

Report of the
Committee on the Operation of the Senate

This report of the Committee on the Operation of the Senate addresses two interrelated areas: the effectiveness and efficiency of the Senate as a decision-making body and the involvement of the Senate in matters of importance to the University community. The underlying recommendation of the report is that the Senate needs to become more involved, and to do so more regularly, in a broader range of matters of importance to the University community. Equally, its procedures need revision to enable the Senate to increase its effectiveness and efficiency as a deliberative body.

The Constitution states that "among the functions to be exercised by the Faculty Senate is,...to make recommendations relative to the general University policies and procedures" (Section III, F7 of the Faculty Constitution). In no way does this provision of the Constitution grant the Senate a mandate to make decisions that bind the University. But, this constitutional provision does affirm that it is the responsibility of the Senate to address itself to the University's general policies and procedures, to be a forum where such matters are discussed so as to benefit from the participation and expertise of both the administration and the faculty.

The committee proposes that the Senate regularly consider a wider range of matters that concern the general policies and procedures of the University, including the implications of these policies for long-term directions in which the University will be heading. This proposal is founded partly on the need of a deliberative body to hold the interest of its members, which is related to the importance of the subjects it

addresses. Beyond this, regular involvement by the Senate in such matters, if carried out well, can serve many useful purposes of a decision-making nature. The making of decisions requires expertise. It also requires communication and understanding. There can be little question that members of the administration possess kinds of perspectives and expertise essential to the making of decisions which the wider faculty does not and cannot match. At the same time, there are ways that members of the wider faculty possess valuable perspectives and expertise which are relevant to making decisions. Teaching and research, two major functions of the University, are areas in which members of the wider faculty are intimately involved but which, due to the exigencies of their offices, members of the administration are not. The intimate involvement of individual faculty members in these two key functions exposes them to experiences, information, and ideas that need and should have more than an intermittent and piecemeal forum to be expressed and brought into the decision-making process. There is need for regular and representative forum. The medium of the Senate, combining elected faculty and administrative members, provides such a forum and can well be used toward this end. As pointed out earlier, the Constitution certainly looks to the Senate to take on these duties.

There are also other equally important reasons for involving the Senate in such policies. To do so can serve vital communications purposes useful to both the faculty and the administration. The University is the professional home of the faculty. Many policies that the University makes regarding areas treated in this report affect what kind of professional home the University is and will become. At least in an advisory capacity, members of the faculty should have opportunities regularly available to

them through their representatives to address, delve into, and communicate their views to the administration on policies that directly affect their lives and their capacities as teachers, scholars, and colleagues in a University community.

If broadened Senate involvement creates needed opportunities for members of the faculty to communicate with the administration, it also creates needed opportunities for the administration to communicate with members of the faculty. Through broadened involvement of the Senate, the administration gains opportunities to explain to faculty representatives exactly what its perspectives are and to do so directly and personally. Misunderstandings can thereby be reduced and, indeed, the administration may find greater appreciation and support for the policies that it wants to pursue. Such a communications process is an essential need that must be met if the optimal implementation of decisions that are finally agreed upon is to be developed.

For all these reasons, broadened and more regular Senate involvement pertaining to the general policies and procedures of the University is merited. The following areas seem to the committee to be especially relevant in this context: the overall priorities of the University budget, the undertaking of major new budgetary commitments, and the relation of budgetary priorities to the use of discretionary funds; major areas of need for new educational programs within the University; both the general principles and the general application of the principles regarding decisions on academic personnel at the University; and relations between the University and the wider community.

If the Senate is to be able to address these areas competently and efficiently so as to make a full, positive contribution toward the ends discussed above, it needs to bring these areas (including those aspects of them it already considers) before standing committees. The creation of standing committees of the Senate is recommended.

I. TITLES AND JURISDICTION OF PROPOSED SENATE STANDING COMMITTEES

1. Executive Committee of the Senate

To establish the agenda for the Senate and to appoint members to the committees of the Senate; to receive motions and proposals coming before the Senate and forward them to the appropriate Senate committee prior to floor consideration; to advise the Presiding Officer of the Senate, on his or her request, concerning the proper functioning of the Senate.

2. Senate Committee on Arbitration

To review and make recommendations to the Senate on those complaints arising from the administrative functioning of the University, or complaints by one faculty member against another, when there is no other available channel in the University for registering and considering such complaints, and to review and make recommendations to the Senate on complaints arising from the functioning of the Senate. The complaints the committee addresses need not personally involve the individual registering the complaint. The committee shall determine whether or not to accept jurisdiction over a complaint. In no case shall the committee consider tenure and promotion or faculty status issues.

3. Senate Committee on the Budget

To meet with the University administration as representatives of the Senate to discuss the overall structure of the subsequent year's budget. The committee will be especially concerned with the impact of budgetary decisions on long-range planning, the undertaking of major new budgetary commitments and directions by the University, and the relation

of the budget to the use of non-appropriated funds. The committee shall make an annual report to the Senate, including recommendations it deems appropriate concerning the budget or changes in procedures for examining the budget.

4. Senate Committee on Educational Concerns

To review recommendations and report to the Senate on proposals from the Advisory Council for alterations to the curriculum or to requirements for degrees; to review and report to the Senate proposals brought to the committee concerning the development of new educational programs or curricula at the University; to seek out information and investigate needs for enlarged funds for teaching and classroom purposes and/or for enlarged funds for the development of new educational programs and to make recommendations on such matters to the Senate Committee on the Budget.

5. Senate Committee on Academic Procedures

To make recommendations on a continuing basis concerning revision of the manual and by-laws; to receive an annual report from the Executive Vice-President concerning the guidelines and principles used for promotion, tenure, sabbaticals, and retirement with an accompanying statistical report on the disposition of tenure, promotion, sabbatical, and retirement decisions. With this information and other information the committee finds, the committee shall report to the Senate and shall recommend any changes it feels desirable either in the mentioned guidelines and principles or in the general application thereof; to receive an annual report from the Committee on Conciliation and the Committee on Academic Privilege and

Tenure and to report to the Senate any changes in procedures in the area of academic privilege and tenure that may be deemed appropriate; to make recommendations to the Senate regarding proposals for adding new ranks or classes within the faculty and to make proposals for periodically reviewing the performance of administration officials below the office of the President of the University; to ascertain whether provisions for periodic reviews or for other matters under its jurisdiction, if adopted by the Senate, have been carried out.

6. Senate Committee on Relations Between the University and the Community

To look into, attempt to anticipate, and to advise the Senate on matters dealing with relations between the University and the public and/or governmental bodies especially as concerns areas where the University is or may become the subject of harmful public or governmental criticism.

II. COMMITTEE MEMBERSHIP, PROCEDURE, AND ORGANIZATION

1. Executive Committee of the Senate

To consist of five voting members drawn entirely from the Senate: the Presiding Officer of the Senate, who shall preside over the committee, and four additional members in a ratio of three elected senators to one non-elected senator; and two non-voting members, the Parliamentarian of the Senate and the Secretary of the Senate.

Selection of the four additional voting members shall be the order of Senate business next following the naming of the Presiding Officer of the Senate at the initial meeting of the body in the Fall semester. Nominations will be made from the floor and following the close of nominations an election shall be conducted. The top three elected senators by ballot shall be determined to be elected to the committee; the top one non-elected senator by ballot shall be determined to be elected to the committee.

The Executive Committee shall function as a committee on committees for the Senate. Membership on other standing committees will be appointed by the Executive Committee subject to the rule that no individual shall serve as a member of more than one committee. The Executive Committee is empowered to decide appropriate procedures for this and other functions it is responsible for. Prior to making its appointments, the Executive Committee shall circularize the Senate membership to solicit nominees to the various committees.

2. Committees Other Than the Executive Committee

Each committee, other than the Executive Committee, shall consist of seven members drawn entirely from the Senate. A minimum of five

senators on each seven member committee shall be elected members of the body. The Presiding Officer of the Senate will notify individuals of the assignments the Executive Committee has made and name a temporary chairperson for each committee for the purpose of a first convening of the committee. Each committee will meet within three weeks of the date of notice of appointment. The quorum for committees is four. Each committee shall elect its Presiding Officer and a Vice Chair officer. For the purposes of conducting business and discharging its responsibilities, each committee has full freedom to create subcommittees, to call upon specialist consultative assistance or witnesses, and to carry out hearings.

3. The Representation of Students on the Standing Committees of the Senate

The Executive Committee may appoint student Senators to the standing committees of the Senate, giving students an aggregate representation no larger than the proportion of the Senate that they constitute. In providing for student representation, students should be considered as elected members of the Senate if they are chosen by direct election rather than by indirect election or appointment.

III. FURTHER COMMENTS ON THE SENATE COMMITTEES

Each of the areas of the major subject-matter committees (budget, academic procedures, education and community relations) fundamentally affects the teaching and research roles of the University. They do so either directly or by having potential ramifications for the total level of resources that the University will receive to carry out its functions. The standing committees will assure that the Senate considers central facets of each area in overview at least on an annual basis. They will also bring together ideas and evidence to lay a basis for productive Senate debate. Finally, proposals or motions made by individual Senators or outside committees will be referred to the standing committees for work prior to their presentation on the Senate floor for action. This will be helpful even in the case of matters which the Senate now regularly considers (such as curricular changes) where prior committee work may successfully address many of the questions that now must be raised on the floor.

IV. FURTHER RECOMMENDATIONS

1. Meetings of the Faculty Senate

That there be annually a meeting of the Faculty Senate the second Monday of September and the second Monday of January.

2. Report of the Presiding Officer of the Senate

That near the beginning of each Senate meeting the Presiding Officer of the Senate inform the members of all matters that have come before the Senate since its last meeting and that have been referred to standing committees of the Senate. The report shall include the names of the committees to which the items have been sent.

3. The President's Report

That the President of the University present a report at each meeting of the Faculty Senate to inform the members of decisions, plans, and activities with which he has been concerned since the preceding meeting.

4. Budgeting to Cover Expenses of Officers of the Senate

That the faculty member who is Presiding Officer of the Senate be given one-third release time, a secretary, and an equipped center where he or she can do the work pertaining to the Senate position; that the presiding officers of the Faculty Senate committees have access to the center and to typing and duplicating services; and that a line be added to the University budget to cover wages and the expenses of the center.

5. The Minutes of the Faculty Senate

That the Secretary of the Faculty continue to prepare minutes, agenda, and special announcements for the Faculty and Faculty Senate members and that the following two sections be added to the minutes:

1. A summary of motions passed at the meeting being reported on.
2. An on-going list of action items, including (a) motions or proposals introduced at any earlier meeting which have not been acted on and (b) measures passed by the Senate which have not been implemented.

6. A Handbook of Rules and Procedures

That the Secretary of the Faculty and the Parliamentarian of the Faculty Senate prepare a handbook of rules and procedures pertaining to the operation of the Faculty Senate and distribute these to all members at first and to new members each year thereafter.

7. Substitutes for Members of the Faculty Senate

That a faculty member substituting for a regular Faculty Senate member at a meeting give his or her name to the Secretary of the Faculty immediately before the meeting and replace the regular name plate with an identifying card.

8. Review

That the recommendations contained in this report, if adopted, be reviewed and evaluated upon a period of two years after their adoption.

Committee Members,

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