

Executive Board

Academic Senate Chairs Orientation 2021

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Introduction to the Academic Senate



Jody Kreiman

Academic Senate Chair (2021-2022)

Committee/Council Chair Orientation

October 25, 2021

DMS 1

Welcome & Agenda

Time	Item
11:00-11:20 J. Kreiman	Welcome and Introduction to Academic Senate <ol style="list-style-type: none">Shared GovernanceDivisional Academic SenateCommittees and Councils & Systemwide AnaloguesAuthority versus AdvisoryPrincipal of No Surprises/Importance of CommunicationProfessional and Respectful Conduct
11:20-11:30 A. de Stefano	Roles of Committee and Council Chairs and Analysts <ol style="list-style-type: none">Respective ResponsibilitiesBest PracticesOther Resources: Bylaws, University Policies, “Sturgis”
11:30-11:50 11:30-11:35 11:35-11:40 11:40-11:50	Insights from Experienced Chairs <ol style="list-style-type: none">Tim Groeling, 2020-21 Council on Planning and Budget ChairRichard Yarborough, 2020-21 Committee on Diversity, Equity and Inclusion ChairQ&A/ Discussion
11:50-12:00 J. Kreiman	Major Issues and Goals for 2021-22 Academic Year

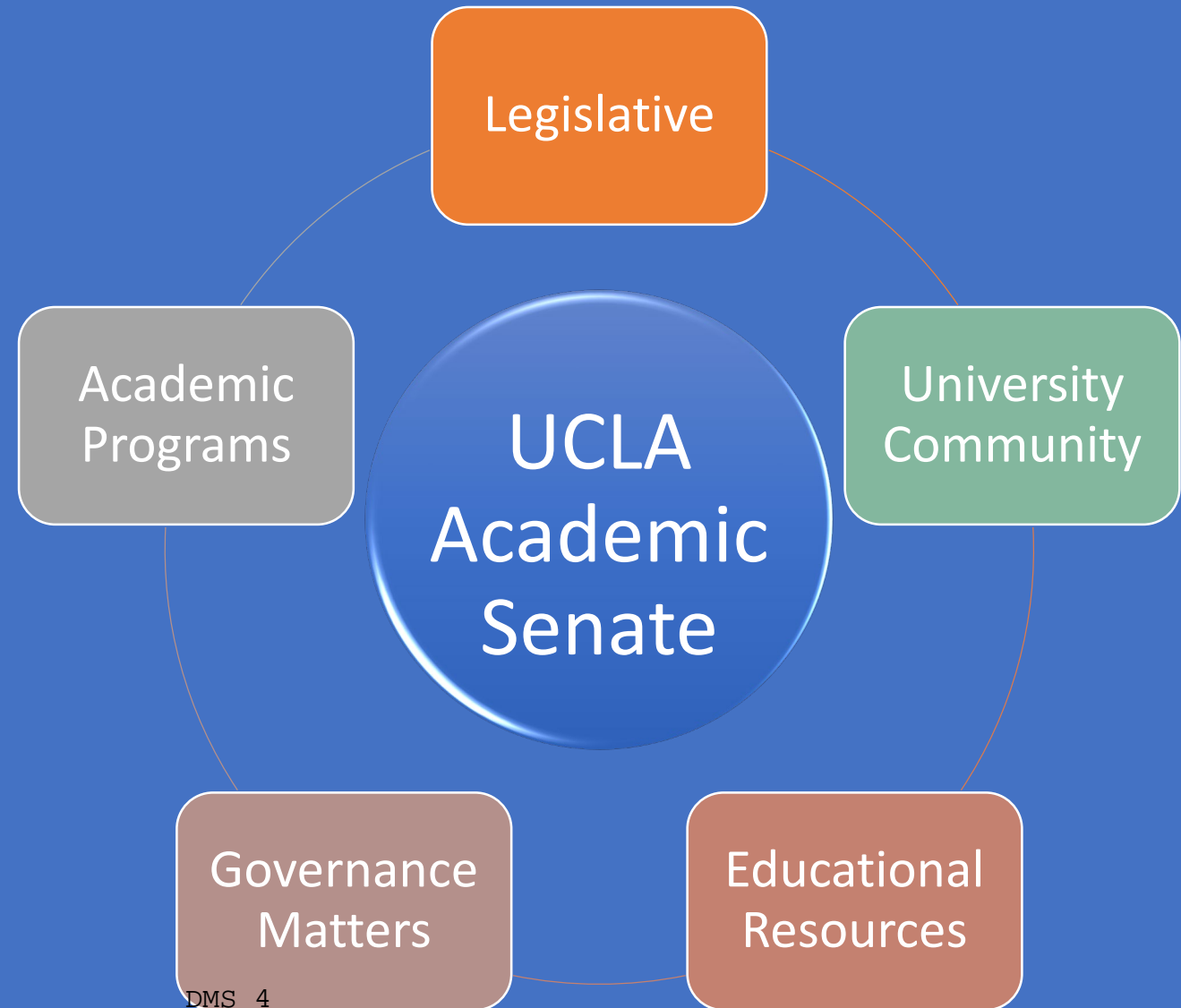
UC Shared Governance

How is decision-making authority allocated in the University of California?

As codified in the University's State Charter in 1868 and subsequently re-codified by the Regents, notably in 1920, Faculty participate and share in the governance of the University with the Regents and the Administration.

The Academic Senate represents the faculty in all matters dealing with shared governance.

Components of the UCLA Division of the Academic Senate



Academic Programs and Policies

- Committee on Continuing and Community Education (CCCE)
- Committee on International Education (CIE)
- Committee on Teaching (COT)
- Committee on Undergraduate Admissions & Relations with Schools (CUARS)
- Council on Planning and Budget (CPB)
- Graduate Council (GC)
- Intercollegiate Athletics Committee (IAC)
- Undergraduate Council (UgC)

Governance

- Committee on Charges
- Committee on Committees (ConC)
- Committee on Privilege and Tenure (P&T)
- Committee on Rules and Jurisdiction (R&J)
- Council on Academic Personnel (CAP)
- Grievance Advisory Committee (GAC)

Educational Resources

- **Committee on Data, Information Technology and Privacy (CDITP)**
- **Committee on Development (COD)**
- **Committee on Library & Scholarly Communication (COLASC)**
- **Council on Research (COR)**

University Community

- Committee on Academic Freedom (CAF)
- Committee on Diversity, Equity, and Inclusion (CODEI)
- Committee on Emeriti Affairs (CEA)
- Faculty Research Lectureship (FRL)
- Faculty Welfare Committee (FWC)

Legislative Committees

- **Council of Faculty Chairs (CFC)**
 - Elected chairs of Faculty Executive Committees (FEC) of the 11 schools in the University
- **Executive Board**
 - 8 at-large members elected by the Legislative Assembly for two-year terms
 - 5 ex-officio members appointed for one-year terms as Chairs of Graduate & Undergraduate Councils, Council on Planning & Budget, Faculty Welfare Committee, and Committee on Diversity, Equity, and Inclusion
- **Legislative Assembly (LgA)**
 - Elected or appointed by departments

Systemwide Analogues

UCLA Divisional Academic Senate LgA & Executive Board

Academic Programs and Policies

- Graduate Council (GC)
- Council on Planning and Budget (CPB)
- Committee on Undergraduate Admissions and Relations with Schools (CUARS)

Governance

- Council on Academic Personnel (CAP)
- Committee on Privilege and Tenure (P&T)
- Committee on Rules and Jurisdiction (R&J)

Educational Resources

- Committee on Academic Freedom (CAF)
- Committee on Diversity Equity and Inclusion (CODEI)

UC Systemwide Academic Senate LgA & Academic Council

Academic Programs and Policies

- Coordinating Committee on Graduate Affairs (CCGA)
- University Council on Planning and Budget (UCPB)
- Board of Admissions and Relations with Schools (BOARS)

Governance

- University Council on Academic Personnel (UCAP)
- University Council on Privilege and Tenure (UCPT)
- University Council on Rules and Jurisdiction (UCRJ)

Educational Resources

- Council on Academic Freedom (CAF)
- DMS • 10 University Council on Affirmative Action Diversity and Equity (UCAADE)

The Academic Senate has **authority** to:

- Set conditions for admissions
- Approve & supervise courses, curricula, & academic programs
- Determine degree requirements
- Select its members
- Choose its own organizational committee structure

The Academic Senate is **advisory** to the Administration (Chancellor, Vice Chancellors) on:

- Faculty appointments, promotions, and separations
- Appointment of Deans
- Violations of Faculty Code of Conduct
- Budget issues and financial planning

Principle of No Surprises/ Importance of Communication

- Committees work best when they talk to each other, to their constituents, and to leadership.
- If you see trouble on the horizon (or just something interesting), let others know!
- We aim to be pro-active, or at least thoughtfully reactive, and this requires communication.
- Feel free to contact other committees and/or leadership at any time.

Professional and Respectful Conduct

- Shared governance (and chairing a committee) requires ensuring all voices are heard.
- Committee members should feel comfortable expressing their ideas and concerns.
- A climate of thoughtful, active listening is essential. Remember: we're all on the same team here, even when we disagree.

Responsibilities of Committee/Council Chairs

Chair:

- In consultation with the Analyst, sets the agenda for the year & each meeting
- Responsible for generating and finalizing all memos for submission on behalf of the committee
- Regularly updates the members on important issues and priorities
- Ensures that the integrity of the committee/council is maintained at all times, that confidentiality is respected, and that conflicts of interest are handled appropriately
- Create an active, inclusive and productive committee meeting culture

Responsibilities of Committee/Council Analysts

Analyst:

- Advises the Chair on the agenda for the year & each meeting
- Assists the Chair in the generation of agenda, minutes, memos and other written records (e.g. drafting, providing notes)
- Advises on relevant policy, procedures, precedents, and practices
- Brings issues and developments to the Chair
- Develops and implements, in consultation with the Chair, timelines and operating procedures to facilitate the committee/council's work

Best Practices

Agenda

- ✓ Confer regularly with the Analyst,
- ✓ Use the Senate template,
- ✓ Allot sufficient time for discussion,
- ✓ Allow time for new business/open forum

Meetings

- ✓ Respect members' time by keeping to the schedule and topics,
- ✓ Actively facilitate so all members have an opportunity to speak,
- ✓ Complete discussion and vote on action items during the meeting
- ✓ Use DMS, encourage preparation, make sure to take votes

More Best Practices

Issues & Topics

- ✓ Be proactive to address issues important to faculty
- ✓ Encourage members to represent broader faculty interests
- ✓ Reach out to Leadership to keep information flowing in a collaborative and transparent matter
- ✓ Share systemwide updates with your members

Resources: Bylaws, University Policies, “Sturgis”

- Bylaws describe how the Senate bodies function--Each committee/council has bylaws addressing membership, duties, etc. Visit <https://www.senate.ucla.edu/committee>. (Note: website text may be a summary of the actual bylaw itself so go to the primary source.)
- Regulations address academic matters.
- Academic Personnel Manual —policies & procedures for academic appointees.
- Each committee/council has a Member Manual with helpful info and resources.
- UC Senate uses *The Standard Code of Parliamentary Procedure* (aka “Sturgis”).

Insights from Previous Chairs

Tim Groeling, Professor, Dept. of Communication Studies
2020-21 Council on Planning and Budget Chair

Richard Yarborough, Professor, Depts. of English and African
American Studies
2020-21 Committee on Diversity, Equity and Inclusion Chair

Advice from Tim

Been asked to discuss “what you wish you knew when you started at the Senate, best practices, and lessons learned.”

- Talk about best practices first
- Lessons learned and “wish I knew” overlap a bit

Tim's Best Practices Advice

- Zoom-specific advice: Good ethernet, big monitor, good “eye contact.”
- Student members might need nudge (Zoom chat private message or email in advance)
- Time management: Agenda isn't a contract, but can help keep you on-task. (If you don't respect people's time, you're not respecting people).
- Analyst is essential (before, during, after meetings).
Especially helpful in delegation decisions and in coordinating with other committees/councils.

Tim's Lessons Learned/Wish I Knew

- Systemwide meetings were surprisingly useful. Radar.
- Communication within and outside the Senate: not perfect.
 - Confidentiality and formal Senate communication.
 - Work to diversify your information sources; Administration sources are motivated.
- UCLA is a huge place: important to have broadly representative committee to understand local differences
- Pay attention to keeping bylaws updated and details like membership rotation (Worked with ConC to fix unbalanced rotations)

Committee and Council Chairs Orientation: Monday, October 25, 2021

11:00 AM-12:00 PM

Via Videoconference: <https://ucla.zoom.us/j/93889914143?pwd=VkhMMmRmazFIL0hJQzRhbEgwMVBhUT09>

Time	Item
11:00-11:20 <i>J. Kreiman</i>	Welcome and Introduction to Academic Senate <ul style="list-style-type: none"> a. Shared Governance b. Divisional Academic Senate c. Committees and Councils & Systemwide Analogues d. Authority versus Advisory e. Principal of No Surprises/Importance of Communication f. Professional and Respectful Conduct
11:20-11:30 <i>A. de Stefano</i>	Roles of Committee and Council Chairs and Analysts <ul style="list-style-type: none"> a. Respective Responsibilities b. Best Practices c. Other Resources: Bylaws, University Policies, "Sturgis"
11:30-11:50 11:30-11:35 11:35-11:40 11:40-11:50	Insights from Experienced Chairs <ul style="list-style-type: none"> a. Tim Groeling, 2020-21 Council on Planning and Budget Chair b. Richard Yarborough, 2020-21 Committee on Diversity, Equity and Inclusion Chair c. Q&A/ Discussion
11:50-12:00 <i>J. Kreiman</i>	Major Issues and Goals for 2021-22 Academic Year

Parliamentary Procedure at a Glance
(Based on *The Standard Code of Parliamentary Procedure* by Alice Sturgis)

Principal Motions (Listed in Order of Precedence)

TO DO THIS	YOU SAY THIS	May You Interrupt Speaker?	Must You Be Seconded?	Is The Motion Debatable?	What Vote is Required?
*Adjourn the meeting	"I move the meeting be adjourned"	NO	YES	YES (RESTRICTED)	MAJORITY
*Recess the meeting	"I move that the meeting be recessed until..."	NO	YES	YES**	MAJORITY
Complain about noise, room temperature, etc.	"I rise to the question of personal privilege"	YES	NO	NO	NONE
Postpone temporarily (Table)	"I move that this motion be tabled"	NO	YES	NO	MAJORITY (REQUIRES TWO-THIRDS IF IT WOULD SUPPRESS)
End debate	"I move to vote immediately"	NO	YES	NO	TWO-THIRDS
*Limit debate	"I move that each speaker be limited to a total of two minutes per discussion"	NO	YES	YES**	TWO-THIRDS
*Postpone consideration of an item to a certain time	"I move to postpone this item until 2:00pm..."	NO	YES	YES**	MAJORITY
*Have something referred to committee	"I move this matter be referred to..."	NO	YES	YES**	MAJORITY
*Amend a motion	"I move to amend this motion by..."	NO	YES	YES	MAJORITY
*Introduce business (the Main Motion)	"I move that..."	NO	YES	YES	MAJORITY
*Amend a previous action	"I move to amend the motion that was adopted..."	NO	YES	YES	MAJORITY
Ratify action taken in absence of a quorum or in an emergency	"I move to ratify the action taken by the Council..."	NO	YES	YES	MAJORITY
Reconsider	"I move to reconsider..."	YES	YES	YES**	MAJORITY
Rescind (a main motion)	"I move to rescind the motion..."	NO	YES	YES	MAJORITY
Resume consideration of a tabled item	"I move to resume consideration of...?"	NO	YES	NO	MAJORITY

*Amendable

**Debatable if no Other Motion is Pending

Parliamentary Procedure at a Glance
(Based on *The Standard Code of Parliamentary Procedure* by Alice Sturgis)

Incidental Motions

TO DO THIS	YOU SAY THIS	May You Interrupt Speaker?	Must You Be Seconded?	Is The Motion Debatable?	What Vote is Required?
Vote on a ruling by the Chair	"I appeal the Chair's decision"	YES	YES	YES	MAJORITY
Consider something out of its scheduled order	"I move to suspend the rules and consider..."	NO	YES	NO	TWO-THIRDS
To discuss an issue without restrictions of parliamentary rules	"I move that we consider informally..."	NO	YES	NO	MAJORITY
To call attention to a violation of the rules or error in procedure, and to secure a ruling on the question raised	"I rise to a point of order"	YES	NO	NO	NONE
To ask a question relating to procedure	"I rise to a parliamentary inquiry"	YES	NO	NO	NONE
To allow the maker of a motion to remove the motion from consideration	"I move to withdraw my motion"	YES	NO	NO	NONE
To separate a multi-part question into individual questions for the purpose of voting	"I move division of the question"	NO	NO	NO	NONE
To verify an indecisive voice or hand vote by requiring voters to rise and be counted	"I move to divide the Assembly"	YES	NO	NO	NONE

*Amendable

**Debatable if no Other Motion is Pending

THE CHIEF PURPOSES OF MOTIONS

PURPOSE	MOTION
Present an idea for consideration and action	Main motion Resolution Consider informally
Improve a pending motion	Amend Division of question
Regulate or cut off debate	Limit or extend debate Close debate
Delay a decision	Refer to committee Postpone to a certain time Postpone temporarily Recess Adjourn
Suppress a proposal	Table Withdraw a motion
Meet an emergency	Question of privilege Suspend rules
Gain information on a pending motion	Parliamentary inquiry Request for information Request to ask member a question Question of privilege
Question the decision of the presiding officer	Point of order Appeal from decision of chair
Enforce rights and privileges	Division of assembly Division of question Parliamentary inquiry Point of order Appeal from decision of chair
Consider a question again	Resume consideration Reconsider Rescind Renew a motion Amend a previous action Ratify
Change an action already taken	Reconsider Rescind Amend a previous action
Terminate a meeting	Adjourn Recess

(From The Standard Code of Parliamentary Procedure by Alice Sturgis)

Parliamentary Strategy

(From *The Standard Code of Parliamentary Procedure* by Alice Sturgis)

TO SUPPORT A MOTION		TO OPPOSE A MOTION
<ol style="list-style-type: none"> 1. Second it promptly and enthusiastically. 2. Speak in favor of it as soon as possible. 3. Do your homework; know your facts; have handouts, charts, overhead projector slides, etc., if appropriate. 4. Move to amend motion, if necessary, to make it more acceptable to opponents. 5. Vote against motion to table or to postpone, unless delay will strengthen your position. 6. Move to recess or postpone, if you need time to marshal facts or work behind the scenes. 7. If defeat seems likely, move to refer to committee, if that would improve chances. 8. If defeat seems likely, move to divide question, if appropriate, to gain at least a partial victory. 9. Have available a copy of the organization's standing rules, its bylaws, and <i>The Standard Code of Parliamentary Procedure</i>, in case of a procedural dispute. 10. If motion is defeated, move to reconsider, if circumstances warrant it. 11. If motion is defeated, consider reintroducing it at a subsequent meeting. 		<ol style="list-style-type: none"> 1. Speak against it as soon as possible. Raise questions; try to put proponents on the defensive. 2. Move to amend the motion so as to eliminate objectionable aspects. 3. Move to amend the motion to adversely encumber it. 4. Draft a more acceptable version and offer as amendment by substitution. 5. Move to postpone to a subsequent meeting. 6. Move to refer to committee. 7. Move to table. 8. Move to recess, if you need time to round up votes or obtain more facts. 9. Question the presence of a quorum, if appropriate. 10. Move to adjourn. 11. On a voice vote, vote emphatically. 12. If the motion is adopted, move to reconsider, if you might win a subsequent vote. 13. If the motion is adopted, consider trying to rescind it at a subsequent meeting. 14. Have available a copy of the organization's standing rules, its bylaws, and <i>The Standard Code of Parliamentary Procedure</i>, in case of a procedural dispute.

SHARED GOVERNANCE IN THE UNIVERSITY OF CALIFORNIA

AN OVERVIEW

Daniel L. Simmons^{*}
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Shared governance with the Academic Senate is one of the distinctive features of the University of California. The system of shared governance gives University faculty, operating through the Academic Senate, a voice in the operation of the University. In addition, it imposes on faculty a measure of responsibility for the manner in which the University operates. Faculty participation in governance of the University through the agency of the Academic Senate is a guiding force that unifies the ten campuses of the University into a single system under a uniform standard of excellence.

DELEGATIONS OF AUTHORITY TO THE ACADEMIC SENATE

The Academic Senate of the University of California operates under the authority of standing orders of the Board of Regents.

Standing order 105.2 delegates to the Academic Senate, subject to the approval of the Board, the authority to --

- ◆ Determine the conditions for admission; and
- ◆ Determine the conditions for certificates and degrees, other than honorary degrees.

The Senate also is charged to recommend to the President candidates for degrees in all courses and is to be consulted, through committees as determined by the President, on the award of all honorary degrees.

Further, the Senate is delegated the authority to --

- ◆ Authorize and supervise all courses and curricula (excepting Hastings College of the Law, the San Francisco Art Institute, the courses offered by professional schools with graduate work only, and non-degree courses of University Extension); and
- ◆ Determine the membership of faculties (excepting excepting Hastings College of the Law and the San Francisco Art Institute).

^{*} Professor of Law, University of California, Davis. Chair of the Assembly and Academic Council 1994-95, Vice-Chair of the Assembly and Academic Council 2009-2010.

In addition, the Senate it authorized to --

- ◆ Select committees to advise the Chancellors on the campus budgets, and the President on the University budget;
- ◆ Advise the President and the Chancellors on matters concerning the administration of the libraries;
- ◆ Select a committee to approve publication of manuscripts by the University of California Press; and
- ◆ Lay before the Board, but only through the President, any matter pertaining to the conduct and welfare of the University.

Finally, Regents standing order 103.9 guarantees to any faculty member a hearing before an appropriate committee of the Academic Senate in the case of a termination for good cause prior to the end of the faculty member's contract with the University.

These delegations of authority impose on the faculty significant responsibility for the maintenance of the quality of the instructional and research effort of the University of California.

- ◆ The authority to determine the conditions for admission charges the Senate with defining the quality of the students entering the University at both graduate and undergraduate levels. This authority is exercised by the creation of minimum standards of eligibility for admissions that are uniform throughout the system.
- ◆ The authority to establish conditions for degrees and to supervise courses and curricula charges the faculty with the responsibility to monitor the quality of the educational programs that students must complete to earn their degrees and to maintain the quality of the components of those programs.
- ◆ The authority to determine the membership of the faculty has two elements. The Senate has a responsibility to monitor the quality of the faculty who teach courses, who develop the educational program and who conduct research at the University of California. Faculty throughout the University are evaluated under a uniform set of criteria that are intended to maintain a level of excellence on each campus. Second, in order to ensure the quality of the faculty, the Senate monitors faculty welfare issues that affect recruitment and retention of high quality faculty.
- ◆ The authority to advise on the budget of the campuses and the University empowers the Senate to advocate budget allocations that channel resources into activities which enhance the academic programs of the University.
- ◆ The authority to advise on the administration of the libraries gives the faculty a voice in the maintenance of the basic intellectual infrastructure of the University.

- ◆ The authority to select a committee to approve publication of manuscripts of the University of California Press provides the faculty with supervisory control over the quality of the Press.
- ◆ The authority to conduct hearings in disciplinary cases charges the faculty with responsibility for enforcing standards of faculty conduct that are embodied in the Faculty Code of Conduct and other policies of the University.

ORGANIZATION OF THE ACADEMIC SENATE

The basic structure of the Academic Senate, and the identity of its principal standing committees, evolves from the authorities and responsibilities delegated to the Senate by the Board of Regents. Note that while this paper principally addresses the organization of the system wide Academic Senate, organizational structures of the divisional senates on each of the nine campuses generally parallel the organization of the system wide Senate.

The ultimate policy authority of the Senate resides in the Assembly of the Academic Senate. The Assembly consists of elected representatives from each of the campuses plus the chairs of each of the divisional senates and the system wide officers. Although the Assembly is regularly scheduled to meet three times per year, it only is required to meet annually.

The Academic Council may loosely be described as the executive body of the Academic Senate. The Academic Council is charged with advising the President on behalf of the Assembly. The Academic Council includes the chairs of the most significant Senate committees, principally those committees directly charged with executing the responsibilities delegated to the Senate by the Board of Regents. Thus, in addition to its chair and vice-chair, who are also the chair and vice-chair of the Assembly, the Academic Council includes the chairs of the Board of Admissions and Relations with Schools, the University Committee on Educational Policy, the Coordinating Committee on Graduate Affairs, the University Committee on Academic Personnel, and the University Committee on Planning and Budget. In addition, the chairs of each of the divisional senates are members of the Academic Council. In recent years the Academic Council has been expanded to include the Committees on Research and Affirmative Action and Diversity. The Academic Council meets eleven times a year on a monthly basis, with special meetings as the need arises. The President and senior officers of the University regularly attend the meetings of the Academic Council to discuss issues of system wide interest.

Each of the standing committees represented by its chair on the Academic Council includes representatives from corresponding committees at each campus. Thus, as issues percolate up to the Academic Council, the Council has the benefit of the review of literally hundreds of University of California faculty participating through the various levels of the Senate governance structure. Faculty participate in these activities, almost universally without additional compensation, as a part of their responsibility to the University motivated by their dedication to the well-being of the institution.

The functions of the principal standing committees of the Senate are tied to the authority delegated to the Senate by the Board of Regents.

- ◆ With respect to undergraduate admissions, conditions for admission and admissions policies are reviewed and established by the Board of Admissions and Relations with Schools (BOARS). The divisional senates generally maintain parallel admissions committees. Graduate admissions are monitored by the Coordinating Committee on Graduate Affairs (CCGA). The divisional senates generally refer to the parallel divisional committee as the Graduate Council.
- ◆ Conditions for undergraduate degrees and regulations relating to the undergraduate education program are established and reviewed by the University Committee on Educational Policy (UCEP) and its counterparts on each campus. While there is no corresponding system wide committee, individual course approvals are the responsibility of divisional courses committees. The Coordinating Committee on Graduate Affairs is responsible for the approval and periodic review of all graduate programs, including professional programs.*
- ◆ Policies and procedures for determining the membership of faculties, and more importantly, policies for the advancement of faculty members, are under the jurisdiction of the University Committee on Academic Personnel (UCAP). The divisional committees on academic personnel at the campuses review merit and promotion recommendations for individual faculty members. The University Committee on Faculty Welfare (UCFW) advises the Senate and the administration on benefit programs and other welfare issues affecting faculty. Under the bylaws of the Academic Senate, membership in individual departments is subject to approval by the faculty in the individual departments.
- ◆ Consultation with the President on the budget is the responsibility of the University Committee on Planning and Budget (UCPB). Corresponding planning and budget committees advise the Chancellors on each campus. In addition, because budget allocations directly affect research support, the chair of the University Committee on Research Policy (UCORP), is an ex-officio member of UCPB.
- ◆ Library matters are considered by the University Committee on Libraries.
- ◆ Manuscripts for the U.C. Press are approved by the Editorial Committee.
- ◆ Hearings in disciplinary cases are conducted by the divisional Committees on Privilege and Tenure. There is also a University Committee on Privilege and Tenure which meets to consider system wide issues concerning disciplinary process. The privilege and tenure

* The procedures for system wide approval of program or degree establishment, disestablishment or consolidation are contained in a compendium for program review prepared by the Academic Planning Council and the Academic Senate. The compendium is available on-line through the University of California home page.

committees also consider grievance matters raised by individual faculty members who believe that they have been denied faculty privileges as specified in University policies. Grievance cases include claims by faculty that they have been judged in a merit or promotion case according to inappropriate criteria.

The reports and recommendations of all of the Senate committees are reviewed by the Academic Council which reconciles conflicting points of view and reflects the positions of the divisional senates. The Academic Council thus becomes a focal point for system wide faculty input into policy issues before the University. Through the broad participation of faculty from every campus on the principal standing committees, the Academic Council has developed a system wide perspective on most University issues that is not reflected in any other body within the University structure. Regular consultation at the Council meetings with the senior officers of the University provides an opportunity for both parties to formulate policy positions that reflect the perceived interests of both groups. Indeed, as the next section demonstrates, the leadership of the Academic Senate is regularly engaged with the Administration in almost all aspects of the University.

ACADEMIC SENATE/ADMINISTRATION INTERFACE

The chair and vice-chair of the Assembly and Academic Council, along with almost all of the chairs of the standing committees that are represented on the Academic Council, are in regular consultation with members of the system wide administration through a variety of system wide committees and task forces. Some of these relationships are through formal standing committees of the University, others are through ad hoc committees and task forces appointed to resolve a particular issue. A partial listing of these relationships includes the following --

- ◆ Board of Regents: The chair and vice-chair of the Assembly and Academic Council sit on the Board of Regents as non-voting faculty representatives.
- ◆ President and Provost: The chair and vice-chair of the Academic Council meet individually, once a month, with the President, the Provost, the Senior Vice President for Business and Finance, and the Vice-Provost for Research, among others, to discuss issues of immediate concern and develop a common agenda.
- ◆ Executive Budget Committee: The chair and vice-chair of the Academic Council are members of the Executive Budget Committee which advises the President on the development and allocation of the University Budget. The Executive Budget Committee is chaired by the Provost and includes the vice presidents with budget responsibilities and two Chancellors.
- ◆ Academic Planning Council (APC): The chair and vice-chair of the Academic Council, and the chairs of UCEP, UCPB, and CCGA are members of this system wide academic planning body. The APC is chaired by the Provost. The chair of the Academic Council is the vice-chair of the APC. This group includes the vice-presidents for Agriculture and

Health, the Vice Provost for Research, a chancellor, an executive vice-chancellor, a vice-chancellor for student affairs, and two at-large faculty members, among others.

- ◆ **President's Council on the National Laboratories:** The chair and vice-chair of the Academic Council, and at least one other representative of the Academic Senate, are members of this group which advises the President on the management of the National Laboratories and has review responsibility of the Labs under the terms of the management contract with the Department of Energy. The Senate representatives also serve on the sub-panels of the Presidents Council including the National Security Panel and the Environmental Safety and Health Panel.
- ◆ **Council on Research:** The chair of the Academic Council, the chair of UCPB and the chair of UCORP are members of the Council of Research which is chaired by the Vice-Provost for research and includes the vice-chancellors of research from each campus.
- ◆ **Search Committees:** Either the chair or vice-chair of the Academic Council, or both, serve on almost all search committees for senior system wide university officers. Standing committee chairs often are also included on search committees. Under existing Regents procedures, the chair of the Academic Council serves on the faculty advisory committee to the Regents' Search Committee in the selection of the President. Traditionally, either the chair or the vice-chair of the Academic Council serves as the chair of this Faculty Advisory Committee.
- ◆ **Task Forces and Special Projects:** Chairs of Senate standing committees are regularly called upon to participate in the work of special committees. Recently these have included task forces to develop an affordability model for student financial aid, to review the faculty disciplinary procedures, to review part time professional degree programs and recommend policies, and to review the executive program, among others.

AN ASSESSMENT OF SHARED GOVERNANCE

Critics of shared governance in the University of California generally raise two concerns; the faculty has too much power, and the process of faculty evaluation of proposals only contributes delay and inefficiency to the implementation of needed change.

The faculty of the University of California does indeed exercise great influence on the affairs of the University. Without the faculty there would be no prestigious research accomplishments. Without the faculty there will be no educational program. No central governing authority can direct an individual faculty member to the next great research breakthrough. Nor can a central governing authority direct individual faculty to inspire a classroom of undergraduates with the joy of the discovery of new knowledge. The governors and administrators of a university system must work to provide a supportive atmosphere that encourages creative people to perform at their highest level in a collective research and education enterprise. The faculty, through the Academic Senate, seek to advise the Board of Regents and the administration on the development of policies and procedures that will

enhance the research and education enterprise while maintaining appropriate standards of conduct with necessary and reasonable oversight.

Shared governance provides the faculty with a mechanism to participate in the development of policy to guide the University in its continuing quest for excellence in all of its missions. The faculty's sense of participation in the collective endeavor creates a collective responsibility of ownership among the faculty for the University's academic programs. With that responsibility comes a culture that seeks to nourish the values of excellence and academic freedom which are the hallmarks of a successful institution of higher education. Removing the faculty from meaningful participation in governance would deprive the University of one of the principal forces driving its constant progress towards higher quality results in its teaching, research and service.

The relationship between the Academic Senate and the administration, both system wide and on the campuses, has evolved over the past few years into a partnership that works to bring the faculty into decision making processes at the formulation stage. The faculty becomes a partner with the administration in working out common ground from which to face the challenges of the times. Standing on that common ground, it becomes difficult for one side or the other to pull the rug out from under a policy direction. Without mutual participation in decision making the faculty and the administration would stand apart on opposite sides of a table unproductively complaining each about the recalcitrant position of the other as is the case in some universities with a unionized faculty.

Clearly the consultation inherent in shared governance is a difficult and time consuming process for all participants. The time devoted to consultation undoubtedly delays implementation of what proponents always believe is a good idea. However, the University of California is too complex of an institution to be managed by a central authority. The filter of other minds, and the tests of experience broader than that of a few people more often than not adds value to the formulation of a proposal. In many cases, consultation has thwarted unwise ideas. Examples may also be found of bad decisions that may have been prevented with broader consultation with affected groups. Overall, we enhance our collective skills by reaching out to broad constituencies for participation in governance.

That is not to say that the processes of consultation and shared governance cannot be improved nor made to function more efficiently. Like any dynamic organization, the Academic Senate must be responsive to change through an ongoing evaluation of its organizational structure with an eye to streamlining its operations. That is a continuing challenge to Senate leadership.