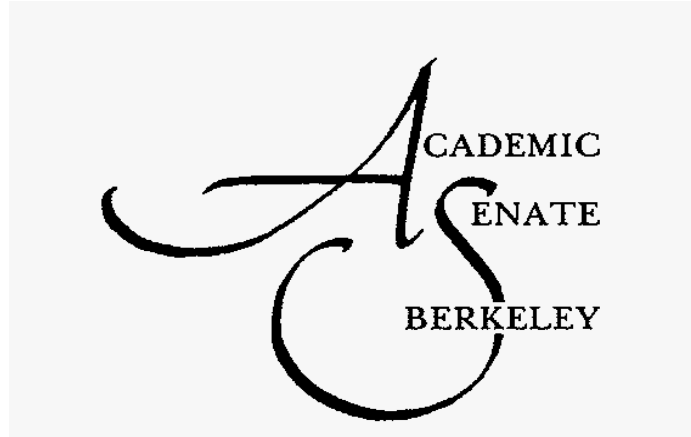


BERKELEY DIVISION OF THE ACADEMIC SENATE



GUIDE TO CONDUCTING COMMITTEE BUSINESS

Compiled by current and past staff of the Berkeley Division and systemwide Academic Senate

July 2014

<http://academic-senate.berkeley.edu/>

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OVERVIEW OF THE ACADEMIC SENATE AND THE BERKELEY 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

The Board of Regents Standing Order 105 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 "courses in the Hastings College of Law, San Francisco Art Institute, in 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.

The *Manual of the Academic Senate* and the manuals of the divisions comprise the code of the Academic Senate. The manuals are divided into two sections. These sections are the Bylaws that set forth the membership, authority and organization of the Senate, and the Regulations that codify the requirements for admission, degrees, and courses and curricula.

Assembly of the Academic Senate

The Assembly of the Academic Senate represents UC faculty in the governance of the University as mandated by the Standing Orders of the Regents. The Assembly is authorized to consider any and all matters of concern to the Senate as a whole and has the power to take final action on all legislation substantially affecting more than one division. The Assembly is ready at all times to advise the President.

Academic Council

The Academic Council is the executive arm of the Assembly of the Academic Senate and acts in lieu of the Assembly on non-legislative matters. It advises the President on behalf of the Assembly and is responsible for requesting that committees or divisions of the Senate investigate matters of systemwide concern and report to the Council or Assembly.

Occasionally, the Academic Council will empanel a task force to address an issue that either does not fit within the charge of a single committee and/or involves intensive work beyond the workload constraints of a standing committee.

Functions of the Berkeley Division

Academic Senate Bylaw 305 outlines the membership of each division, while Senate Bylaws 310, 311 and 312 establish the authority of the divisions. Berkeley Division Bylaw 1 states that the Berkeley Division of the Academic Senate has "authority to:

- organize, select its own officers and committees, adopt rules for the conduct of its business;
- receive and consider reports and recommendations from the faculties of colleges and schools located wholly or partly on the Berkeley campus, from its divisional committees, from local administrative officers, and from other divisions;
- originate and take final action on legislation substantially affecting only the Division;
- establish faculties in schools and colleges located wholly on the Berkeley campus;
- transmit directly to the President resolutions on any matter of University concern, with copies to the Assembly of the Academic Senate;
- initiate memorials to the Regents; and
- submit reports and recommendations to the Senate or to the Assembly concerning changes in Senate legislation and such other matters, as it may deem appropriate."

Organization of The Berkeley Division

The Berkeley Division is a committee of the Academic Senate. Like other divisions, the Berkeley Division has a structure similar to that of the Academic Senate. Under the leadership of the division chair, members of the Berkeley Division participate in a deliberative process that includes the committees of the Berkeley Division, the Divisional Council and the Division as a whole.

The *Manual of the Berkeley Division of the Academic Senate* is divided into two sections. These sections are the Bylaws that set forth the membership, authority and organization of the Berkeley Division, and the Regulations that codify the requirements for grades, degrees, and courses and curricula at UC Berkeley.

Berkeley Division

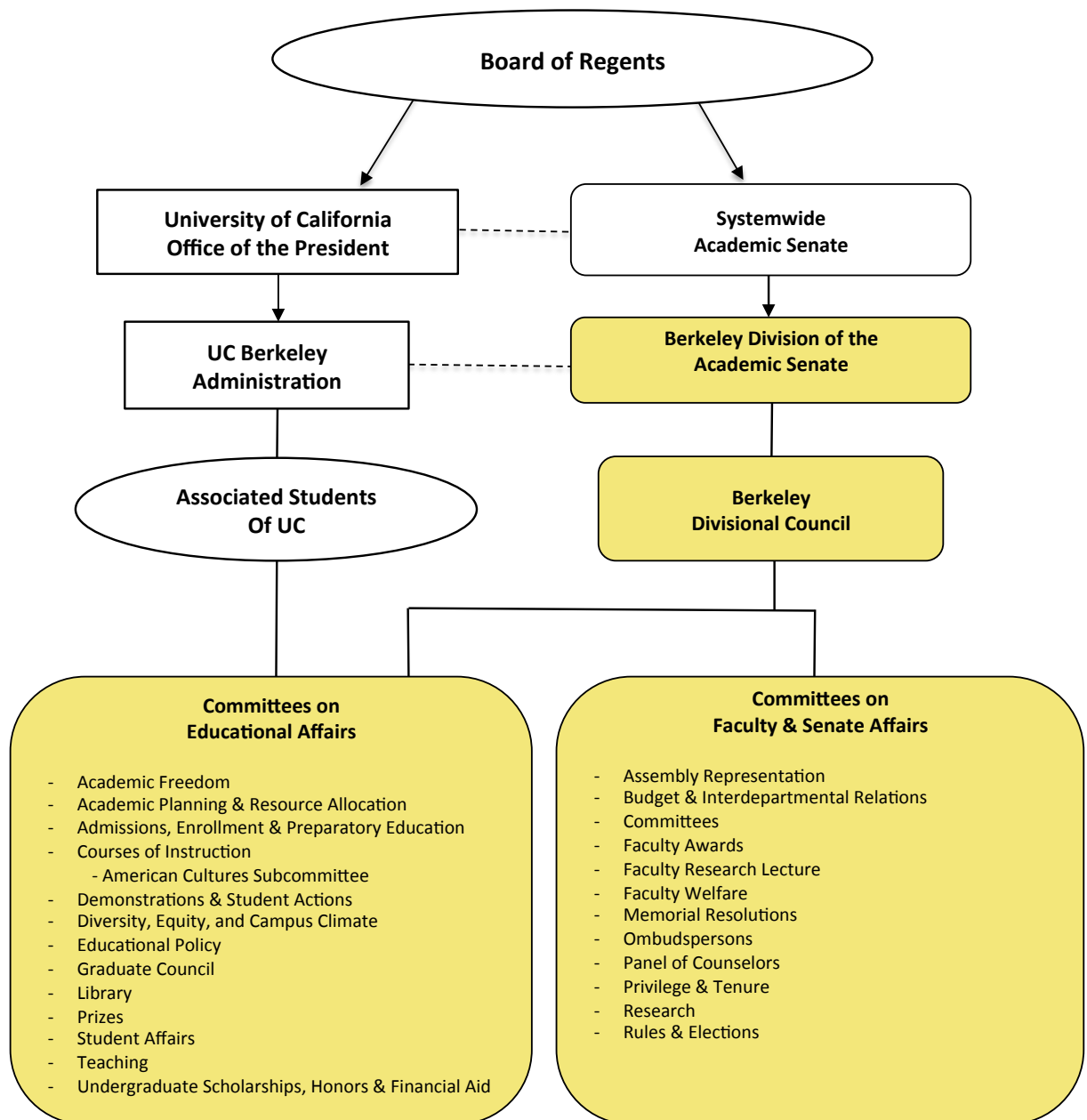
According to Berkeley Division Bylaw 2A, members of the Berkeley Division are:

- the President;
- the Chancellor, Vice Chancellors, Provosts, Deans, Directors of academic programs, Assistant or Associate Vice Chancellor for Admissions and Enrollment, Registrar, and chief librarian at Berkeley;
- All Professors, Professors in Residence, Professors of Clinical _____, and Acting Professors;
- Associate Professors, Associate Professors in Residence, Associate Professors of Clinical _____, and Acting Associate Professors;
- Assistant Professors, Assistant Professors in Residence, and Assistant Professors of Clinical _____;
- Instructors, Instructors in Residence;
- Senior Lecturers with Security of Employment, Lecturers with Security of Employment, Senior Lecturers with Potential for Security of Employment, and Lecturers with Potential for Security of Employment with full time teaching responsibilities in curricula under the control of the Academic Senate, whose duties lie primarily in Berkeley; and
- Those Vice Presidents, Deans, and Directors of statewide units who choose to enroll in this Division.

Bylaws 2B - 2D clarify that "instructors and instructors in residence of less than two years' service have no vote," "membership does not lapse because of leave of absence or transfer to emeritus status" and that it is "the Committee on Rules and Elections that determines whether a person meets the requirements for membership."

A general meeting is held for members of the Berkeley Division each semester. At Division meetings, items are considered that concern the Division as a whole and final action is taken on all legislation affecting the Berkeley Division. Fifty voting members of the Division are required for a quorum. Upon written request of twenty-five voting members of the Division, the chair may call a special meeting to address a topic raised by those members.

SHARED GOVERNANCE RELATIONSHIP CHART



ROLE OF DIVISION LEADERSHIP

Division Chair

The chair of the Berkeley Division is appointed by the Committee on Committees to serve for a term of one year, beginning with the first day of instruction in the fall term. Normally, the chair succeeds to this office after having served as vice chair. The chair serves as chair of both the Berkeley Division and of Divisional Council. By virtue of the appointment, the chair serves on Academic Council. The office of the Berkeley Division provides the chair's department with course relief so the chair does not need to teach while serving in this capacity. In fulfilling his or her role, the chair relies on committee chairs and Senate staff to keep them abreast of all committee-related activities. In addition, the chair is an *ex officio* member of all Division committees (with voting rights on the Divisional Council only).

Vice Chair

The vice chair of the Division and of the Divisional Council is appointed by the Committee on Committees to serve a term of one year beginning with the first day of instruction in the fall. The vice chair will normally succeed to the positions of chair of the Division and of the Divisional Council. He or she serves as chair when the chair is temporarily unable to serve, and performs such duties as assigned by the chair of the Division.

Divisional Council (DIVCO)

The Divisional Council is the executive committee of the Berkeley Division. DIVCO reviews reports of other Senate committees and works towards developing a consensus. DIVCO speaks for the Division as a whole to the campus administration and the systemwide Academic Senate (through the Academic Council). Other major areas of joint governance include: academic personnel; planning and budget; research; graduate and undergraduate education; curriculum review, program review; the Library; and admissions and enrollment.

With the exception of confidential matters, it is extremely useful to have DIVCO members consult with their colleagues who are not on the council (both from their own department as well as from outside their departments), to convey their views to DIVCO discussions either verbally or in memo-form. For those members who are serving *ex-officio* as chairs of Senate committees, it is especially important for them to bring the views of their committee to DIVCO, particularly when their committee has officially discussed a topic.

Committee on Committees (COMS)

The Committee on Committees of the Berkeley Division of the Academic Senate is comprised of eight elected members; four are elected each year. COMS meets every other week during the fall semester and weekly in the spring semester.

This Committee appoints:

- the chair, vice chair, secretary and parliamentarian of the Division;
- chairs, vice chairs and members of Senate standing committees;
- Division representatives to systemwide committees;
- special committees as the Division may direct;
- nominees for appointments to administrative committees when called upon by the Chancellor or the administration, and recommends to both the administration and the Division chair, faculty to serve on ad-hoc systemwide committees; and

- student members in accordance with Bylaw 13.C.

ROLE OF THE DIVISION STAFF

Executive Director

The Executive Director is the chief administrative officer of the Senate and the main policy consultant for the Divisional Council. He or she directs the staff in all aspects of administrative and analytical support for the Committees, and is responsible for the oversight of Senate resources including human resources and the budget. The Executive Director is also responsible for ensuring that the Senate's Committees are provided with the resources necessary for them to conduct their business. All questions and concerns about committee resources should be directed to the executive director. Currently, the executive director also serves as the administrator for the Division's conflict resolution resources (Committee on Privilege and Tenure, Panel of Counselors, and Faculty Ombudspersons).

Associate Director

The associate director assists the executive director with policy analysis, the management of all aspects of the Senate organization, and acts on behalf of the executive director in the director's absence, including the management of all business before the Division and Divisional Council and cases before the Committee on Privilege and Tenure, Panel of Counselors, and Faculty Ombudspersons. He or she also oversees the academic program and legislative components of the Berkeley Division.

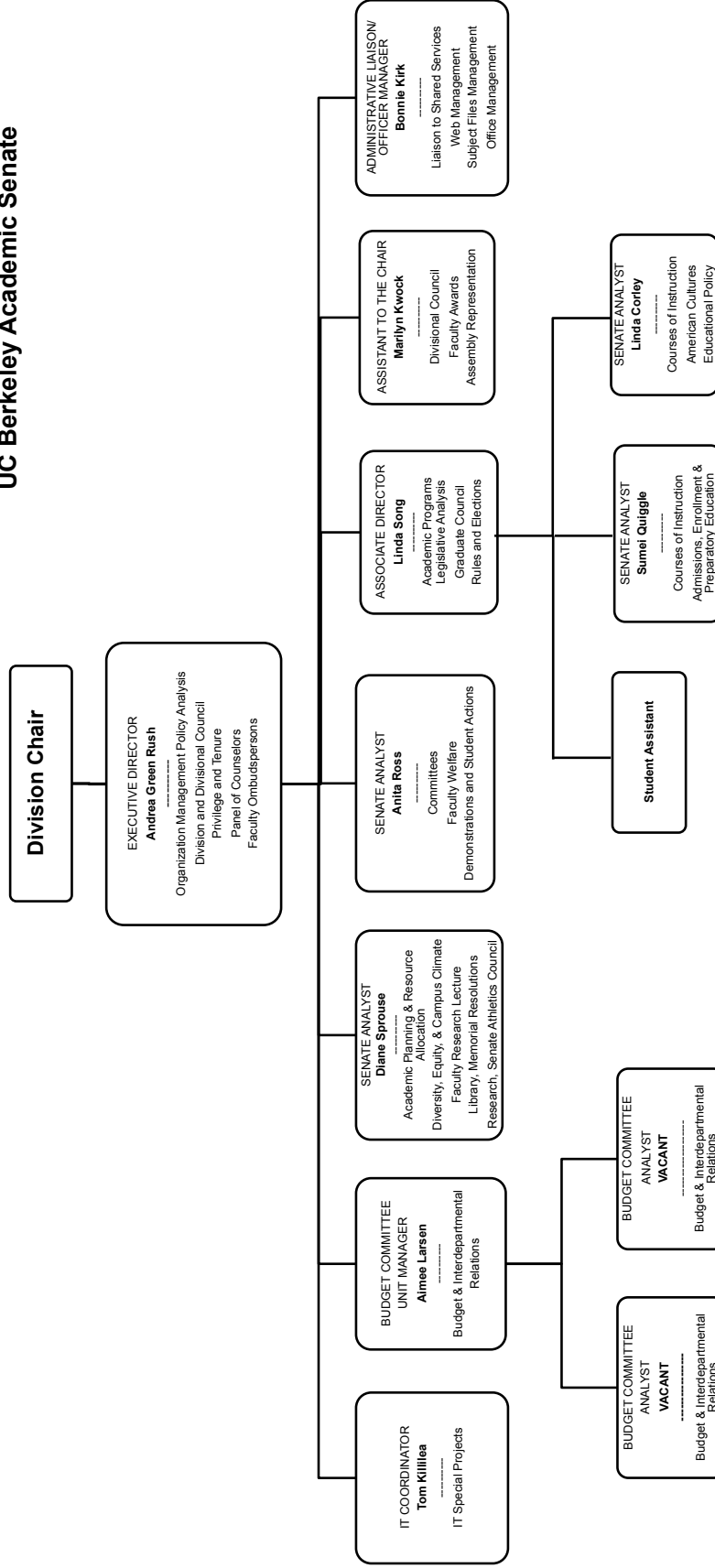
Division Staff

The Berkeley Division is organized into standing committees. While the Division secretariat does not provide direct staff support for every committee, for most committees, the staff provides full support, by:

- advising committee members on policies, procedures, and committee precedent;
- researching issues before the committee;
- conducting analyses and making recommendations to the committee chair and members
- scheduling meetings and taking minutes;
- developing and distributing agenda packets; and
- tracking completion of Senate action items.

The organization chart shows the Senate staff. In addition to Senate staff, other campus units staff a number of standing Senate committees: Library, Prizes, Teaching, and Undergraduate Scholarships, Honors & Financial Aid.

UC Berkeley Academic Senate



BERKELEY DIVISION COMMITTEES

Committee Authority

A Division committee acts in accordance with its enabling [bylaw](#). When a committee formally advises the Chancellor and/or members of campus administration on an issue, its advice must be conveyed through the Divisional Council, unless otherwise specified in the Bylaws. There are some exceptions and Senate staff can advise chairs in these instances.

Parliamentary Authority

Questions of order not covered by legislation are governed by *Robert's Rules of Order*.

Role of the Committee Chair

The committee chair's primary responsibility is to fulfill the charge of his/her committee, as defined in the Division's [Bylaws](http://academic-senate.berkeley.edu/committees/re/berkeley-division-manual) (<http://academic-senate.berkeley.edu/committees/re/berkeley-division-manual>). With the assistance of Senate staff, the chair is responsible for the committee's timely responses to the requests of the Division chair for review and comment on proposals and reports that originate both from campus administration and from the Academic Senate. The committee chair identifies issues that fall within the committee's charge; initiates discussions; formulates proposals or recommendations; and provides reports and recommendations to Divisional Council. The committee chair is also responsible for ensuring the integrity of the committee process by addressing and resolving potential conflicts of interest. He/she should discuss expectations for recusal at the first committee meeting.

Role of Committee Members

Committee members support the committee chair in fulfilling the committee's charge by taking active part in meetings; carrying out routine and special tasks as assigned by the Chair; and offering advice and information based on one's experience and expertise.

The role of *ex-officio* members as voting or non-voting members is defined in the committee's bylaw.

Role of Committee Staff

The committee staff person researches and advises on issues before the committee; suggests agenda items; drafts agendas; recommends, contacts and schedules guests; drafts minutes of the meetings; follows up on action items; drafts or edits the committee's recommendations and policy statements; drafts the committee's annual report; and advises on the proper vetting of proposals put forward by the committee. The staff person works with the committee chair and members to ensure that the committee's reports and comment letters are submitted to the Division chair by the date requested, and that the Division chair is kept informed about the committee's major activities.

Role of Invited Guests

A committee chair may invite individuals to sit on the committee by invitation. "By invitation" guests do not have voting privileges or count toward quorum. In addition, they may not make motions or second them.

Role of Alternates

The Committee on Committees may appoint a panel of alternates (prescribing their order of priority) to serve whenever a regular member is temporarily unable to serve.

Appointment Process for Faculty and Student Committee Members

The Committee on Committees is guided by two general principles: to maintain the excellence of the Berkeley Division by nominating dedicated faculty for committee work and fair distribution of duties among all departments and disciplines. The committee is dedicated to gender equity and diversity and attempts to balance all committees with this in mind.

COMS arrives at its recommendations through consensus and then asks the faculty member if they would like to serve. Once an agreement is made COMS takes the nomination to Divisional Council for final approval. An official appointment letter is then sent out to the member, the committee chair and Senate staff, and the Senate member's department chair. When the timing of any appointment is out of cycle, COMS may ask that the affected committee chair invite the incoming member as a "by invitation" guest until the process has been formalized; by-invitation guests do not vote nor do they count for quorum.

Standing committees of the Berkeley Division are divided into two categories: Committees on Faculty and Senate Affairs, without student members, and Committees on Educational Affairs, with student members.

Student members are appointed via the same process as for Senate members, except COMS receives nominations from the ASUC and the Graduate Assembly. When these organizations do not nominate student members, committee work will be conducted without them. Per Academic Senate By-law 13C, "On formal votes in committees attended by student members, the students opinions will be recorded separately and so reported whenever the recommendation of the committee is presented to the Division, to other Academic Senate bodies and to administrative officers advised by such committee. When the committee is acting for the Senate, student members do not vote."

Preparing to Serve as Committee Chair

The following are recommended steps to prepare for chairing a Senate committee:

- review the committee's charge and bylaws;
- meet with the staff person assigned to your committee
- familiarize yourself with the finished and unfinished business of the previous year's committee; and
- acquaint yourself with the committee members: review the roster and familiarize yourself with individual members' disciplinary fields and areas of interest.

SENATE COMMITTEE BUSINESS

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 Divisional Council. 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.

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 available to the committee previously;
- There were substantial procedural errors in earlier deliberations; or
- A strong majority of committee members believe that the previous committee reached an untenable position.

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 staff may also recommend agenda items to the committee chair, based upon 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.

RESOURCES FOR MANAGING COMMITTEE BUSINESS

Parliamentarian

The parliamentarian provides advice to the Division chair and vice chair, about parliamentary procedure. The Parliamentarian is also a resource to committee chairs on *Robert's Rules of Order*.

Committee on Rules and Elections

The Committee on Rules and Elections formally supervises all changes and additions to the Bylaws and Regulations proposed by other committees or by individuals. It can also serve as a resource on the interpretation of Division legislation. It also supervises Division elections.

Committee on Committees Liaison

The COMS chair assigns each COMS member several standing Senate committees to which they will serve as a liaison. COMS notifies committee chairs by letter who their COMS liaison will be; the liaison's role is to facilitate communications. Committee chairs should communicate with their liaisons about membership issues (e.g., non-attending members, need for new members or a vice chair, bylaw changes, etc.). Any questions about the appointment process or membership should come through the liaison.

CONDUCTING COMMITTEE BUSINESS

Note on Confidentiality

When confidential discussions take place during a meeting or documents 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.

Conflict of Interest Guidelines

Each Senate committee must have a written policy governing conflict of interest, based on the Division's conflict of interest guidelines. The committee staff or executive director can provide a copy of the guidelines, along with a policy template.

Scheduling Meetings

The committee staff person 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 semester. It is wise to schedule all meetings for the academic year or semester early, and revise the schedule as needed.

Adding or Eliminating Meetings

In consultation with the staff, 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 staff person who will notify the members, and guests.

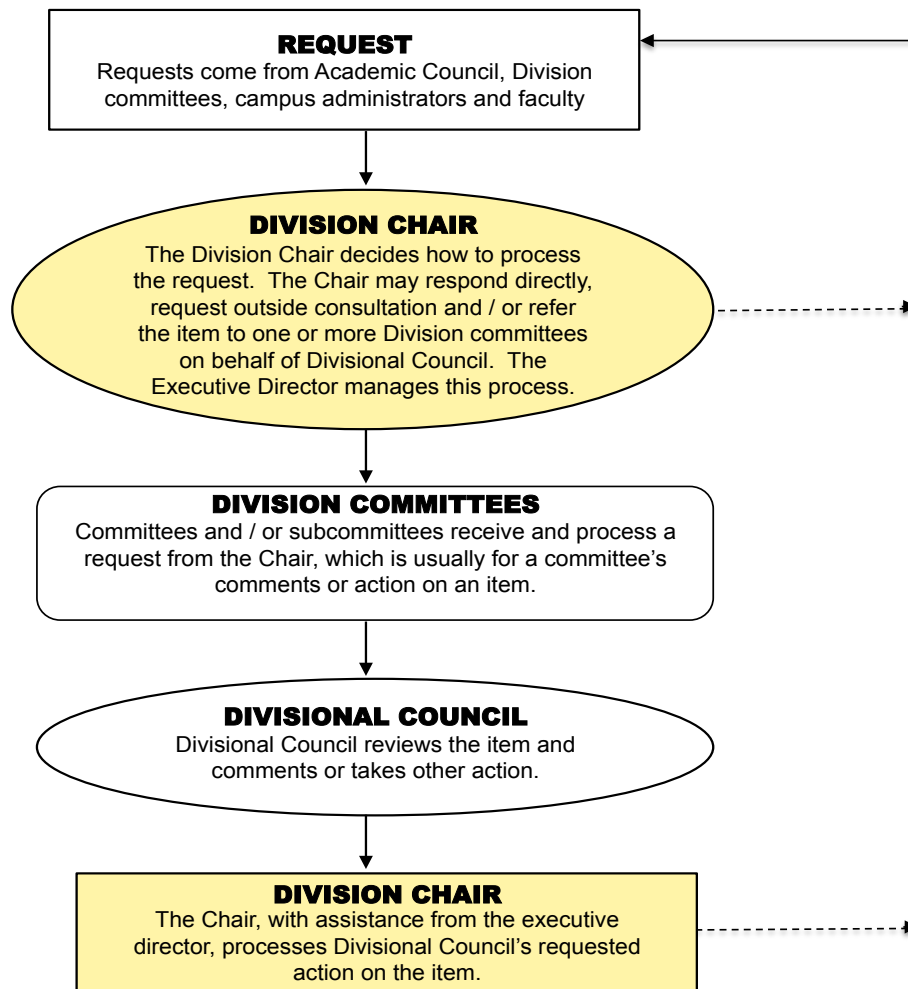
Setting Meeting Agendas

The committee chair, in consultation with the staff person sets the agenda for each meeting. The staff person 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 staff promptly. The committee chair, in consultation with the staff person, should prioritize agenda items in order to meet deadlines for committee comments and reviews.

Flow of Communication

The flowchart summarizes the flow of business through the Division.

GENERAL FLOW OF DIVISION BUSINESS



Distribution of Meeting Agendas and Other Materials

Committee staff are responsible for preparing and distributing an agenda prior to each committee meeting. The staff submits a draft agenda to the committee chair for his or her approval. The chair should then approve the agenda in a timely manner. The staff person will then distribute it along with any necessary enclosures electronically. At the beginning of each semester, committee staff will establish a timeline for preparing the agenda. The established timeline should allow sufficient time for committee members to review agendas and background materials prior to the meeting. It is important that committee chairs approve agendas in a timely manner so that staff can meet the timeline.

Meeting Minutes

Following a meeting, the committee staff person is expected to complete and submit to the committee chair either: a list of action items, or a set of draft minutes. The draft minutes are to be concise, and accurately reflect the committee's deliberations and actions. Ideally, draft minutes are included in the agenda packets for approval by the committee in its next meeting. Chairs should review and forward comments on minutes to staff in a timely manner so that they can be distributed. Draft minutes are considered confidential. Once the committee has approved the minutes, they become public documents and will be made available upon request.

Conducting Committee Business Electronically

The Division does not have an official policy on conducting committee business electronically. Nevertheless, a number of committees incorporate electronic communications in their committee business, primarily for distributing agendas and other meeting materials. In Academic Year 2011-12, the Divisional Council endorsed guidelines developed by the Committee on Rules and Elections (R & E):

http://academic-senate.berkeley.edu/sites/default/files/committees/re/re_elec_bus_guidelines-2011_0.pdf.

Committee Web Pages

Each committee has a page on the Senate web site. The committee page template includes:

- the committee's charge, in brief;
- the current year's roster;
- staff contact information;
- annual reports; and
- links to additional information and resources, as appropriate.

The Senate staff is responsible for reviewing the committee pages annually in the summer, and updating information as needed.

Annual Reports

At the end of each academic year, committees are asked to compile an annual report on their activities. A recommended format for the report includes a summary of:

- issues considered: this might be presented as a list of issues appearing on the committee's agenda, or brought to the attention of the committee;
- actions taken: this might be presented as an explanatory note after each item on the list of issues considered;
- projects undertaken by the committee, if any; and
- continuing/unfinished business: this might be presented as a list of issues to be carried forward to the next academic year.

In addition, it should report on the actions of any subcommittees. The previous year's annual report is approved by the committee in the fall, and then submitted to Divisional Council as an information item, and posted on the Senate web site. Copies of committee annual reports are archived in the Division's library.

Policy on Refreshments

The Division office does not have sufficient funding to provide refreshments beyond water and tea bags. If a committee chair or committee member would like to provide refreshments at their own expense, they should coordinate with the staff person in advance. Committee chairs should ask members to clean up after themselves at the end of meetings and utilize the recycling bins.

Division Meetings

Committee chairs should plan to attend the meetings of the Division, held once each fall and spring. Prior to the meetings, committee chairs are asked to remind their committee members about the meetings, and encourage their attendance. Committee chairs may be asked to suggest agenda items for the Division meetings. Notices of the meetings, as well as approved minutes are archived in the Division's library.

Maximizing Committee Effectiveness

The following are tips for maximizing the effectiveness of Senate committees:

- prior to or at the first meeting of the year, develop and distribute an orientation packet to committee members, including: a roster of committee members with contact information; bylaws of the committee; schedule of meetings; previous year's annual report or summary of actions; and expectations about confidentiality and recusal;
- focus the committee discussion and deliberations to achieve consensus or resolution of issues before the committee;
- prioritize agenda items in order to meet deadlines;
- utilize subcommittees, as appropriate, and delegate assignments to committee members; both serve to involve committee members as active participants; and
- rely on Senate staff: in addition to administrative support, Senate staff can provide analytical support; conduct research; compile data; and develop summaries and position papers, as appropriate.