

New Jersey.

RECOMMENDATIONS ADOPTED BY THE CITIZENS COMMITTEE
FOR HIGHER EDUCATION IN NEW JERSEY, PRINCETON, N. J.

May 14, 1966



I. The Citizens Committee recommends to the Governor the creation by legislative action of a separate Department of Higher Education with its own Board to establish general policy and for the planning and oversight of higher education in New Jersey.

A. Rationale:

This recommendation rests on the following considerations:

1. By 1975 New Jersey must accommodate in its public institutions of higher education a total enrollment of about 130,000 full-time students vs. the present 30,000, and the annual state operating budget for higher education will run to \$125 million. In the same ten-year period a capital expenditure of nearly half a billion dollars must be made.
2. The present State Board of Education is confronted with the task of directing with skill and imagination a public school system involving 1.3 million pupils in 590 school districts in 21 counties with total annual budgets of \$600 million. The burdens imposed by this task will not lessen in the decade ahead; they are more than enough for any single Board and Commissioner of Education to carry.
3. The development and coordination of an enterprise of the magnitude of the system of higher education required in New Jersey demand focused, high-level, professional direction operating under policy guidelines developed by a lay Board whose members have experience, wisdom, and talent and are willing to give considerable time and attention to the task. An independent Department of Higher Education offers the best assurance of attracting, in sufficient numbers, persons of the stature needed to serve as Board members and as senior staff members.
4. The experience of other states appears overwhelmingly to confirm the advantages of a separate Board of Higher Education. In 1950 there were 29 states which had no statewide organization of higher education, while today only about a dozen states (including New Jersey) are without special governing or coordinating boards for higher education, and most of these are small states. Among the 38 states which have separate boards the structure of organization most frequently adopted has been the coordinating board which is the general type we are recommending. There were 2 such state boards in 1950; today there are 20. While no state can claim to have found a structure that is fully satisfactory, there is a clear trend across the country toward strong, separate boards of public higher education.

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B. Membership of proposed Board of Higher Education:

It is recommended that the Board consist of 15 full members (9 laymen* and 6 ex-officio with vote), 2 ex-officio (without vote), and such observer members as it may invite to attend its meetings.

Lay Members:

- nine laymen (including not less than 2 women) broadly cognizant of the industrial, labor, agricultural, business, educational, geographic, and civic interests of the state, appointed by the Governor and approved by the Senate, to serve six-year staggered terms.

Ex-Officio (with vote):

- the Chairman of the Board of Governors of Rutgers, the State University.
- the Chairman of the Board of Trustees of Newark College of Engineering.
- the Chairman of the Council of the State Colleges (please refer to II, C, below).
- the Chairman of the Council of the County Colleges (please refer to III, A, below).
- a representative of the private colleges and universities of New Jersey to be named annually by the Association of Independent Colleges and Universities in New Jersey.
- the President of the State Board of Education.

Ex-Officio (without vote):

- the Chancellor of Higher Education (see C, below).
- the State Commissioner of Education.

An Ex-Officio member may designate a representative to attend meetings in his place.

C. Staff

On recommendation from the Board of Higher Education, the Governor would appoint, with the approval of the Senate, an executive officer (the Chancellor). His salary must be commensurate with his qualifications and responsibilities.

A small professional administrative staff, plus supporting assistants and clerical help, will be needed. The professionals

* - For the purpose of this document the term "layman" is understood to mean a citizen of New Jersey not holding an appointive or elective office in a public educational institution.

should include a number of vice chancellors -- as for example, for planning, for coordination of the system of state colleges and the system of county colleges, for research, etc. Provision should be made to employ additional specialists and consultants, both full-time and part-time, as required.

D. Powers and Duties of the Board

The principal responsibilities of the Board of Higher Education will be to (a) advance long-range planning for the system of higher education as a whole; (b) establish general policy for the governance of the separate institutions; (c) coordinate the activities of the individual institutions which, taken together, make up the system of higher education in New Jersey; and (d) maintain general financial oversight of the state system of higher education. The Board shall not attempt to administer the institutions under its charge.

To meet the principal responsibilities outlined above it will, with the assistance of its staff,

- (a) conduct research on higher educational needs.
- (b) develop and maintain a comprehensive master plan, projected on a ten-year base and reviewed every two or three years.
- (c) establish new colleges, schools, units divisions, institutes, departments, branches, campuses, as required by the master plan.
- (d) establish minimum admission standards for all state institutions of higher education.
- (e) set standards for degree granting, approve new programs and degrees, and discontinue degrees and educational programs as required.
- (f) receive all budget requests from the institutions, coordinate and balance such requests, submit a combined request for appropriations annually to the Governor, and establish final budgets for each institution from approved funds, with suitable authority for each institution to administer its budget.
- (g) be the agency of communication with the Federal Government on public funds available to the state, and receive and recommend the disbursement of such funds by the State Bureau of the Budget.
- (h) set policy on salary schedules and fringe benefits, and establish general personnel policies for the public institutions.
- (i) maintain a working relationship with the State Board of Education, the Commissioner of Education, and his staff.

- (j) encourage harmonious and cooperative relationships between public and private institutions.
- (k) review periodically existing programs of instruction, research, and public service in the state's institutions of higher education, and advise them of desirable change.
- (l) keep the Governor, the Legislature, and the public informed of the needs and accomplishments, both qualitative and quantitative, of public higher education in New Jersey by an annual report on the state of higher education in New Jersey, as well as through other published reports, releases, and conferences.

II. The Citizens Committee recommends to the Governor the establishment of a separate Board of Trustees for each of the State Colleges. It further recommends the establishment of a Council of State Colleges to facilitate coordination among the State Colleges, and to represent them on the Board of Higher Education.

A. Rationale:

This recommendation providing for a separate Board of Trustees for each of the State Colleges and for an advisory Council of State Colleges is based upon several principles that we believe make for sound administration in higher education:

1. The proper functions of a State Board and Department are long-range planning, the establishment and maintenance of clear policy guidelines, and the providing of useful information and specialized services; not the administration of individual institutions within the system.
2. Colleges and universities require a substantial degree of autonomy to develop the initiative, the imagination, and the sense of identity characteristic of strong and vigorous institutions of higher education. This is partly because institutions in which the faculty and administration are entrusted with a large measure of responsibility are, by this very fact, aided in attracting and keeping the most able faculty and staff.
3. The several State Colleges should not develop in just the same mold, but in ways which will be responsive to particular needs in the several parts of the state, even while they all become strong, multi-purpose institutions. Although the idea of a single board for all State Colleges has been advanced and has been carefully considered, the considerations presented in this and the preceding paragraph convince us that a separate board for each State College offers the best assurance of its strong development.
4. While a Council is desirable as a mechanism for communication, it should not stand between a State College president and the Board of Higher Education. That is, the State College president should have the same access to the Chancellor of Higher Education or to the Board as would his counterpart at Rutgers or NCE.

B. The Boards of Trustees

1. Membership -- it is recommended that a Board of Trustees for each State College be comprised of 9 laymen (including at least 2 women) appointed by the Board of Higher Education to serve six-year staggered terms.
2. Powers and Duties of the Boards of Trustees -- The principal responsibilities of each Board will be:
 - (a) to appoint the President (with the approval of the Board of Higher Education).
 - (b) to oversee planning and program development (within the general policies and guidelines set by the Board of Higher Education).
 - (c) to maintain, in conjunction with the President, sound administrative and fiscal policies.
 - (d) to foster good community and alumni relations.

C. The Council of State Colleges

1. Membership -- it is recommended that a Council of State Colleges be constituted to include the Presidents and the Chairmen of the Boards of the State Colleges. One of the Board-chairmen should, by annual election in the Council, serve as its Chairman and serve also as its member-representative on the Board of Higher Education.*
2. Function -- The Council will provide a mechanism for consultation and voluntary coordination among the State Colleges, which share many common problems. It will also serve as a means by which they may express their joint opinion to the Board of Higher Education, as well as a means to secure them collective representation on that Board. The administrative needs of this Council could be served by the office of the Chancellor of the state system, possibly by a Vice-Chancellor for State Colleges.

III. The Citizens Committee recommends to the Governor that there be created a Council of County Colleges to promote the orderly development of these institutions and accelerate their integration into the total system.

A. Membership

It is recommended that the Council of County Colleges be comprised of the Presidents and the Chairmen of the Boards of Trustees of the several County Colleges. One of the Board-chairmen should be elected Chairman of the Council and should serve as its member-representative on the Board of Higher Education.

*- This arrangement gives the State Colleges minimal representation on the Board of Higher Education. As their enrollments substantially increase and as they develop further as multi-purpose institutions, their representation probably should be broadened.

B. Function

Under the Board of Higher Education and with assistance from its staff, the Council of County Colleges will seek to ensure acceptable and effective lines of development in admissions policy, academic standards, programs, financing, and community relations in the several colleges.

The Council will serve as a means of communication among the County Colleges, and staff from the Board of Higher Education will constitute for the Council and for the individual colleges a resource center to aid them in planning, act as a clearing house of information, and provide continuing field services.

To provide for the acceptability of credits and the assurance of places for the 3rd and 4th years in institutions to which transfer is desired, the Board of Higher Education may find it desirable to appoint an Advisory Committee on Articulation and, from time to time, other special advisory committees -- as for example, on suitable training for technicians or the education of the disadvantaged.

(ORGANIZATION CHART APPENDED)

PROPOSED ORGANIZATION OF HIGHER EDUCATION IN NEW JERSEY

