

UNIVERSITY OF CALIFORNIA, IRVINE GUIDELINES FOR CHAIRS OF SENATE COMMITTEES

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 information about the resources available to you. Here is an overview of the Academic Senate and Irvine Division.

Board of Regents

The University of California is governed by the Board of Regents who have "full powers of organization and governance" according to Article IX, Section 9 of the Constitution of the State of California. Regents are appointed by the Governor of California.

Shared Governance

Bylaws 40.1 and 40.2 of the Regents of the University of California empowers the faculty of the University of California to form a systemwide Academic Senate that has the authority to, among other things:

- "determine the conditions for admission, for certificates, and for degrees other than honorary degrees" and "recommend to the President all candidates for degrees in course";
- "authorize and supervise all courses and curricula offered" with the exception of professional schools offering work at the graduate level only, or over non-degree courses in University Extension";
- "advise a Chancellor concerning a campus budget";
- share "its views on any matter pertaining to the conduct and welfare of the University;" and
- "advise the President and the Chancellors concerning the administration of the libraries of the University."

The systemwide Academic Senate and the divisional Senates at each UC campus provide the organizational framework that enables the faculty to exercise its right to participate in the University's governance.

Organization of the Academic Senate

Under the leadership of the systemwide Senate chair, the Senate members' opinions are voiced through a deliberative process that includes the standing committees of the Senate, the Academic Council, the Assembly of the Academic Senate, and their Divisional counterparts. Consultation with the administration occurs in a parallel structure: at the systemwide level between the systemwide Senate chair and the President; and on the campus level between the divisional Senate chairs and the Chancellors.

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 Cabinet, and the 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 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; 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 critical that all Senate Committee Chairs keep the Divisional Chair fully informed on all matters related to the Senate and the activities of its councils and committees.

Most 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, stating final action, or Senate comment 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 officer of the Committee. You should be familiar with and comply with university and divisional bylaws, regulations, and policies to set the Committee's agenda for the year and for each meeting. The committee chair is responsible for generating and finalizing all memos for submission on behalf of the committee. The analyst will assist the chair in the generation of memos and other written records by drafting, providing notes, etc. The committee chair is expected to respond by the stated deadline in requests for information/communications from the Senate Office.

The committee chair will coordinate with the analyst to invite members of the administration as needed. The committee chair will not initiate any communications with the administration and/or represent the Senate without prior consultation and coordination with the Senate Chair. All communication with the administration must be coordinated through the Senate Office; it is critical that the Senate speak with one voice which requires a coordinated Senate approach for requests for information/action.

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 appropriately (Senate Recusal Policy, 5/19/09). The committee chair is expected to disclose any conflict of interests with committee members and the Senate Chair. Committee chairs cannot be involved in the initiation of an item or its review at multiple levels (i.e. their school and the Senate); such involvement at multiple levels represents a violation of the Senate's conflict of interest guidelines.

The committee chair will regularly update the Senate Chair about issues and priorities of the committee. After issues are reviewed, you should report outcomes as soon as possible to the Senate Chair. The committee chair will regularly communicate with fellow Senate colleagues

about issues and priorities-often the issues and concerns of a committee are of import to other committees; working together can increase our efficiency and effectiveness in addressing issues and representing faculty concerns and priorities.

A Senate Analyst is assigned to each committee to assist the chair and its 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 committee chair regarding divisional and University protocol. The communication between the committee chair and analyst is critical to the successful operation of the committee and the Senate as a whole. It is expected that the committee chair will respond to communications/requests from the analyst within 48 hours or less-please be sure to discuss with the analyst the best methods of communication (email or phone) and to notify the analyst when you might be out of town so that you can both plan accordingly. Please be aware that analysts works with multiple committees. It is important that the committee chair be sensitive to the work demands of the analyst and limit last minute requests for information.

If a committee member is not fulfilling expectations, the committee chair is expected to address these issues with the member; they can do so directly or, if more appropriate, direct the matter to COC.

It is strongly encouraged that all committee/committee chairs secure a member to serve as vice-chair and represent the committee when the chair is unavailable. This allows for other committee members to gain an understanding and awareness of the work involved in leading the committee, and may provide for the succession of chairs.

Starting in January, the committee/committee chair is expected to begin conversations with the members about nominations for the committee/committee chair for the upcoming year. The committee chair, with the assistance of the analyst, will communicate with the members the role and responsibilities of committee/committee chair, and will begin outreaching to individual members to consider running for the chair position, if a vice-chair declines to run. All committees will collect nominations and vote on the committee chair for the upcoming year by April.

At the beginning of the year, the chair should communicate their expectations to the analyst with respect to scheduling, agenda generation, minutes and memoranda, communication with committee members, consultants, ex officio members, and other representatives.

The Committee Member

The membership of the committee is determined by its bylaws. Some committees have one or more faculty members from each faculty (as defined in Bylaw 40) represented on the committee while others do not. Members are appointed to the committee by the Committee on Committees (COC). As a member of the committee, you are expected to represent the faculty at large, and bring to bear, as appropriate, the perspective and knowledge you have as a result of your school/unit affiliation. Committee members are expected to attend 75% or more of the committee's meetings as communicated by the chair/appointment letter, maintain committee deliberations confidential, and communicate with the chair should they have or believe they

have a conflict of interest with an issue before the committee. Members are expected to review committee materials and come to meetings prepared to contribute, refrain from sharing the outcome of any committee deliberations before the Senate has formally communicated those, to share information with the committee that is accurate and designed to benefit the effective and thorough deliberation of the committee, and behave in conformity with APM 015. If a committee member does not fulfill these expectations, the committee chair will address the matter directly with the member or may refer the matter to COC. If you believe a committee member is not fulfilling these expectations, it is expected that you will raise these concerns with the committee chair.

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 they are in compliance with divisional and university 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 Senate business. The Executive Director is responsible for ensuring that the Senate staff provides committee chairs and members with the institutional expertise necessary to effectively conduct its 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 to the council/committee workload requiring additional staffing should include an assessment of resources. Current contact information is Kate Brigman, kate.brigman@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. Effective council/committee functioning depends on a professional, highly trained, career staff who provide the expertise essential for the faculty to fulfill its responsibilities. The analyst provides current information related to committee issues, sets up yearly meeting schedules, advises on established policies and procedures, suggests agenda items, drafts agendas, attends meetings, produces minutes, follows up on action items, drafts committee recommendations and statements, and drafts the annual report. The analyst serves as liaison between the council and the Executive Director and Senate leadership. 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 council and 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. Ex Officio members 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 committee members; 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, consultation is limited to a particular agenda item. Chairs are expected to schedule executive sessions – voting members only – as needed to conduct Senate business.

Representatives to Universitywide Committees

By early spring quarter of the previous year, most UCI Senate councils and committees select 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 visit the Systemwide Senate website for updated information:

<http://www.universityofcalifornia.edu/senate/>.

CONDUCTING COMMITTEE BUSINESS

Note on Confidentiality

When confidential discussions take place during a meeting or documents are circulated that are considered confidential in nature or still in draft form, it is the responsibility of the committee chair to clearly inform members, guests and student representatives that this information is not to be shared with their constituents or anyone outside of the meeting. If meeting participants are unclear as to the nature of a discussion or document, they should be reminded to seek clarification from the chair.

Scheduling Meetings

The committee analyst will work with the committee chair to schedule committee meetings. Some committees have a set meeting time that does not vary. Other committees schedule a time each academic year or quarter. It is wise to schedule all meetings for the academic year or quarter early, and revise the schedule as needed.

Adding or Eliminating Meetings

In consultation with the analyst, a committee chair may add a meeting if there is sufficient business or cancel a meeting if there is insufficient business. Once the chair decides to add or cancel a meeting, she or he should inform the analyst who will notify the members and guests.

Setting Meeting Agendas

The committee chair, in consultation with the analyst, sets the agenda for each meeting. The analyst prepares a draft agenda, which may include a consent calendar for non-controversial items. The committee chair should review and return it to the Senate Analyst promptly. The committee chair, in consultation with the analyst, should prioritize agenda items in order to meet deadlines for committee comments and reviews.

Ongoing functions of Senate committees include:

Committee comment: generated at the meetings and recorded in the committee meeting minutes. If further discussion is required and no definitive position is reached, then the issue may be placed on the next meeting's agenda. When the committee's review is complete and resolution for action voted on, committee comments are forwarded to the division chair for discussion by the Cabinet and/or Divisional Senate Assembly. When consensus opinion is not reached and discussion has been thorough, both majority and dissenting opinions should be forwarded. Committee comments are submitted through the Division Chair, unless the committee has legislative authority to comment directly.

Initiating recommendations, proposals, and studies: the committee chair or any committee member so requesting of the chair, may place an item for the committee's consideration on the committee's agenda. The committee analyst may also recommend agenda items to the committee chair, based on their knowledge of pending issues under consideration by campus or University administration.

Reviewing reports and policies: reports and policies generally originate from either the Office of the President, campus administration, other Senate committees, or the Division Chair.

Ensuring continuity through transitions: In order for shared governance to be effective, the administration and the Division should work as partners. The Division should strive to be a reliable partner, changing a previous position only rarely, and only for good cause. The following are suggested guidelines for changing a position reached by the previous committee:

- New information comes to light that was not previously available to the committee;
- There were substantial procedural errors in earlier deliberations; or
- A strong majority of committee members believe that the previous committee reached an untenable position.

DAY-TO-DAY OPERATIONS

Conducting Meetings

It is important at the first meeting of the year to review the committee's bylaws and 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 Senate Analyst, sets the agenda for the year and for each meeting.

Best Practices

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

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 so than think through the implications of a particular decision. 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 needed to make an informed decision, but don't get bogged down with a slow decision process.
5. *Roberts Rules of Order, Newly Revised* guides all Senate meetings. (see Parliamentary Procedure)
6. Making Motions: It is helpful to have a written copy of a verbal motion so that it is accurately recorded 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, students, and consultants do not vote.*
9. Electing a Chair or Vice Chair: It is useful to elect a Vice Chair early in the fall quarter. If the Vice Chair will not be Chair in the next academic year, you should elect the Chair early in the spring quarter.
10. Confidentiality: Make clear how members, students, and consultants are 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 (APM 015):

*Faculty Code of Conduct (APM 015) II.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).*

The Committee Chair is responsible for addressing any concerns regarding civil discourse that occur during discussion. If there is a problem, the Committee Chair should bring this to the attention of the Senate Chair.

Keeping a Record of Attendance

Members are expected to regularly attend meetings; their attendance is important to the successful operation of the 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, 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 Divisional and Systemwide Senate Offices keep track of business and ensure that the substitute will be reimbursed for travel to the meeting.

It is your responsibility to:

- (1) Work with your council analyst to find a substitute within your committee (an elected or appointed committee member). Keep in mind that no administrator at the level of department chair or above may substitute at a systemwide meeting.
- (2) Forward the substitute's contact information to your council analyst.

It is the Systemwide Senate Office's responsibility to:

- (1) Send 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 visit the Senate's Website (www.senate.uci.edu) for current Senate news and for information on meetings, annual reports, and Senate bylaws and regulations. The Senate website includes links to your committee and other useful resources and references.

Annual Reports

At the end of the academic year, the Senate Chair will call for a report of your group's activities. The Senate Analyst 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 Senate Assembly in the fall quarter.