Thank you for your willingness to serve as Chair of a Senate Committee. The following guidelines are designed to help you understand your role and responsibilities and to provide you with the resources available to you.

Under the leadership of the Senate Chair, the Academic Senate exercises its right to participate in the University’s governance. The deliberative process of the Senate occurring in the standing committees of the Senate, the Senate Cabinet, and the Senate Divisional Assembly, results in either advice and comment or final action on various issues. The Senate’s activities are guided by the Bylaws and Regulations published in the universitywide and divisional manuals; both are available online at www.senate.uci.edu.

SENATE ROLES

The Divisional Chair
The Divisional Chair is the senior administrative officer of the Senate. This is a one-year term following a one-year term as Chair Elect-Secretary. The Divisional Chair is the voice of the Senate, and he or she transmits the Senate’s position on relevant issues to the Chancellor, Provost and Executive Vice Chancellor, the systemwide Senate, and the press. It is therefore imperative that all Senate Committee Chairs keep the Divisional Chair fully informed on all matters related to the Senate or the activities of its committees.

Most of the requests for advice and comment will come directly to the Divisional Chair. Issues are entered into a tracking system in the Senate Office and then routed to the pertinent councils and committees. Specific information may be addressed directly to the council or committee chair. All correspondence to the Chancellor and Executive Vice Chancellor on matters of policy or stating final action for the division must be routed through or copied to the Divisional Chair. In most cases, the Divisional Chair or Executive Director first vets such important correspondence.

The Committee Chair
You are the chief administrative officer of the committee. You should be familiar with and comply with university and campus bylaws, regulations, and policies to set the committee’s agenda for the year and for each meeting. You ensure that the integrity of the review process is maintained at all times, that confidentiality is respected, and that conflicts of interest are handled (Senate Recusal Policy, 5/19/09). After issues are reviewed, you should report outcomes as soon as possible. A Senate Analyst is assigned to each committee to assist the chair and members. The Analyst is well informed, knowledgeable about administrative process and policies, and has worked to build a solid working relationship with administrative and school counterparts. The analyst will guide the Council chair regarding divisional and systemwide protocol. Please see Best Practices for information on Conducting a Council and/or Committee meeting.
The Executive Director
The Executive Director is the chief policy advisor and the chief administrative officer of the Academic Senate office, the Divisional Assembly, the Senate Cabinet, and all standing councils and committees. The Executive Director supervises and monitors the work of the Councils to ensure that they are in compliance with divisional and systemwide policies and procedures. The Executive Director evaluates the Senate staff and is responsible for all assignments of staff to assist the committee chairs and members in the conduct of their business. The Executive Director is responsible for ensuring that the Senate staff provides committee chairs and members with the institutional expertise necessary to conduct committee business. Chairs who have questions about the support of their committee should contact the Executive Director. All requests for expenditures and reimbursements from the Divisional Senate Office are directed to the Executive Director and must have prior approval. Proposed changes in the council/committee workload that requires additional staffing should include an assessment of resources. Current contact information is Luisa Crespo, mcrespo@uci.edu.

The Committee Analyst
The primary function of the analyst is to staff the committee according to the work that has been assigned by its Bylaw. The Council/Committee functioning depends on a professional, highly trained, career staff that provide the expertise that is essential for the faculty to fulfill its responsibilities. The analyst provides current information related to committee issues, sets up yearly meeting schedules, advises on the established policies and procedures, suggests agenda items, drafts agendas, attends meetings, provides minutes, follows up on action items, drafts committee recommendations and statements, and helps draft the annual report. The analyst also serves as liaison between the council and the Executive Director and Senate officers. You are encouraged to work closely with the Senate Analyst assigned to your committee. The analyst provides continuity of knowledge and process related to the work of the Academic Senate, which is a key factor in moving the Senate forward, despite the routine rotation of committee members and chairs. As team members, the staff are entitled to a work environment that models the very best of Senate values.

Ex Officio Members and Consultants
The number and area of non-Senate representatives, student representatives, and ex officio members are specified in the Bylaws. Their primary role is to provide the perspective of their constituents and to serve as liaison between their constituents and the committee. They are committee members; they may voice their opinions on issues and have their opinions recorded separately, but they do not vote. Consultants and advisors, usually administrators and staff, provide a vital role in providing timely information to the committee; they are not members of the committee, but they may be invited to attend all or portions of committee meetings. Chairs should feel no obligation to have consultants attend all meetings or to sit in on the entire meeting. Generally, such consultation is limited to a particular agenda item. Chairs should feel free to schedule executive sessions – voting members only – at any time.

Representatives to Universitywide Committees
By the early winter quarter of the previous year, most UCI Senate councils and committees have selected a member to represent them at the systemwide level at meetings of the equivalent
university committee. This representative may be either the Chair or another member of the council or committee. Your university committee representative, as the liaison between the two groups, should take your committees’ advice and questions to systemwide meetings and report regularly back to your committee. It is advised that all Council Chairs and university committee representatives should visit the Systemwide Senate website for updated information: http://www.universityofcalifornia.edu/senate/

**DAY-TO-DAY OPERATIONS**

**Conducting Meetings**

It is important at the first meeting of the year to review the Committee’s Bylaw and to determine how your committee will carry out its charge. This is an excellent time to review the roles of members, ex officio members, consultants, and student representatives. Remember that the Chair, in consultation with the committee analyst, sets the agenda for the year and for each meeting.

**Best Practices**

In order to make meetings of your councils and committees more effective and productive, here are some recommendations you might consider to shape the collaborative culture of your group:

1. Utilize multiple sources of information, solicit both quantitative and qualitative data, and see what others have done with similar issues (other campuses or a system-wide body).
2. Listen to each other's ideas, opinions and perspectives; remember that everyone can make a contribution to the decision-making process - but always heed the Senate recusal policy.
3. Do not defer to your consultants even though they may be "content experts" on your team: listen carefully to each team member's expertise, but don't give up responsibility for contributing to the decision-making process. This is key for shared governance - many groups are tempted to defer to a recognized content expert; it is much easier to do than think through the implications of a particular decision. But it is certainly better to solicit the content expert's perspective and advice, openly discuss what your council or committee is learning about the content areas - and then, be sure to make a decision as a group.
4. Take the time necessary to make an informed decision, but don't get bogged down with a slow decision process.
6. **Making Motions:** If the meeting is not tape recorded, it is helpful to have a written copy of a verbal motion so that it is recorded accurately in the meeting minutes.
7. **Voting:** You should decide what constitutes a majority vote (usually one more than half of all present and voting). Abstentions are not counted in the vote but may be recorded in the minutes.
8. *Ex Officio members may not vote. Students and consultants are non-voting members.*
9. **ELECTING A CHAIR OR VICE CHAIR:** It is useful to elect a Vice Chair of your committee early in the fall quarter, and, if the Vice Chair will not be Chair in the next academic year, you should elect the Chair in the spring quarter.
10. **Confidentiality:** Make clear how members, students, and consultants will be expected to handle confidential material and discussions. Undergraduate Student Representatives are required by ASUCI to report on meetings they attend; these are then published on the ASUCI website. You, or your analyst, will be asked to review student reports for accuracy.

11. **Conflict of Interest:** The Chair or members may suggest that a member abstain from voting when a conflict of interest exists. (Senate Recusal Policy, 5/19/09)

12. **Executive Session:** The Chair is encouraged to call for executive session or schedule it as part of the meeting.

13. All Senate members are governed by the Faculty Code of Conduct. The Committee Chair is responsible for addressing any concerns regarding civil discourse that occurs during discussion. If there is a problem, then the Committee Chair should bring this to the attention of the Senate Chair.

*Faculty Code of Conduct (APM 015)*

**D. Colleagues**

**Ethical Principles.** “As colleagues, professors have obligations that derive from common membership in the community of scholars. Professors do not discriminate against or harass colleagues. They respect and defend the free inquiry of associates. In the exchange of criticism and ideas professors show due respect for the opinions of others. Professors acknowledge academic debts and strive to be objective in their professional judgment of colleagues. Professors accept their share of faculty responsibilities for the governance of their institution.” (AAUP Statement, 1966; Revised, 1987)

**Keeping a Record of Attendance**

Members are expected to attend meetings regularly; their attendance is important to the successful operation of your committee or council; therefore, attendance should be recorded. If a member of your council does not attend meetings regularly or does not participate in the group’s work, and you are unable to change this behavior, then you should contact the Committee on Committees for a replacement.

**Finding Substitutes for Systemwide Meetings**

As soon as you learn that the designated university committee representative from your council or committee cannot attend a systemwide meeting, please follow the process below. It will help both the Senate Office and the Council Office keep track of business and ensure that the substitute will be reimbursed for travel to the meeting.

It is **your responsibility** to:

1. Find a substitute within your committee (an elected or appointed committee member). Work with your staff person, as necessary. Keep in mind that no administrator at the level of department chair or above may substitute at a systemwide meeting.

2. Provide Rachel Mangold, of the Senate Office at 4-8213, the substitute’s name, e-mail address, office address, and telephone number.

It is the **Senate Office’s responsibility** to:

1. Forward this information to the Office of the Academic Council.
It is the **Office of the Academic Council**’s responsibility to:

1. Send to the substitute an agenda and any e-mail notices regarding the meeting.
2. Process travel reimbursement (instructions are usually on the last page of the meeting agenda).

**Information on the Web**

It is important to log onto the Senate’s Website ([www.senate.uci.edu](http://www.senate.uci.edu)) for current Senate news and for information on meetings, annual reports, and Senate Bylaws and regulations. There are links to your committee and to other useful sites.

**Annual Reports**

At the end of the academic year, the Senate Chair will call for a report of your group’s activities. The Senate staff member assigned to your committee will help you prepare this report. All reports are posted on the Senate’s Website and are presented on the consent calendar at the first meeting of the Divisional Assembly in the fall quarter.