

Endorsed Recommendations to Enhance Shared Governance

SANTA CLARA UNIVERSITY

These recommendations submitted by the Executive Task Force on Governance were endorsed by the University Coordinating Committee (UCC) and the President on June 19, 2012. The document was updated by the UCC in Winter 2017 to be consistent with current terminology and communication practices; however, no substantive changes were made in the approved procedural recommendations.

Final Locus of Dialogue – University Policy Committees (UPCs)

- The UPCs are the final collaborative bodies with the authority to formulate and recommend new University policy and major strategic change and to review significant change in existing policy as detailed below and in the University Policy Committees [Charter](#) (Charter).
- A special University task force or committee dealing with policy issues of importance similar to a UPC, such as the Research Committee and the Benefits Committee, should also conform to the process detailed for UPCs below and in the [Charter](#).

Communication Flow

- The chairs of the Faculty Affairs, Academic Affairs, and Staff Affairs UPCs should feel free to attend the corresponding Senate meetings when appropriate.
- At least two days before and no later than two weeks after each UPC meeting, the UPC chair or administrative assistant will save the agendas and minutes, respectively, to Google Drive. The Special Assistant for Shared Governance will email the agendas and minutes to the Faculty and Staff Senate presidents and president-elects so they are apprised of the topics discussed.
- In June, each UPC will submit to the Special Assistant for Shared Governance an End of Year Summary Report using the Summary Report Template. The entire faculty and staff will be directed to the governance website for this information.
- The administrator who regularly receives policy recommendations from a UPC will serve on the committee or appoint a designate.
- The administrator (or his/her designate) is expected to attend the UPC meetings; for each issue before the UPC, the UPC and the administrator should clarify who is the responsible decision-maker.
- The administrator should observe the timelines described in the [Charter](#) when deliberating on the recommendations from a UPC.
- Members of University committees and task forces should be provided all necessary information in a timely manner for fruitful discussion and policy consideration.

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- Transparency in the decision process should be pursued at all levels. Occasionally, however, information that is shared with a committee may be designated as confidential.
- UPCs, or their equivalent, that are actively considering major policy issues are expected to report and seek input at various stages during their deliberations by (a) posting agendas in advance of their deliberations, (b) sharing minutes of meetings summarizing deliberations in progress, and (c) posting final recommendations/reports.
- Before and after each Faculty Senate Council (FSC) and Staff Senate (SS) meeting, the corresponding chair will post the agenda and minutes to Google Drive.
- The Provost will regularly direct the University Trustees sitting on the Trustee Academic Affairs Committee to the governance website for updated information on the work of all UPCs and Senates.

University Coordinating Committee (UCC)

- If an administrator wishes to initiate or propose a change in University policy, the administrator shall notify the UCC so that the appropriate UPC or equivalent committee can be engaged.
- The UCC shall direct issues to the appropriate UPC or equivalent committee and shall monitor the consideration and coordination of policy decisions. It shall also encourage members of such committees to consult with their respective constituent groups.
- When policy issues arise that significantly affect more than one segment of the community (faculty, staff, students), the UCC will determine the appropriate coordination process. If the overlap is limited, informal consultation between the relevant UPCs will be required. For significantly greater overlap, a joint committee may be formed.
- The UCC's responsibilities include "appointing to each Policy Committee members who are competent to perform the work of that committee" (Faculty Handbook, 2.9.1) as prescribed in the "Composition of University Policy Committees" section of the [Charter](#). To more effectively pursue this goal, the UCC will consult with the SCU community to find qualified potential candidates for service on UPCs or the equivalent, and on University task forces, in the following manner:
 - o Each fall quarter, the UCC will ask that the FSC and SS consider candidates with relevant skills and aptitude for service on specific UPCs or their equivalent. The UCC will ask that the FSC and SS, or any of their members, forward suggestions for faculty and staff to fill these positions. The FSC and SS should be able to provide to the UCC a wide-ranging pool of candidates who have relevant

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- interests and skills. (The FSC and SS are especially useful bodies for consultation because they are representative bodies selected from every department, school, or unit at the University, and as such, they reflect the broader University community.)
- o Throughout the year, the UCC may again ask the FSC or SS members for additional names of faculty or staff for consideration of such service. Also, the UCC will, in general, consult with the FSC/SS (or, if more appropriate, directly with the faculty/staff) for suggestions on appointments of faculty/staff to positions for significant *ad hoc* University committees, task forces, etc. In the winter quarter, the UCC will also distribute (at minimum every three years) a survey to eligible faculty and staff, seeking self-referrals– and nominations from colleagues – to serve on specific UPCs or their equivalent. In addition, the governance website will accept, at any time, nominations and self-referrals to fill positions on the UPCs or their equivalent.
 - o Throughout the year, the UCC may also consult with administrators, managers, and any other members of the SCU community whose competencies and responsibilities provide them with knowledge of candidates with relevant skills and aptitude for service on specific UPCs or their equivalent, and task forces.
 - The UCC shall oversee the coordination of shared governance and arrange an annual orientation for all members of UPCs. At the orientation, the chairs of the UPCs or a designee will share their committee’s goals for the coming year.
 - The UCC shall develop a set of best practices to be used to structure current university committees and guide processes for the ongoing operation of those committees.
 - Concerns about irregular practice within shared governance should be reported to the UCC.
 - The UCC, after broad consultation with appropriate constituencies, may consider and recommend to the President the creation of additional UPCs or the conversion of long-standing *ad hoc* committees or task forces into permanent committees if the UCC deems it responsive to the needs of shared governance.

Committee Appointments

- The membership of a UPC, or the equivalent, should reflect four domains of competencies: relevant skill, experience, and knowledge; respect of constituencies; connections to established stakeholder-networks; and appropriate intergenerational and rank representation.
- All tenure-stream faculty, senior lecturers, and lecturers (on renewable terms) are

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eligible to serve on UPCs and other university committees or task forces, unless a committee's charge specifies explicit membership restrictions.

- Staff, with the permission of their supervisors, are eligible for staff slots on UPCs and other University committees or task forces.
- Those who serve on UPCs, University committees, and University task forces should be appropriately credited for their university service in their faculty or staff evaluations.
- Jesuit School of Theology faculty and staff are eligible for membership on UPCs and governance level committees and task forces.

Responses and Appeals

- If approval of a policy change is required by an authority, beyond that of the administrator on the UPC or its equivalent, that authority shall respond within 45 days of receiving the proposed policy change. If a response is not received within 45 days, the proposing committee shall remind the authority of the need for a decision.
- If the administrator chooses to reject or significantly modify a recommended policy change advanced by a UPC or its equivalent, the administrator shall attend a future committee meeting to discuss the reasons for that decision and to explore whether an alternative solution might be acceptable.
- As stated in the [Charter](#), "In rare instances where a UPC and appropriate administrator are unable to reach agreement, even after further discussion following the administrator's response, the UPC may submit its position document to the President."

Relations with Trustees

- After each Board of Trustees meeting, the President's update blog and accompanying email sent to faculty and staff shall include a brief description of special presentations, discussion items reported out, and action items approved at the meeting.
- For each Board of Trustees meeting, efforts should be made for Trustees to engage in formal or informal social contact with a select group of faculty, staff and/or students.

Orientation

- Orientation programs for new faculty and staff should include an introduction to shared governance at Santa Clara University presented in consultation with the UCC.