

March 9, 2010

Dear Chairman Pratt and President Schutte:

This is in response to your March 8, 2010 memo regarding Senate participation in the Institute-wide Curriculum Committee (IWCC). We reiterate our assurance of cooperation and collaboration; however, we are respectfully unable to continue in the IWCC as presently constituted.

Enclosed, as Attachment A, are Senate Resolutions that address issues of "Senate representation" in the IWCC and the requirement for the Senate to fulfill its mandate. Our position recognizes accreditation standards and is grounded in the Institute's statement on Faculty Governance Structure (see Attachment C) and principles of shared governance adopted by the Senate on March 2, 2010 (see Attachment B).

Our decision is based on nothing less than the primacy of faculty in curriculum. We view this as a fundamental imperative that would be inappropriately compromised by the proposed IWCC structure. Please understand that our position is one of principle. The steadfastness you detect reflects our commitment to the greater good of Pratt and arises solely in that context and to that end. It is our belief that interference with faculty responsibility over curriculum would diminish the quality education we all strive to provide.

We believe events have confirmed the merits of our position and we are gratified by your recognition of the Senate's experience and expertise in curriculum review, which we look forward to continuing as resolved by the Senate on March 9, 2010.

Respectfully yours,

The Academic Senate

A handwritten signature in black ink that reads "Jenny Lee". The signature is written in a cursive style with a horizontal line underneath the name.

By Jenny Lee, President

Cc: Senate constituents, faculty and chairs
Encl

01 RESOLUTION TO WITHDRAW FACULTY FROM THE IWCC, AN ADMINISTRATIVE CURRICULUM COMMITTEE

WHEREAS, The Governance Report, approved by the Board on December 10, 2009, requires "election" of Senate Representatives to the Institute-wide Curriculum Committee (IWCC); and

WHEREAS, The Governance Facilitator modified the Board directed electoral requirement by email dated December 13, 2009, and requested, instead, that the Senate "roll" members of its Academic Programs and Policies Committee (APPC) into the IWCC; and

WHEREAS, In the spirit of cooperation and good faith, the Senate, by Resolution dated December 16, 2009, accommodated the request of the Governance Facilitator to forgo election of representatives and to "roll" members of the APPC into the IWCC; and

WHEREAS, Members of a governance body, such as the Senate, are authorized to act only as a collective entity and "rolling" inhibits the Senate's deliberative process, essential in decision-making in curricular matters; and

WHEREAS, The Senate's cooperation in this and other significant ways crucial to the implementation of the Board-approved Report has, by default, resulted in an inappropriate compromise of the Senate's jurisdiction over matters directly related to its core mandate, responsibility for curriculum; and

WHEREAS, In this context, the duly constituted governance structure of the Institute requires that the Senate return to its business in academic programs and policies (through the Academic Programs and Policies Committee) and, thereafter, report to the faculty to whom it is accountable; it is therefore

RESOLVED, That the Senate hereby rescind its December 16, 2009 Resolution and withdraw faculty from the IWCC.

02 RESOLUTION TO RESTORE THE SENATE ACADEMIC PROGRAMS & POLICIES COMMITTEE AND CONDUCT OF SENATE BUSINESS

WHEREAS, the Senate strives to accomplish the following:

- a. Ensure that the business of curricular review at the institute level continues and is conducted in a manner that preserves the integrity of substance – and, to the degree possible – institutional due process.
- b. Avoid potential conflicts of interest (real or otherwise) that might be created when faculty members serve simultaneously on two bodies: one that is duly elected by the faculty, to whom it is accountable; and the other, a nascent body still under formation, constituted by and reporting to the administration.

RESOLVED, That the Senate restore the Academic Programs and Policies Committee to its full stature and function as duly constituted; and is further

RESOLVED, That by focusing on the business of the Senate, we re-affirm the nature and purpose of the Senate and the important role of faculty in matters directly related to curriculum.

FACULTY PARTICIPATION IN GOVERNANCE FROM THE AAUP DOCUMENT ON SHARED GOVERNANCE¹, SECTION 5

(emphases added)

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. On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty. It is desirable that the faculty should, following such communication, have **opportunity for further consideration and further transmittal of its views to the president or board.** Budgets, personnel limitations, the time element, and the policies of other groups, bodies, and agencies having jurisdiction over the institution may set limits to realization of faculty advice.

Agencies for faculty participation in the government of the college or university should be established at each level where faculty responsibility is present. **An agency should exist for the presentation of the views of the whole faculty.** The structure and procedures for faculty participation should be designed, approved, and established by joint action of the components of the institution. **Faculty representatives should be selected by the faculty according to procedures determined by the faculty**

The agencies may consist of meetings of all faculty members of a department, school, college, division, or university system, or may take the form of faculty-elected executive committees in departments and schools and a faculty-elected senate or council for larger divisions or the institution as a whole.

The means of communication among the faculty, administration, and governing board now in use include: (1) circulation of memoranda and reports by board committees, the administration, and faculty committees; (2) joint ad hoc committees; (3) standing liaison committees; (4) membership of faculty members on administrative bodies; and (5) membership of faculty members on governing boards. Whatever the channels of communication, they should be clearly understood and observed.

1. Statement on Government of Colleges and Universities, 2006, AAUP Policy Documents & Reports, p. 139). Originally formulated in conjunction with the American Council on Education (ACE, an association) and the Association of Governing Boards of Universities and Colleges (AGB), this AAUP policy document embodies standards of governance widely upheld in American higher education. It rests on the premise of appropriately shared responsibility and cooperative action among the different components of institutional government and specifies the areas of primary responsibility for governing boards, administrations, and faculties.

The Statement was jointly endorsed by the primary organization championing faculty concerns (AAUP), the body devoted to preparing future academic administrators (ACE), and the association promoting best practices in serving on governing boards (AGB).

Faculty Handbook 2009

http://www.pratt.edu/uploads/2009_Faculty_Handbook.pdf

Institute Organization & Governance, page 15

FACULTY GOVERNANCE STRUCTURE

<http://www.prattsenate.org/fac-gov>

The charter of Pratt Institute vests the Board of Trustees with the primary responsibility for the educational and financial well being of the institution. The Board, in turn, authorizes the president and administration to direct the Institute in its many and complex operations. The Board, the president, and the administration recognize the important role of the faculty in developing, implementing, and monitoring the content and quality of Institute programs, curricula, and courses. To this end the Institute has established an academic senate composed of faculty and chair representatives elected directly by the faculty and chairs of the Institute. The academic senate is a faculty administration governance body that relates directly to the president and provost without review by any other Institute group.

SENATE BYLAWS

<http://www.prattsenate.org/bylaws>

March 8, 2010

Memo to the Academic Senate from Mike Pratt and Tom Schutte

To the Members of the Academic Senate:

We are writing to clarify certain issues related to the implementation of the AGOC report and the establishment of the Institute-Wide Curriculum Committee (IWCC), and to urge continued cooperation and collaboration as we move forward. As most of you know, the IWCC currently has a full complement of members and has approved its Pro Tem set of by-laws. The IWCC will begin its curriculum review and approval work on March 9.

The IWCC Committee, and certainly its faculty, have been helpful to the formation of the IWCC. While the Senate has raised concerns about the formation of the IWCC, it graciously appointed the new IWCC with six faculty members from the current AAPC Committee.

We would like to acknowledge that in the press of developing the IWCC's Pro Tem by-laws, the Senate felt it should have been more involved in the review process, although the Senate's faculty representatives were considerably involved in the drafting process, along with other members of the IWCC committee. The Pro Tem by laws are interim and will expire on September 30, 2010 by which time a permanent set will be in place.

The Senate will have an opportunity to review and comment on the progress of the IWCC and permanent drafting of the by-laws as part of the six month process on the implementation of the AGOC plan and results.

We understand that the Senate is considering withdrawing its faculty representatives soon from the IWCC. We ask that it not do so and permit these faculty members to continue to participate in the IWCC's important curricular work until the end of the current semester or longer if necessary. The Senate's faculty representatives are experienced in the curriculum review and approval process and are vital for the functioning of the IWCC at this time. On December 16, 2009, the Senate resolved that the "Senate appoint members of the APPC, as duly constituted, to the IWCC for the period of 6 months."

The IWCC is now the critical deliberative body in our curriculum review and approval process. The Senate will play an important role in review and comment on new course and program proposals submitted to the IWCC. We urge cooperation and collaboration between the Senate and administration with the Board of Trustees' decision to implement the AGOC report on governance, and especially our current focus on the curriculum review process.

We pledge to do our utmost in encouraging and helping to insure the implementation and functioning of our new curriculum review process.

Mike Pratt, Chair, Board of Trustees
Tom Schutte, President