). A copy of the Report is in the files of the Project.

authority. To eliminate any doubt on the point, the statutes should codify the authority of either the Executive Committee or the President to issue the call for such meetings.

Alternatives Considered: Parallel Faculty and Student Assemblies

The Executive Committee also considered a system of "parallel structures." A model which utilizes this approach has in fact been suggested by Columbia's Vice Provost for Academic Planning (see Special Restructuring Supplement of the Columbia Spectator, October 10, 1968); the earlier staff proposal of the Project on Columbia Structure also contained features of a parallel arrangement. Parallel structures would consist of a representative faculty assembly and a representative student assembly. The faculty assembly would have primary jurisdiction over matters pertaining to faculty interests--e.g. tenure, perquisites, sabbaticals--and matters of academic policy--e.g. curriculum and degrees. The student assembly would have primary jurisdiction over traditional areas of student government, such as student discipline, dormitory rules, extracurricular activities. Matters of broader university interest, such as the relations of the University with the community or matters of University planning, would in theory, at least, concern both faculty and student assemblies. Both would endeavor to establish a parallel committee system, so that in areas in which their interests coincided or were closely related joint meetings could be held and joint decisions arrived at. A limited number of students might also serve on particular faculty committees.

The parallel structures approach to university government might work if there were entirely separate matters for faculty and student concern which each group ought to deal with on its own.¹ In fact, the range of matters in which each of the two groups has exclusive concern is very limited.² Moreover the entire process,

1 For an extended discussion which considers and rejects this idea see "The Culture of the University: Governance and Education," a report of the Study Commission on University Governance, University of California, Berkeley, January 15, 1968, pp. 10-19.

2 Curricular decisions and standards affecting the granting of degrees are matters that impinge most forcefully on students, and yet these areas would normally be considered as falling very directly under the aegis of the faculty. Decisions affecting extracurricular affairs are clearly considered to be matters of student concern, and where such extracurricular affairs involve the use of the name of the university or the use of university funds, the interests of the faculty and of the university at large are immediately engaged.

even when it involves joint committee action, immediately raises the troublesome question whether the student part of the structure is not a mere appendage to the real decision-making part of the apparatus, namely the faculty assembly. Students from all parts of the political spectrum who take an interest in the decision-making process of their university have been quick to see this point. Students at Columbia and elsewhere regard such "student government" as a sham because it does not really have anything to govern.¹ The establishment of a university-wide student assembly without a real role in University affairs creates serious risks. Left out of the mainstream of the policy-making process--and generally left without any access to reliable information about the affairs of the university--the tendency for student government at Columbia and elsewhere has been to arouse the interest of only a very small percentage of students. The result commonly is a student assembly unrepresentative of the student body as a whole. Unrepresentative and uninformed, it is far more likely to adopt extreme political positions. The Executive Committee was also moved to reject parallel structures by the very real consideration that the University should again become a true community. The establishment of separate governing bodies for students and faculty clearly runs counter to this policy; it accentuates division instead of building on the common interests of the various groups that form the University.

Alternatives Considered: Representative Body Limited to Faculty

It has been suggested that, whatever the governing structure, Columbia needs a separate University-wide body consisting only of faculty members. To establish a separate faculty body outside of and separate from the University Senate would largely be duplicatory, for the matters to be considered in the two bodies are likely to coincide. As a practical matter, it is impossible to establish a separate faculty assembly without at the same time establishing a separate student assembly. Thus, the establishment of a totally separate faculty body has the inevitable consequences of moving in the direction of a parallel structure system which, for reasons already noted, was rejected.

The main purposes sought to be accomplished by the suggestion of a separate faculty body can be attained within the boundaries of the present proposal. The aim of securing confidentiality of discussion of faculty interests can readily be accomplished within the University Senate, which includes a Faculty Affairs Committee consisting exclusively of faculty members.

1 This disposition was reflected in the spring, 1968, in student elections at Cornell University. The successful student candidates for major offices ran on a platform which proposed abolishing student government and the participation of students in the work of committees of the university faculty.

PROPOSAL FOR A UNIVERSITY SENATE: COMPOSITION; SELECTION OF MEMBERS

The University Senate shall be a representative body, with members selected by the faculty, both tenured and non-tenured, students, administration, library staff, research staff, administrative staff, alumni and affiliated institutions.¹

Seats in the University Senate shall be allocated as follows:

45 tenured faculty members, i.e., officers of instruction holding the tenured rank of professor or associate professor, of whom 42 shall be elected in the manner herein provided for and 3 shall be University Professors who shall serve by virtue of their rank.*

14* officers of instruction not holding tenure, both full-time and part-time, of the rank of preceptor and up to professorial personnel not tenured, to be elected in the manner herein provided for.

20* students to be elected from the different schools and faculties of the University in the manner herein provided for.

7 members of administration, including the President, the Provost and five other members of administration appointed by the President from among the central administration and administrators of the schools and faculties.

6 representatives from affiliated institutions (Barnard College 2, Teachers College 2, School of Pharmacy 1, Union Theological Seminary 1) elected by such affiliated institutions.

1 The representational pattern here proposed does not, of course, reflect the sum total of opportunities for different groups' participation in the affairs of the University. The Senate is concerned primarily with University-wide and inter-school policies and development. Its pattern of representation does not seek to re-order or cope with problems of participation of faculty, tenured or non-tenured, or of students in decision-making processes within the various faculties or departments of the University.

* A proposition to eliminate and redistribute the three ex officio seats for University Professors will be on the ballot. If the proposition is approved, the representation will be: tenured faculty, 42; non-tenured faculty, 16; students, 21.

8 representatives from other groups, namely from library staff 2, research staff 2, administrative staff 2, alumni 2, elected by their respective constituencies in the manner herein provided for.

The Senate will thus consist of 100 members. The membership has been limited to 100, because experience with comparable bodies strongly suggests that a larger body cannot function effectively without elaborate rules of procedure. A large assembly in need of such rules generally finds it necessary to limit debate and to rely on a highly organized and highly controlled system of leadership. A smaller body, such as the proposed University Senate, will allow for free debate and active participation by all of its members, thereby facilitating close and productive working relationships.

Members of the University Senate shall serve for a term of two years,¹ but no candidate shall be disqualified by reason of the fact that he shall have less than two years to serve--as in the case of a student who is a senior in his division, or a faculty member whose appointment has less than two years to run. An elected representative shall, however, relinquish his seat when he ceases to be a member of the group he was elected to represent--e.g., a non-tenured faculty representative who is given tenure, or a student representative elected for the College who becomes a graduate student. Each vacancy shall be filled for the unexpired portion of the term in the same manner in which the original incumbent was chosen.

No representative shall be elected from any group in the University unless at least 40%* of the designated electorate has voted in the election in which he was chosen. If no representative is elected from a particular constituency because this minimum participation requirement has not been met, further elections may be held until a representative is elected in an election in which the minimum required number of voters participated. The purpose of the requirement is to assure broadly based elections and, ultimately, broadly based University participation in the work of

1 The Executive Committee considered the possibility of overlapping terms to assure continuity in the Senate. While reasonable in principle, the idea was discarded because of major practical problems in its implementation. It is likely that at least some members of the Senate will be reelected, and this should provide the necessary element of continuity.

* A proposition will appear on the ballot to determine whether the University community prefers a lower minimum participation requirement--i.e., 33 1/3% or 25%.

the Senate.¹ The Senate itself may wish to make provision for the unlikely eventuality that repeated elections fail for reason of insufficient participation.

Representation of Tenured Faculty

The 42 elective seats for tenured faculty shall be apportioned among schools and faculties of the Columbia Corporation in rough proportion to their number of tenured faculty. Every school or faculty shall have at least one tenured faculty representative. The apportionment formula allots a second seat to each school or faculty for the first 35 tenured professors. Thereafter, a faculty or school gets one additional seat for every 25 tenured faculty above 35, up to a maximum of five seats. International Affairs has been apportioned only one seat, however, because it has no tenured faculty not already voting elsewhere.²

Applying the formula, Architecture, Arts, International Affairs, Journalism, Library Science, Dentistry and Social Work have one seat each; Business and Law, two seats each; Engineering, three; General Studies and Political Science,* four each; and Columbia College, Pure Science,* Philosophy,* and Medicine, five each.

The tenured faculty members of each school or faculty shall biennially elect the number of representatives to which they are entitled. In electing delegates, each of the faculties or schools shall be free to elect any tenured member of the faculty it chooses, including the dean, if he is a tenured member of his faculty.

1 Each of the faculties or other constituencies may determine for itself whether its representatives shall be elected by a plurality or majority of the votes cast, or by some form of preferential ballot.

If a constituency decides that its representatives shall be elected by a majority of the votes cast, a runoff election shall be held between the two candidates receiving the highest votes. Until another decision is made, the decision shall be governed by any pertinent existing rules; in the absence of such rules, plurality shall be sufficient to elect. In the event of disputes, the Senate may provide for their resolution by the appointment of a credentials committee or by any other appropriate means.

Every other year prior to the holding of biennial elections, tenured faculty seats shall be apportioned by the University Senate among the schools or faculties in proportion to their respective number of tenured faculty members, keeping the total of such elected seats to a total of 42 and reserving at least one seat to each school or faculty. The three University Professors shall serve ex officio.^{1*}

The tenured faculty has been given the largest delegation in the Senate because it is the component of the University having both the most enduring connection with its affairs and the largest responsibility for those activities within the University that differentiate it from other institutions. As the 1966 AAUP statement points out, "The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process."

Representation of Non-Tenured Faculty

The 14^{**} seats allocated to non-tenured faculty in the University Senate shall be distributed on a proportional basis among faculties or schools having more than 25 non-tenured officers of instruction; one seat, however, will rotate every two years, in alphabetical order, among schools that cannot meet that minimum. A school or faculty's base for representation shall be determined by counting all non-tenured officers of instruction of the rank of preceptor and above, up to and including assistant professors,¹ regardless of whether they are full-time or part-time.²

²The Executive Committee is aware of the possibility that one tenured faculty member who belongs to several faculties may have a multiple vote. With the exception of the Faculty of International Affairs, unique in having no tenured faculty of its very own, no attempt has been made to limit or prohibit multiple voting. The problem is a complex one but may not prove troublesome. The Executive Committee has, therefore, left the issue open, so that the University Senate itself may address the problem if it does ever give rise to difficulty.

* A proposition will appear on the ballot that would allow the Graduate Faculties of Political Science, Pure Science, and Philosophy to pool their 14 seats and to apportion them by departments or groups of departments.

¹* At present, the University Statutes provide for no more than three University Professors. If the number of persons holding this exceptional rank is ever increased, arrangements will have to be made for rotational service, service in order of seniority, or service in accordance with any other reasonable criterion. Note, too, that a proposition to eliminate and redistribute the three seats for University Professors will be on the ballot.

^{**} If a proposition on the ballot to eliminate and redistribute the three seats for University Professors is voted favorably, the number of non-tenured faculty seats will be raised to 16, providing one additional non-tenured seat for Columbia College and General Studies, so as to raise each of their non-tenured faculty delegation to three.

¹ I.e., preceptors, associates, lecturers, instructors and assistant professors.

² For purposes of determining the base for representation, a non-tenured officer of instruction is counted for the school or faculty in which he teaches the majority of his course points.

All non-tenured officers of instruction of the rank of preceptor and above shall be entitled to vote, whether or not they are counted as part of the base for representation, and regardless of whether they are full-time or part-time. Persons of professorial rank above the rank of assistant professor who are non-tenured, such as clinical professors, visiting professors, adjunct professors, etc., shall vote as non-tenured faculty members unless their school or faculty has extended to them the right to vote for tenured representatives. Such non-tenured instructional officers are thus assured the right to vote even though they are not to be counted in establishing the division's entitlement to non-tenured faculty representation. Any school or faculty having fewer than 25 non-tenured faculty members, moreover, may, if it wishes, grant all of them the right to vote for tenured representatives.

Seats for non-tenured faculty members shall be apportioned biennially in accordance with these guidelines, but the number of such seats shall be kept to a total of 14.* At present, the faculties of the Arts, Dentistry, Engineering and Social Work, and the Graduate Faculties of Philosophy, Political Science and Pure Science would each have one non-tenured representative, and Columbia College,* General Studies* and Medicine two each. This apportionment provides one non-tenured representative to each faculty or school having more than 25 non-tenured officers of instruction, and one additional representative for each of the schools with more than 100 such non-tenured officers, and allows one seat to rotate among schools and faculties with fewer than 25 non-tenured faculty members who would otherwise be unrepresented.

The 14* seats in the Senate to be held by representatives elected from among non-tenured teachers will assure that their interests are adequately represented. It will also give additional voting strength in the University Senate to some of the larger schools and faculties. Teachers of non-tenured rank, while having a less permanent connection with the University than tenured faculty, should nonetheless have a voice in determining academic and other University policies because they carry so large a portion of the teaching obligations of the institution.

The definition of non-tenured faculty for voting purposes makes no distinction between full-time and part-time teachers, because no sharp line exists in actual practice between non-tenured full-time and part-time personnel. Many part-time teachers have rendered long and distinguished service to Columbia, which relies on them for a substantial part of the curricular offerings. It is in the interest of the University, therefore, that they be granted the right to participate.

* If a proposition on the ballot to eliminate and redistribute the three seats for University Professors is voted favorably, the number of non-tenured faculty seats will be raised to 16, providing one additional non-tenured seat for Columbia College and General Studies, so as to raise each of their non-tenured faculty delegations to three.

Note however that in establishing the base for the 40%* voting participation requirement only full-time non-tenured faculty will be counted, though the votes of part-time non-tenured teachers are to be counted towards satisfaction of the requirement. This method of computation makes allowance for the fact that in some divisions of the University that have a relatively large number of part-time non-tenured faculty application of the 40%* voting participation requirement would make fulfillment of that requirement unduly difficult.

Representation of Students

The 20** student seats will be distributed among the different schools and faculties of the University as follows:

Each faculty or school within the Columbia Corporation shall be entitled to one student seat, and the remaining 4 seats shall be distributed among the 4 faculties with the largest number of registered students--currently Columbia College,** General Studies, Engineering and the Faculty of Political Science.¹

* A proposition will appear on the ballot to determine whether the University community prefers a lower minimum participation requirement--i.e., 33 1/3% or 25%.

** If a proposition on the ballot to eliminate and redistribute the three seats for University Professors is voted favorably, the number of student seats will be raised to 21, providing one additional seat to Columbia College, so as to raise its student delegation to three.

1 The student body in each of the affiliated institutions may elect one or two student observers, with Barnard and Teachers College each eligible to elect two, and Union Theological and Pharmacy each eligible to elect one. If any of the affiliated institutions elect such student observers, they shall be entitled to sit with the University Senate but shall not vote or otherwise participate in its deliberations, unless particular questions relevant to student interests in affiliated institutions are the subject of Senate action, in which case, with the approval of the chairman, they shall have a voice but not a vote. Such student observers would, of course, be eligible to serve on committees whose membership is open to persons who are not members of the University Senate. The question of full voting membership in the Senate for student representatives from the various affiliated institutions has been raised, particularly in view of the fact that faculty representatives from those institutions will be full voting members of the Senate. The difference in treatment is accounted for by the following circumstances. Under its affiliation agreements, Columbia University obligated itself to give representation in the existing University Council to members of affiliated institutions on a basis similar to that of faculties or schools within the Columbia Corporation. In turn, the affiliated institutions obligated themselves to abide by degree requirements and other obligations imposed upon them by the Columbia Corporation, particularly through its University Council. In contrast, no agreement requires the seating of student representatives, and students within the affiliated institutions are not necessarily bound by rules and regulations applicable to students in the Columbia Corporation faculties. So for instance, the rules of the Joint Disciplinary Committee do not apply at Barnard and Teachers College. Thus, to allow students from affiliated institutions to be full voting members of the Senate would allow them to participate in the formulation of rules and regulations that would not normally bind them. If the student bodies of the various affiliated institutions at some future time become subject to the same rules and regulations that apply to students of the Columbia Corporation, the status of their representatives within the University Senate will need to be reviewed.

Student representatives shall be elected by either of two methods:

- 1) Direct election by all of the students in the particular faculty or school of the University, regardless of whether they are full-time or part-time students; or
- 2) Indirect election by divisional student government. At the option of the student body in each school or faculty, the selection of its Senate representation may be delegated to the properly elected student council or other representative student government body in that school or faculty. The option to delegate the election of a senator to the student government shall be exercised by referendum vote within the particular school or faculty. The 40%* voting requirement shall also be applicable to the referendum on that option, and to the election of the body that will select the representative. The decision to elect a student representative indirectly shall stand until it is reversed by another referendum.

No student representative shall be entitled to a seat in the University Senate unless a number of votes was cast equal to at least 40%* of the number of full-time students enrolled in the particular school or faculty. Note that only full-time students are counted in establishing the base for this 40%* requirement, though the votes of part-time students are to be counted toward satisfaction of the requirement. This method of computation makes allowance for the fact that in some divisions of the University, such as General studies and Graduate Faculties, where students spend relatively less time on campus, equal application of the 40%* requirement to full and part-time students would make fulfillment of that requirement unduly difficult.

The principle of student representation by individual faculties or schools reflects the great weight of student preference with respect to their own mode of representation. The earlier staff proposal had provided for a separate, directly elected University student assembly, which would then, in turn, elect delegates to the University Senate. Student opinion on the subject, ascertained in testimony before the Joint Hearings and elsewhere, totally rejects such a separate University-wide student assembly, and a survey conducted by Columbia's Bureau of Applied

* A proposition will appear on the ballot to determine whether the University Community prefers a lower minimum participation requirement--i.e., 33 1/3% or 25%.

Social Research¹ indicates an overwhelming student preference for the election of students to the Senate by the several schools and faculties. The Executive Committee shares this view.

Student representation in a University policy-making body is desirable as a matter of principle. The student spends a significant portion of his life at the University, and that portion may well shape all that follows. It is neither just nor prudent to maintain that students have little or nothing to say about the decisions made by their University when it counts for so much in their lives. Student representation is also desirable as a matter of educational policy. It forces them to make difficult choices instead of simply criticizing the hard choices made by others. Such participation also offers especially fruitful contact with their elders.

As early as the mid-30's, students served on faculty committees dealing with matters pertaining to student life in almost half of the colleges and universities in the United States.¹ During the past several years, student participation in the governance of universities has increased to an unprecedented degree. In a 1963 survey of 850 accredited colleges and universities, about 60% of the institutions reported student membership on policy-making committees in areas other than matters of student life. In the last few years,

1 The Bureau of Applied Social Research distributed a questionnaire to 13,000 students during 1968 Fall registration. The survey was conducted at the request of Students for a Restructured University, but at the request of the Project on Columbia Structure, two questions on student representation were included. 3440 questionnaires were returned, considered to be a representative sample. The relevant question and the resulting answers were as follows:

If students win a greater voice in university decision-making this Fall, what do you think would be the best form of student representation? (Please circle all that apply.)

- A. For decisions concerning the whole university, students should be represented by:

delegates selected by each university school	79%
delegates selected through the present student government system	9
delegates selected through various student political groups	11
other	13
no answer	<u>3</u> 100%

(Unpublished Report, dated January 10, 1969)

2 Harold C. Hand, Campus Activities (New York: McGraw-Hill, 1938).

student members have been added to policy-making faculty committees in still more of the institutions.¹

In its 1966 statement on Government of Colleges and Universities, the AAUP affirms that "Students are referred to in this statement as an institutional component coordinate in importance with trustees, administrators and faculty." The 1966 AAUP statement, while recognizing possible difficulties, goes on to urge student participation in policy-making: "When students in American colleges and universities desire to participate responsibly in the government of the institution they attend, their wish should be recognized as a claim to opportunity, both for educational experience and for involvement in the affairs of their college or university. Ways should be found to permit significant student participation within the limits of attainable effectiveness."

Since the spring of 1968, at Columbia University itself, nine out of sixteen faculties have added students to their Committees on Instruction or other similar committees,² and a number of others are considering their inclusion.

Student participation in a University Senate, once recognized in principle, requires adequate numbers to be meaningful. The number here recommended, 20,* will allow significant participation by students on University Senate committees where their participation is appropriate and will also allow students from every school and faculty to be represented.

The requirement that a number of students equal to at least 40% of the full-time students in a school or faculty must participate to elect a representative to the Senate assures that student elections will not only reflect student interest and student participation, but will also produce representative results. With representative elections, it is probable that student senators will reflect almost as broad a spectrum of opinion as tenured faculty representatives.

Appointment of Administration Members

The President of the University and the Academic Vice President are to be members of the University Senate ex officio. The remaining five representatives of the Administration shall be appointed by the President from among the central administration and administrators of schools and faculties. The inclusion in the

1 Edmund G. Williamson and John Cowan, "Academic Freedom for Students," in The College and the Student, ed. Lawrence E. Dennis and Joseph Kauffman (Washington: American Council on Education, 1966), pp. 252-283.

2 Arts, Architecture, Columbia College, Dentistry, Journalism, Law, Medicine, Library Service, and Social Work.

* This number will be increased to 21 if the proposition to eliminate and redistribute the three seats for University Professors is approved.

University Senate of a small but influential delegation of administrators is necessary for a number of reasons. The Administration is much more than a mere service organization to carry out policies made by others. To recruit and retain effective and capable officers, they must be given an opportunity to participate in the making of the policies they will carry out. The President and his immediate cabinet are high executive officers, whose views on University policies and whose valuable experience need to be made available to the University Senate, and who ought to share in its deliberations and decisions. Moreover, the President of the University and the other members of the Senate who represent the Administration will frequently have to serve as the main source of information for the Senate and as the Senate's major link with the day-to-day activities of the University. Effective cooperation between the Administration and the Senate can best be accomplished by closely relating their activities.

Representation from Affiliated Institutions

The affiliated institutions of Columbia University, namely Barnard College, Teachers College, College of Pharmaceutical Sciences, and Union Theological Seminary, will be entitled to a total of six representatives, with Barnard and Teachers College having two each, and the College of Pharmacy and Union Theological Seminary having one each.¹ The larger number of representatives from Barnard College and Teachers College is justified by their greater size and their closer institutional ties to the Columbia Corporation. The representatives from affiliated institutions are to be elected by their faculties as they may determine.²

The rationale for including representatives from affiliated institutions in the University Senate is clear. The affiliated institutions participate to a considerable extent in the life of the University. Often they share not only courses and facilities but also common problems, academic problems relating to the future role of the University, as well as problems involving neighborhood relations. Since decisions of the Columbia Corporation inevitably affect affiliated institutions, their participation in university policy-making is essential. They have been included in the past as members of the University Council, and their inclusion in the Senate continues an established and valuable policy.

1 Implementation of the recommendations set forth here will require renegotiation of outstanding agreements with the affiliated institutions.

2 For example, any one of the affiliated institutions could hold at-large elections for representatives among both tenured and non-tenured faculty and have both groups participate in it, or an affiliated institution could decide to limit the vote to tenured faculty only. Any other reasonable method of election would also be permissible.

Representation from Other Groups

Eight seats in the University Senate have been allocated to other groups in the University community, namely professional library staff, professional research staff, professional administrative staff and alumni. Each shall be entitled to two representatives.

Research staff is defined here to include persons of the rank of senior research associate, research associate and senior staff associate, as well as other full-time research personnel who hold a Presidential or Secretarial appointment and are not entitled to vote in any other category. Library staff shall include full-time professionals who hold a Trustee or Presidential appointment and are not entitled to vote in any other category. Administrative staff shall include full-time professionals who hold a Presidential or Secretarial appointment and are not entitled to vote in any other category. Any 10 members of the library staff, research staff, or administrative staff shall be entitled to nominate a candidate from their particular group for the Senate. The minimum requirement of 40%* participation in an election shall apply to the named categories, as it does to all others.

The alumni shall be entitled to two representatives. They shall be elected by the alumni of the University at large, casting a vote by mail ballot, upon nominations made by the Alumni Federation, by any 200 alumni, or by any organized group of alumni forming part of the Alumni Federation. As for all other constituencies, the requirement of a minimum voting participation of 40%* shall apply in the case of the election of alumni representatives. However, the basis for the determination of the minimum participation required shall be the number of members of the Alumni Federation rather than the total number of alumni. Thus, though the vote of every alumnus will be counted towards meeting the requirement, the participation base will be Federation members only. This method of computation is intended to avoid the obvious difficulty of requiring 40%* of more than 100,000 alumni to cast a mail ballot before an alumni representative can be elected.

The representation of "other" groups in the Senate reflects a significant departure from both the earlier staff proposal and from standard practice of representation in University policy-making bodies. The claims of members of the Library and research staffs of the University and of the middle-level administrative staff to be considered part of the University community have been too long disregarded. A University in its proper functioning depends to a very considerable degree on the contributions made by professional library, research, and administrative staff. The research and library groups, especially, include many persons of outstanding

* A proposition will appear on the ballot to determine whether the University community prefers a lower minimum participation requirement--i.e., 33 1/3% or 25%.

professional eminence, in many instances of an eminence comparable to that of members of the tenured faculty. With the University serving to an ever greater extent as the depository of learning in the form of libraries, and becoming ever more deeply involved in research as an essential and necessary adjunct to teaching, the claims of librarians and researchers to have at least a small voice in University policy-making should be heeded. Their presence in the Senate thus reflects a growing interest in having all important constituencies of the University represented.

Consideration of the situation of middle-level administrative staff in the University leads to the conclusion that they too fulfill a function so essential to the workings of the University as to argue strongly for their participation in the University Senate. The University depends on middle-level staff for much of its smooth operation both in the details of academic administration and in fiscal and personnel management. In a very real sense the staff is the only group in a position to observe the direct effect of many of the University's policies on the day-to-day workings of the institution. Professional staff, observing the impact of these policies, will have insights to share that may well lead to an improvement of the University's functioning.

Alumni representation is justified in the University Senate by the considered judgment that such representation would enhance communications with that important supporting element of the University community. While the alumni of the University have no obligation or function in the day-to-day activities of the institution, they have a large stake, both emotional and practical, in Columbia University's continuing high standing, and their support is necessary for its continuing effectiveness. Alumni should be informed of the vital and current concerns of the University, and recent times have clearly shown that they should have all of the facts necessary to interpret University events. The proposed election of alumni representatives by all the alumni follows the existing pattern in some universities of having alumni trustees elected by alumni at large. Election of alumni representatives by all of the alumni is desirable not only because it provides for a broader electorate but also because it provide for greater contact with alumni who have not stayed in touch with the University through alumni associations.

RECALL

Further assurance of responsiveness of the membership of the Senate to their respective constituencies will be provided by the possibility of recall. A recall vote shall be held upon petition signed by $1/4$ of a senator's electing constituency; a majority of the votes cast for recall shall cause the recall of the representative and his seat shall thereby become vacant. Recall votes, however, shall be subject to the same minimum participation requirement as votes in representative elections. When a representative has been recalled, a special election shall be held to fill the seat for the unexpired portion of the term.

POWER AND JURISDICTION

The Senate shall be a policy-making body which may consider all matters of University-wide concern and all matters affecting more than one faculty or school. The Senate shall also succeed to all of the powers and functions of the University Council.¹

Acts of the Senate shall become final on passage unless Trustee concurrence is required. The President shall advise the Senate when Trustee concurrence to an act is necessary. Except when the Board of Trustees advises the Senate of its need for a longer specified period of time, the Board shall either concur or veto acts requiring its concurrence within 45 days. Whenever the Board of Trustees vetoes a measure, it shall return the measure to the Senate with full information and explanation of the reason for such action.

1 These powers and functions are contained in the following sections of the University Statutes:

§22. DUTIES. It shall be the duty of the Council in its advisory capacity:

a. To report to the Trustees its opinion as to any exercise of power proposed by a Faculty under § 35. [To determine its own academic requirements and to make its own regulations, subject to the Statutes and the reserved power of the Trustees.]

b. To submit such proposals to the Trustees or to the President or to the several Faculties as in its judgment may serve to increase the efficiency of University work.

c. To consider any question that may arise as to the conduct or efficiency of any officer of administration or instruction, and to report thereon to the Trustees through the President.

§ 23. POWERS. The Council, subject to the reserved power of the Trustees, shall have power, and it shall be its duty:

a. Academic Correlation. To secure the correlation of courses offered by the several Faculties and Administrative Boards: to adjust all questions involving more than one Faculty or Administrative Board.

b. Degrees. To prescribe, by concurrent action with the appropriate Faculty or Administrative Board, the conditions upon which the following degrees shall be conferred, and to recommend candidates for such degrees: [listing all degrees awarded by the University].

c. Certificates. To prescribe the conditions upon which the following certificates, and such other certificates as the Council may from time to time approve, shall be awarded upon recommendation of the several Faculties, Administrative Boards, or Committees: [listing all of the certificates awarded by the University].

d. College Courses. To prescribe, by concurrent action with the Faculties of Columbia College, Barnard College and General Studies, severally, the extent to which courses offered by other Faculties and leading to graduate or professional degrees or diplomas shall be included in the programs of studies under those Faculties, and the conditions upon which such courses may be elected by candidates for a nonprofessional first degree.

The provisions of the foregoing paragraph notwithstanding, the President of the University may convene a special meeting of the Senate within 15 class days of any Senate action, and may request it to reconsider such action.

The University Senate, through its Executive Committee, shall work with the Board of Trustees' Nominating Committee in the selection of six Trustees, each of whom shall serve for a term of six years. The six members of the Board of Trustees so designated shall be mutually acceptable to the Nominating Committee of the Board of Trustees and to the Executive Committee of the Senate.

No senior official with University-wide powers shall be appointed unless the Executive Committee of the Senate has been consulted. With respect to senior academic officials, including the President and the Academic Vice President, the Executive

e. Barnard College. To prescribe the manner in which the degree of Bachelor of Arts conferred upon graduates of Barnard College shall be maintained at all times as a degree of equal value with the degree of Bachelor of Arts conferred upon the graduates of Columbia College.

f. Other institutions. To adopt regulations, subject to approval by the Trustees, providing for the proper execution, as regards educational matters, of agreements that are now in existence or that may hereafter be made between the University and such other educational institutions as are now or may hereafter become affiliated with the University, and to prescribe what degrees, diplomas, and certificates may be granted by said institutions and the conditions for granting the same.

g. Summer Session. To adopt regulations governing the relation of instruction in the Summer Session to the other work of the University.

h. Fellowships and Scholarships. To determine the conditions upon which fellowships and university scholarships shall be awarded, to appoint all fellows and university scholars, and to make rules for their government, subject to such restrictions as may be prescribed by the Statutes or by the terms upon which the several fellowships and university scholarships are established.

i. Academic Calendar. To fix, annually in advance, the Academic Calendar, the dates for entrance and final examinations, the date of Commencement, and the order of Commencement exercises.

j. Research Bureaus. To encourage original research; to authorize the establishment of research bureaus, to be conducted by a faculty or by one or more departments under such terms as the Council may prescribe.

k. Libraries. To advise in such matters pertaining to the administration of the Libraries as may be laid before it by the Vice President of the University or by the Director of Libraries.

§ 24. LIMITATIONS OF POWERS. No exercise of the powers conferred upon the Council which involves a change in the educational policy of the University in respect to the requirements of admission or the conditions of graduation, shall take effect until the same shall have been submitted to the Trustees at one meeting, and another meeting of the Trustees shall have been held.

Committee shall work with the administration and the Board of Trustees in screening possible candidates and in developing the list of candidates from which the Trustees will make the appointment. No University Professor shall be appointed without the affirmative advice of a majority of the tenured faculty members of the Executive Committee. In helping to fill senior administration posts, University Professor posts and vacancies on the Board of Trustees, the Executive Committee shall solicit suggestions from other members of the University Senate.

Without limitation of the Senate's powers to consider any matter of University-wide concern and any matter affecting more than one faculty or school, the Senate shall:

- a. Develop and review plans and policies to strengthen the educational system of the University;
- b. Review the annual budget of the University after its adoption so as to assure its general conformity with short-range and long-range priorities of the University and expressions of policy by the Senate;
- c. Work on the formulation, together with the Trustees and the President, of a long-range master plan for the physical development of the University and keep the same under continuing review;
- d. Work for the advancement of academic freedom and the protection of faculty interests;
- e. Work for the promotion of student welfare and the enhancement of student life;
- f. Formulate and review policies to govern the University's relations with outside agencies for research and other purposes;
- g. Foster cooperative and mutually beneficial relations with the neighboring community, and promote fair and equitable treatment for community residents by the University.
- h. Review and revise rules of University conduct and the means of enforcing those rules;
- i. Establish policies relating to the award of University prizes and honors, and assist in the selection of recipients of such prizes and honors.

Nothing in this proposal is intended to restrict the jurisdiction or authority of existing governing bodies, or to interfere with the representative scheme of such bodies, within the several schools, faculties, and departments. The several schools, faculties, and departments will continue to exercise their present functions and powers respecting appointment, curriculum, educational standards and policy, internal decision-making, and such administrative matters as pertain solely to an individual school, faculty, or department. The Senate is authorized to act only in respect of questions involving more than one faculty or administrative board.

Its powers with respect to the conditions for awarding degrees and the recommendation of candidates for degrees are to be exercised concurrently with the appropriate faculty or administrative body in accordance with current practice.

The jurisdiction of the University Senate is stated in broad terms to provide it with a large capacity for response to University needs. The nature of the exercise of the University Senate's power will in each instance depend on the subject matter involved. In certain areas, budgetary matters, for example, the Senate's role will be essentially one of review and general oversight as to concordance of the budget with the short-term and long-term educational aims of the University. In other areas--for example, the election of some Trustees--a Senate committee will actually participate in the nominating process. In some areas, the Senate may serve both a policy-making and an advisory function, as in the case of University honors and prizes, where it will both set standards and work with the Board of Trustees on the choice of recipients. In those areas most significant for self-determination by the University community--matters of academic policy and planning, for example--the Senate will have legislative power.

The nature of the involvement of the different groups represented in the Senate will also vary. The different priorities of interest of the various groups will be reflected in the Senate's committee structure and in the membership of the standing committees.

ORGANIZATION AND PROCEDURE

Except as specified below, the Senate shall establish its own rules. The President of the University shall be the presiding officer of the Senate. In his absence or at his request the Chairman of the Executive Committee shall preside as Speaker pro tempore. The President is designated as presiding officer in recognition of his high office as the chief executive of the University. This designation also accords with prevailing practice at other universities.

One-half of the membership of the Senate shall constitute a quorum for the conduct of the Senate's business. The Senate shall prepare its own agenda, with the Executive Committee of the Senate serving as the agenda committee. The Senate's agenda shall include all matters referred to the Senate by its various standing and special committees, as well as all matters that fall under the jurisdiction of the Senate that may be referred to it by the President, the Trustees, or the Executive Committee itself. A majority of the members of the Senate may, of course, place an item on the agenda.

Any member of the Senate may introduce proposals, including measures and resolutions from the floor of the Senate, such proposals to be referred to the appropriate committee to be dealt with in accordance with the rules applicable to Senate procedures generally.

The majority of the members of any Committee of the Senate may report on any matter before the committee. A majority of the members of the Senate present and voting may require a committee to report at the next regular meeting of the Senate, and one-third of the members of the Senate present and voting may require the committee to report no later than the second regular meeting of the Senate following.

The dean of any faculty or school--whether or not he is a member of the University Senate--shall have the right to speak and participate in debate whenever any matter that is of special concern to his particular faculty or school is before the Senate.

To assure a hearing for any proposal supported by a significant number of persons in the University community, any matter may be placed on the agenda of any appropriate committee of the Senate as determined by the Executive Committee, by petition signed by 150 members of the University Community who are entitled to vote for members of the Senate, including faculty, students, administration, research, library and professional staff, etc. Any committee on instruction may likewise place a matter on the Senate committees' agenda. Any matter so placed on the agenda of a standing committee shall be disposed of by the committee at the earliest time with due regard to other prior agenda items and the disposition shall be reported to the full University Senate.

The Senate shall hold regular meetings at least once a month during the academic year, and may meet more frequently by decision of a majority of its members present and voting, at the call of the President of the University, at the call of the Executive Committee or at the call of one-third or more of all of its members. To assure that the Senate is fully informed of all matters of current concern to the various schools, faculties, and departments of the University, the Senate shall meet at least once each semester in joint session with all of the deans and chairmen of departments.

It is recommended that the University Senate have adequate staff to carry out its functions. The Senate could either draw on the resources of the administration for this purpose or it could secure an appropriation to establish and maintain a staff of its own. Staff should be available for both the Senate as a whole and its committees.

Meetings of the University Senate shall be open to members of the University community, campus press and other campus news media, including station WKCR, unless such meetings have been designated closed by the Executive Committee of the Senate and such designation has not been over-ruled by a majority vote of the members of the Senate present and voting thereon.

To give maximum publicity to the actions of the University Senate the Minutes of the University Senate shall be widely disseminated, and shall be made available to the campus press and other news media. Copies of the Minutes shall also be posted in at least two prominent places on the Morningside Campus and at least one prominent place in the divisions of the University not on the Morningside Campus.

SENATE COMMITTEE STRUCTURE

Under its general rule-making powers, the University Senate may establish such standing and special committees as it sees fit, but the initial structure to be set forth in the University Statutes will include the following committees:*

- Executive Committee
- Committee on Educational Policy and Development
- Committee on Budget Review
- Committee on Physical Development of the University
- Committee on Faculty Affairs, Academic Freedom and Tenure
- Committee on Student Affairs
- Committee on External Relations and Research Policy
- Committee on Community Relations
- Committee on Rules of University Conduct
- Committee on Alumni Relations
- Committee on Honors and Prizes
- Committee on the Libraries
- Committee on Senate Structure and Operations

Each of the committees listed will operate within the area of its jurisdiction as an arm of the Senate, and except where expressly indicated otherwise, committees shall be responsible to the Senate and shall report recommendations for consideration and action by the Senate as a whole.

Membership in committees of the University Senate is not limited to persons who are members of the Senate, except where otherwise noted below. The chairman and at least a majority of every committee shall, however, be members of the Senate. The inclusion of persons who are not members of the Senate in Senate committees will allow a wider sharing by the University community in the burdens and responsibilities of Senate work. It will also permit greater involvement in the work of the Senate by the members of the groups that have a small numerical representation.

Each committee--other than the Executive Committee--shall elect its chairman from among its members. The membership of the several committees shall be elected as follows. Each member of the Senate shall submit to the Executive Committee his first three choices for committee service in the order of his preference. The Executive

*If the ballot proposition for the preparation of a University Bill of Rights is adopted, the Senate may establish a special committee for this purpose, or may refer the matter to an existing committee of appropriate jurisdiction.

Committee shall then nominate the membership of each committee so that, to the fullest extent possible, no member of the Senate is nominated to a committee that is not among his first three choices. After the Executive Committee has made its nominations, nominations from the floor will be in order, and the Senate as a whole shall elect the members of each committee by majority vote.¹

The enumeration of committees and the detailed specification of their functions is not intended to deprive the University Senate of the power to determine its own internal arrangements. The committees enumerated appear to be the essential committees on whose creation there is considerable agreement. Their establishment will help the Senate to begin functioning promptly and effectively.

Executive Committee

The Executive Committee shall consist of 13 members apportioned as follows: 7 Tenured Faculty, 2 Non-Tenured Faculty, 2 Administration,² and 2 Students. All shall be members of the Senate. The two administration representatives shall be the President and another administrative officer of his choice. Elected members of the Executive Committee shall be chosen as follows: each group in the Senate entitled to members on the Executive Committee as here provided shall nominate the requisite number and the membership of the Senate as a whole shall vote "yes" or "no" on each of the nominees. A nominee who receives a majority of the total number of votes cast shall become a member of the Executive Committee. If a nominee fails to achieve a majority, the group that nominated him shall nominate another person in his stead. The chairman of the Executive Committee shall be elected from among the Senate's tenured faculty members by the University Senate as a whole.

The Executive Committee shall be the Senate's agenda committee, as well as its committee on committees. The Executive Committee shall have the power to call the Senate into extraordinary session, and shall have such powers, functions and duties as the Senate may delegate to it during periods when the Senate is not in session. The Executive Committee shall also serve as continuing liaison between the University Senate and the central administration. The Executive Committee may create subcommittees and may delegate any of its powers, functions and duties.

As committee on committees, the Executive Committee shall make nominations from the membership of the University Senate and from

1 For purposes of committee assignment, representatives elected from affiliated institutions shall be treated as tenured faculty or non-tenured faculty, depending on whether or not they hold tenure within their affiliated institutions.

2 This reference and similar references in the committee designations to follow shall not be confused with "administrative staff."

among other members of the University community for membership in the several standing and special committees of the Senate. In making such nominations, the Executive Committee shall follow the method set forth above.

The Executive Committee shall participate, as indicated earlier in the selection of University Professors, senior administrators with University-wide powers and six Trustees. In performing these functions, the Executive Committee or the appropriate subcommittee thereof may act in executive session and in a confidential manner and shall not be required to report its deliberations or actions to the Senate as a whole.

Faculty and student service on the Executive Committee will be time consuming. To the extent possible, teachers serving on it should be allowed a reduction in their teaching loads. Faculties and departments should also be requested to grant appropriate point credit to students for their participation.

Committee on Educational Policy and Development

The Committee on Educational Policy and Development shall consist of 17 members apportioned as follows: 9 Tenured Faculty, 2 Non-Tenured Faculty, 4 Students, 2 Administration. The Committee on Educational Policy and Development shall recommend plans and policies to strengthen the educational system of the University and shall keep them under continuing review. The Committee shall receive ideas, recommendations, and plans for educational innovations from members of the faculty and others. The Committee shall inform itself of conditions in the several schools, faculties and departments, and shall propose measures needed to make the most effective use of the resources of the University for educational purposes. To the extent that educational policies and plans require revision, amendment or repeal of University Statutes for their accomplishment, the Committee on Educational Policy may propose such changes of the University Statutes to the University Senate for action thereon with the concurrence of the Trustees.

Committee on Budget Review

The Committee on Budget Review shall consist of 9 members, all of whom shall be members of the University Senate. The membership of the Committee shall consist of 5 Tenured Faculty representatives, 1 Non-Tenured Faculty, and 2 student representatives, and the chairman of the Executive Committee or his designee serving ex officio. The Budget Review Committee shall review the annual budget of the University after its adoption to assure its general conformity with short-range and long-range priorities of the University and expressions of policy by the Senate. The chairman of the Budget Committee or his designee may sit with the appropriate committee of the administration when it formulates its budget policy guidelines for the coming year and when categories of the

budget are discussed or adopted. The Budget Review Committee shall report its activities to the Senate and shall bring to its attention any instances of non-compliance of the budget with existing priorities or policies and any other allocations which in the Committee's opinion are not in the best interest of the University.

The delegation of functions to the Budget Review Committee accepts the obvious difficulty that neither the University Senate nor any of its committees is capable of participating fully in the minutiae of budgetary development and allocation. The Budget Review Committee is intended to serve as a watch-dog committee, not on line-by-line allocations, but on major allocations among departments, faculties, schools and divisions of the University, so as to assure that budgetary decisions accord with outstanding University policies. The presence of the chairman of the Executive Committee or his designee as an ex officio member of the Budget Committee is intended to assure close collaboration between these two important committees.

Committee on Physical Development of the University

The Committee on Physical Development of the University shall consist of 19 members apportioned as follows: 7 Tenured Faculty, 1 Non-Tenured Faculty, 3 Administration, 4 Students, 1 Alumnus, 1 Library Staff, 1 Research Staff, and 1 Administrative Staff. Two members of the Committee on Physical Development shall also be members of the Committee on Community Relations.

The Committee shall work with the administration and appropriate committees of the Board of Trustees in the formulation of the long-range "master plan" for the physical development of the University, and shall keep the plan under continuing review so as to assure that it remains responsive to changing opportunities and to the needs of the University. In view of the fact that the physical development of the University is closely connected with matters of educational planning, the Development Committee shall work closely with the Committee on Educational Policy, so that developmental plans may bear close relationship to the fulfillment of educational policies and purposes. The Committee on Physical Development shall from time to time submit the long-range plans of the University to the Senate for its review, and shall bring to its attention any substantial changes in the plan and any instances in which University development does not accord with the policies of the Senate. Because the Development Committee will necessarily be concerned with the impact of the University's development on the surrounding community, it shall work closely with the Committee on Community Relations--with whom it will have two members in common--to minimize areas of conflict and maximize areas of cooperation.

Committee on Faculty Affairs, Academic Freedom and Tenure

The Committee on Faculty Affairs, Academic Freedom and Tenure shall consist of 15 members, of whom 12 shall be tenured members of the faculty and 3 non-tenured. It shall have jurisdiction of all matters relating to terms and conditions of academic employment, including but not limited to tenure and academic freedom, academic advancement, sabbatical and other leaves, faculty conduct and discipline, retirement, faculty housing and other faculty perquisites. The Committee shall also review and, when appropriate, recommend revision of policies governing the appointment of persons to named chairs.

The Committee, composed only of faculty, fills the need for a body in which the confidential part of the faculty's business may be conducted. The Committee on Faculty Affairs, Academic Freedom and Tenure, or one of its subcommittees, will also sit as board of appeal on faculty grievances and thereby replace the present "Committee on Conference." When acting in such a judicial capacity, the Committee, or its subcommittee, shall function in a confidential manner and shall not be required to report its deliberations, findings or conclusions to the Senate as a whole. With the consent, or at the request of the petitioner, however, the Committee or its subcommittee shall be free to make public its recommendations and the reasons therefor.

Committee on Student Affairs

The Committee on Student Affairs shall consist of 16 members, all of whom shall be students. Its jurisdiction shall cover matters of student life, including but not limited to student organizations, student housing, extracurricular activities, and student concerns in the community. The Committee's jurisdiction, however, is restricted to matters of University-wide student concerns, and to concerns of students in more than one faculty or school. Where student interests are closely related to the interests of other groups in the University, such as in the area of community relations, or in the area of student housing, the Committee shall cooperate with other appropriate committees of the University Senate. The membership of the Committee has been set at 16 so as to allow representation on the Committee from every school and faculty of the University.

Committee on External Relations and Research Policy

The Committee on External Relations and Research Policy shall consist of 18 members, apportioned as follows: 8 Tenured Faculty, 2 Non-tenured Faculty, 4 Students, 2 Central Administration, and 2 Research Staff. The Committee shall carry out the assignments recommended by the Report of the Columbia University Committee on Relations with Outside Agencies (Henkin Committee, May 31, 1968), adopted by the University Council in the fall of 1968. That is to say, it shall recommend regulations to govern "external relations of the University involving instruction, research or public

and community service"; it shall "formulate policies and procedures" and it shall "review their application in particular cases of importance."

Committee on Community Relations

The Committee on Community Relations shall consist of 19 members apportioned as follows: 9 Tenured Faculty, 2 Non-Tenured Faculty, 5 Students and 3 Administration. The Committee shall recommend policies to govern the University's relations with the surrounding community so that they may become and remain harmonious and mutually beneficial. The Committee shall also work with the President and the Board of Trustees to develop standards of fair and equitable treatment for community residents. In carrying out its responsibilities, the Committee shall take into account the potential impact of the University's development plans on the interests of the surrounding community, and shall work closely with the Committee on Physical Development of the University--with whom it has two members in common--to minimize conflicts and to create opportunities for the cooperative and mutually advantageous solution of problems. The Committee on Community Relations shall have authority to invite community representatives to sit with it.

Committee on Rules of University Conduct

The Committee on Rules of University Conduct shall consist of 17 members, apportioned as follows: 5 Tenured Faculty, 2 Non-Tenured Faculty, 7 Students and 3 Administration. Two of its members shall also be members of the Committee on Faculty Affairs, Academic Freedom and Tenure, and two shall also be members of the Student Affairs Committee. It shall have jurisdiction to review and recommend revision of rules of University conduct, as well as the means of enforcing those rules. In matters pertaining to rules of conduct and tribunals for faculty, the Rules Committee shall consult with the Faculty Affairs Committee, and in matters pertaining to such rules and tribunals for students, it shall consult with the Student Affairs Committee. The Committee on Rules of University Conduct, after reviewing the rules proposed by the existing University Committee on Rules of Conduct, shall recommend to the Senate such action as it may deem appropriate. The Committee shall, to the extent appropriate, incorporate its proposals in the form of amendments to the University Statutes and shall submit the same to the University Senate as a whole, to become effective upon adoption by the Senate with the concurrence of the Board

of Trustees.¹

Committee on Alumni Relations

The Committee on Alumni Relations shall consist of 11 members apportioned as follows: 4 Tenured Faculty, 1 Non-Tenured Faculty, 1 Student, 3 Administration and 2 Alumni. The Committee shall encourage more effective communication with alumni, in order that they may be fully informed of current University problems and concerns, and that the University may have the benefit of their views. The Committee shall stimulate alumni loyalty and support for the University and shall serve as liaison among the University Senate and the various alumni groups. The Committee shall also work with the Administration in furtherance of these purposes.

Committee on Honors and Prizes

The Committee on Honors and Prizes shall consist of 15 members apportioned as follows: 7 Tenured Faculty, 2 Non-Tenured Faculty, 3 Students, 2 Central Administration and 1 Research Staff. The Committee on Honors and Prizes shall recommend policies relating to the award of University prizes and honors to persons who are not members of the University. In particular, the Committee shall establish and report to the Senate standards and policies (not inconsistent with such limitations as may legally bind the University under specific endowments or grants) for the award of honorary degrees, the University Medal for Excellence, the various categories of the Pulitzer prize, and other similar evidences of academic recognition. The Committee shall work with the President and the Board of Trustees in the selection of recipients for honorary degrees and prizes. In deliberating on nominations for prizes and honors, the Committee may act in executive session and in a confidential manner, and shall not be required to report its deliberations or actions to the Senate as a whole.

1 The Executive Committee of the Faculty briefly considered a proposal for the establishment of an office of University Ombudsman to receive and act upon complaints from any individual or group in the University Community, charging mistreatment, discrimination, malfeasance, gross incompetency or inefficiency, abuse of office and authority, gross inadequacy of services and facilities, and other complaints. It has been urged that such an ombudsman be responsible to the University Senate. An ombudsman's functions and authority in a university setting and the definition of his relationship to the central administration, to the various schools, to the University Senate and to the Trustees are exceedingly complex. They deserve greater deliberation and more thorough discussion with different groups within the University than the Executive Committee has undertaken. The recommendation for the establishment of such an office is, however, regarded by the Executive Committee as worthy of consideration and action by the University Senate itself.

Committee on the Libraries

The Committee on the Libraries shall consist of 13 members apportioned as follows: 4 Tenured Faculty, 1 Non-Tenured Faculty, 3 Students, 1 Administration, 3 Library Staff, 1 Research Staff. The Committee shall review and recommend University policies relating to the University libraries so as to advance the role of the libraries in the effectuation of the University's educational purposes. The Committee shall work with the Libraries, the President and the Board of Trustees to effectuate such policies.

Committee on Senate Structure and Operations

The Committee on Senate Structure and Operations shall consist of 15 members apportioned as follows: 8 Tenured Faculty, 2 Non-Tenured Faculty, 3 Students, 2 Administration. The Committee shall have jurisdiction to observe and review the operations and effectiveness of the University Senate and to make recommendations for the improvement of the structure and operations of the Senate, through statutory amendment and otherwise. The Committee shall be a temporary committee and shall surrender its mandate at the conclusion of the second full term following the establishment of the Senate. Four years' observation of the functioning of the Senate is regarded as ample to allow for its full implementation. To continue the Committee beyond a four-year period is not likely to be productive.

AMENDMENT

The provisions of this proposal on the composition of the Senate, its powers, procedures, and committees, will be included in an amendment of the University Statutes. Provisions of the University Statutes relating to the University Senate will be subject to amendment only by a 3/5 vote of all members of the Senate, concurred in by the Board of Trustees in the same manner as other actions of the Senate that require concurrence by the Trustees.

APPENDIX: SAMPLE BALLOT

COLUMBIA UNIVERSITY

This is your ballot on the University Senate Proposal.

INSTRUCTIONS: Do not put your name on the ballot nor on the smaller envelope marked "BALLOT." Please proceed as follows:

1. Mark your ballot by placing a check mark in the appropriate boxes that designate your choice. After marking your ballot, check the appropriate box below to indicate whether you are voting as a member of the tenured faculty, non-tenured faculty or as a registered student.

Every registered student and every officer of instruction in the Columbia Corporation is entitled to one, and only one, ballot. Non-tenured faculty members who are also registered as students (and who may therefore receive more than one ballot), and those faculty members who are affiliated with more than one division of the University (and who may therefore receive more than one ballot), may choose in what capacity and from which Faculty they prefer to vote. In any event, every individual is allowed only one valid ballot. Please indicate your affiliation on the outer envelope. The Elections Commission will invalidate ballots from individuals casting more than one ballot.

2. Place the ballot in the smaller envelope and seal the envelope.

3. Affix your name and signature and indicate your affiliation in the upper left-hand corner of the outer envelope. Failure to do so invalidates the ballot.

4. Insert the sealed envelope in the larger envelope that is addressed to Box 1215, Central Mail Room and seal the outer envelope.

5. To facilitate counting, please mail the ballot so that it is received by the Elections Commission no later than March 31, 1969. Ballots received after that date, but prior to April 5, will be counted as valid by the Elections Commission. Please mail your ballot; postage has been prepaid.

Inquiries or complaints regarding the balloting are to be directed to the University Elections Commission, Box 100, Central Mail Room, or extension 4769.

University Elections Commission

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CHECK THE APPROPRIATE BOX:

I am voting as a ☐ member of the tenured faculty.
☐ member of the non-tenured faculty.
☐ registered student.

[NOTE: All officers of instruction without tenure are, for the purposes of this ballot, considered to be members of the non-tenured faculty.]

PROPOSITION 1. I am in favor of the proposal of the Executive Committee of the Faculty for the establishment of a University Senate, to be a policy-making and legislative body with representation elected by tenured faculty, non-tenured faculty, students, and others, with power to consider and deal with all matters of University-wide concern and matters affecting more than one faculty or school of the University.

Yes ☐

No ☐

PROPOSITION 2. If a University Senate is established, no elected representative (whether faculty, student or other) will have a seat in the Senate unless a minimum percentage of his constituency voted in his election. The minimum participation rate to elect a representative should be:

Check only one.

40%
☐

33 1/3 %
☐

25%
☐

PROPOSITION 3. If a University Senate is established, the Graduate Faculties of Political Science, Pure Science and Philosophy shall have the option to pool the seats of tenured faculty allocated to them, and to distribute such seats among the several departments within the named Faculties in such a manner as the Graduate Faculties themselves may jointly determine.

Yes / ☐ /

No / ☐ /

PROPOSITION 4. If a University Senate is established, the three tenured faculty seats proposed to be allocated to the three University Professors ex officio shall instead be allocated as follows: two to non-tenured faculty, so as to raise its representation from 14 to 16, providing one additional non-tenured faculty seat each to Columbia College and the School of General Studies, and one to students, so as to raise student representation from 20 to 21, providing an additional student seat to Columbia College.

Yes / ☐ /

No / ☐ /

PROPOSITION 5. If a University Senate is established, it shall be instructed to proceed as promptly as possible to the preparation, consideration and adoption of a University Bill of Rights, for the protection of liberties of students, faculty and other members of the University community. The Senate shall refer this mandate to an appropriate committee with instructions to report to the full body by a date certain.

Yes / ☐ /

No / ☐ /