Recommendations to Enhance Shared Governance

The University Coordinating Committee (UCC) and the President reviewed the recommendations submitted by the Executive Task Force on Governance; solicited input from the campus community through an online feedback process; consulted with the Academic Affairs Committee, Planning Action Council, Faculty Senate Council, and Staff Senate; conducted a University forum; and surveyed the faculty and staff to gauge their support for the revised recommendations. The UCC and President endorsed the following recommendations on June 19, 2012.

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 at http://www.scu.edu/governance/committees/policy.cfm.
- 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 at http://www.scu.edu/governance/committees/policy.cfm.

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 will send electronic copies of the agenda and minutes, respectively, to the Faculty and Staff Senate presidents and to the governance webmaster for immediate posting at http://www.scu.edu/governance/committees/.
- In August, each UPC will submit to the governance webmaster an annual summary report, in a concise standardized format, and the next year’s membership roster. 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 2008 Charter at http://www.scu.edu/governance/committees/policy.cfm when deliberating on the recommendations from a UPC.
- Members of University committees and task forces should be provided in a timely manner with the information they need for fruitful discussion and policy consideration.
- 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/report at http://www.scu.edu/governance/committees/.
- Before and after each Faculty Senate Council and Staff Senate meeting, the corresponding chair will send electronic copies of the agenda and minutes, respectively, to the governance webmaster for immediate posting at http://www.scu.edu/governance/committees/.
- The Provost will regularly direct University Trustees sitting on their 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 UPC charter at http://www.scu.edu/governance.Committees/policy.cfm. 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:
  - Each September, the UCC will advise the members of the Faculty Senate Council (FSC) and the members of the Staff Senate (SS) of known positions (on UPCs or the equivalent, task forces, etc.) that need to be filled by the UCC over the coming academic year. The governance webmaster will also indicate these positions on the governance website. The UCC will ask that the FSC and SS, or any of their members, forward suggestions for faculty and staff to fill these positions.
  - Throughout the year the UCC may again ask the FSC or SS members for additional names of faculty or staff for consideration for 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. The UCC will also distribute (at minimum every three years) a questionnaire 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.
  - 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. Concerns about irregular practice within shared governance should be reported to the UCC.
- 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.
- At the start of each quarter, the chairs of the UPCs and other governance-level committees will email their committee’s goals for the coming quarter to the UCC; the governance webmaster shall post these at http://www.scu.edu/governance.Committees/ in accord with the UPC charter.

1 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. The FSC and SS should be able to provide to the UCC a wide-ranging pool of candidates who have relevant interests and skills.
• The UCC, after broad consultation with appropriate constituencies, may consider and recommend to the President the creation of additional UPCs or the conversion of longstanding *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 eligible to serve on UPCs and other university committees or task forces.
• 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 authority chooses to reject or significantly modify a recommended policy change advanced by a UPC or its equivalent, the authority 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 UPC charter at [http://www.scu.edu/governance/committees/policy.cfm](http://www.scu.edu/governance/committees/policy.cfm), “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**

• On the University governance website, add brief paragraphs explaining the roles that the Trustees and Regents play in the life of the University.
• To the Board of Trustees page, add a list of the current Trustee committees and their charters.
• 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, try to plan an opportunity 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.
APPENDIX  (taken from Section 2.9 of the Faculty Handbook)

University governance is exercised through several University Policy Committees and the University Coordinating Committee.

University Coordinating Committee
The purpose of the University Coordinating Committee is to make governance more efficient, effective, and responsive. Its duties are (1) to coordinate the work of the University Policy Committees, (2) to appoint to each University Policy Committee members who are competent to perform the work of that committee, and (3) to guarantee appropriate consultation and efficiency in the overall process of University governance.

University Policy Committees
University Policy Committees are collaborative governance bodies whose members include administrators and other appropriate individuals, according to the specific area of responsibility entrusted to a University Policy Committee. University Policy Committees are the final collaborative governance bodies with the authority to (1) formulate and recommend new University policy and major strategic change, and (2) review significant change in existing policy. The purpose of each of the six University Policy Committees is summarized in the next sections.

• **Academic Affairs Committee** - The Academic Affairs Committee works with the Provost to improve teaching and learning and the quality of academic programs. In that capacity, it serves as the final locus of dialogue in the formulation of University policies, procedures, and guidelines that relate to academic affairs.

• **Faculty Affairs Committee** - The Faculty Affairs Committee works with the Provost to promote the professional development of faculty. In this capacity it serves as the final locus of dialogue in the formulation of University programs, policies, and procedures pertaining to the responsibilities of the faculty.

• **Staff Affairs Committee** - The Staff Affairs Committee works with the Vice President for Administration and Finance to promote staff development and to improve the quality of service and support provided. In this capacity, it serves as the final locus of dialogue in the formulation, review, and recommendation of policies and initiatives pertaining to the responsibilities, rights, and compensation of non-union staff members.

• **Student Affairs Committee** - The Student Affairs Committee works with the Provost to promote the quality of the Santa Clara educational experience as related to co-curricular programs and student support services. In that capacity, it serves as the final locus of dialogue in the formulation and recommendation of major policies and program initiatives that affect student life and that contribute to student satisfaction and success.

• **University Budget Council** - The University Budget Council works with the President to develop and recommend the annual macro budget in the context of long-range financial planning.

• **Planning Action Council** - The Planning Action Council works with the President to promote, coordinate, and oversee planning at the University level. It attempts to link the University’s programs and services with its mission, markets, and resources.