This report contains recommendations for improving the health of shared governance at UC Davis. The effectiveness of these recommendations is entirely dependent on our ability to implement them. This committee was commissioned by the Executive Council and we recommend that the Executive Council assume overall responsibility for implementation. But much of the Senate must ultimately be involved in implementation. In this section we propose an implementation plan that suggests individuals and groups to whom the Executive Committee should delegate the direct responsibility for overseeing the implementation of particular recommendations.

The recommendations cover a wide range of issues. Implementing some will require the cooperative action of the Senate and the Administration. Most can be implemented by the Senate acting alone. Some will require the action of individuals, most often the Chair of the Division. Some can be implemented quickly. In fact, steps are already being taken to implement a few of these recommendations. Others may require lengthy negotiations and/or approval processes. And the Executive Committee may choose not to pursue implementation of some of these recommendations at this time.

In the rest of this section, specific recommendations are bulleted with a reference to the section of the report in which the original recommendation appears in square brackets at the end of the recommendation. Recommendations are listed according to the person or group we believe should be delegated the implementation responsibility.

### 10.1 The Executive Council

Some of the recommendations of this report are addressed directly to the Executive Council. Most suggest the creation of special committees and task forces, which would be delegated the task of implementing particular sets of recommendations. Specifically, we call for the formation of the Special Committee on the Website, the Special Committee on Record Keeping, the Special Committee on Senate Operations and a series of taskforces to review school and college bylaws. Recommendations to be addressed by each of these are detailed in subsections below. In addition, there are a few general recommendations regarding the functioning of the Executive Council in the next subsection.

#### 10.1.1 General Recommendations

1) The Special Committee on Shared Governance should be extended to oversee implementation of recommendations in this report.
2) Special committees and taskforces should be used more frequently to move business through the Senate in a more efficient manner. [3.8]
3) The Senate’s budget review processes should be restructured in order to provide allow the faculties of the schools and colleges to advise on the budgets for their units. [4]
10.1.2 Recommendations Concerning Interaction with the Administration

A relatively small number of our recommendations will require direct interaction with the Administration. The Chair should be responsible for referring these matters to the Administration and requesting their assistance in implementing them. These include:

4) All requests from the Administration to appoint members to joint committees should be directed to the Chair of the Division [2.2]
5) The Chancellor or Provost should meet with the Executive Council no less than every other meeting and the Senate should insist that this meeting be regarded as a priority for which the Chancellor and Provost keep their calendars clear. [3.7.1]
6) The Senate’s information-technology capacities – in hardware, software, and support staff – should be independent and report to the Chair, not to the Provost. [7.3.1]
7) Senior academic administrators should have the stature of the most accomplished members of the Senate [1.2]
8) Deans must recognize that the Faculty (through its Chair and Executive Committee) are the voice of the Senate at the school and college level and must not be bypassed or ignored on matters within their competence. [6.2]
9) Deans must enforce Senate regulations that have been delegated to the deans’ offices. [6.2]

10.1.3 The Special Committee on Shared Governance

The Special Committee on Shared Governance should be charged with implementing the following recommendations:

10) The divisional bylaws should be amended to prohibit Senate members with administrative appointments serving as formal Senate representatives to joint committees. [2.1]
11) The divisional bylaws should be amended to reflect an expectation that committee members are appointed for two-year overlapping terms. [3.3]
12) The enabling bylaw of the Committee on Committees should be revised to recognize two competing objectives: first, the Committee on Committees should be able to reappoint members whose terms have expired without limit; but, second, should recognize the desirability of turnover that draws fresh talent to committees and spreads experience over Senate membership. [3.3]
13) The divisional bylaws should be amended to reflect a general expectation that a committee shall have a chair and a vice-chair, each serving one-year terms. A vice-chair should normally be appointed from the current membership of the committee and appointment as vice-chair should normally result in automatic succession to the chair in the next year. [3.3]
14) The divisional bylaws should be amended so that the Representative Assembly be given limited authority to direct the actions and policies of divisional committees ex ante. [3.4]
15) Davis Division Bylaw 33 (c) should be amended to require Executive Council approval of any request by the Regents, the President, or the Chancellor to co-opt divisional committees by imposing additional duties upon them. [3.4]
16) Divisional bylaws should be amended to require that any enforceable policy of a
divisional committee be recorded with the Secretary, numbered and with a clear
descriptive title, a date of adoption, including a record of the vote of the committee, and a
citation of the authority under which the committee acts. All policies should be available
on the Senate website. [3.4]
17) The divisional bylaws should be amended to permit the dismissal of an officer, or the
chair or member of a committee for failure to perform his or her duties. [3.4]
18) The divisional bylaws should be amended to require that annual reports be submitted to
the Divisional Chair by August 31st for transmittal to the first meeting of the
Representative Assembly in the fall quarter, rather than in the spring quarter. [3.5.3]
19) The current procedures for electing at-large representatives to the Representative
Assembly should be eliminated. In their place each standing divisional committee should
select a representative from its membership, who might, but need not, be the chair of the
committee. [3.6]
20) The Representative Assembly, on nomination by the Committee on Committees, should
appoint a parliamentarian who is not a voting member and who serves at the pleasure of
the Representative Assembly. [3.6]
21) The Representative Assembly should be able to call for a mail ballot of the Division by a
direct resolution. [3.6]
22) The Executive Council should be able to call for a mail ballot of the Division by a direct
resolution. [3.7.1]
23) The divisional bylaws should be amended to establish the membership of the Executive
Council to include: the Chair, Vice-chair, and Secretary of the Division, the
representatives and first alternate representative to the system-wide Assembly, the chairs
of the Faculties of the Schools and Colleges, and the chairs of the following committees:
Academic Personnel; Academic Planning and Budget Review; Admissions, Elections,
Rules, and Jurisdiction; Graduate Council; Undergraduate Council; and Research. [3.7.1]
24) The Executive Council should be empowered to receive the reports of Senate members
appointed by the Senate to joint Senate/Administrative committees (see Section 2.2) and
who do not otherwise report to a standing committee of the Division. [3.7.1]
25) Davis Division Bylaw 50 should be amended to the effect that all of the members of the
Committee on Admissions and Enrollment, except the chair, should be representatives of
the schools and colleges and the committee most closely associated with undergraduate
education. [3.7.4]
26) The Committee on Academic Planning and Budget Review should be renamed the
Committee on Planning and Budget. [4]
27) The membership of the budget committee should be restructured to include either the
chairs of the executive committees of the large campus colleges, or the chair of the
college budget committee if there is one. [4]
28) At-large members of the budget committee should be retained and the four at-large
members should be appointed to staggered three-year terms. [4]
29) The Divisional Vice-Chair should be made an ex-officio member of the budget
committee. [4]
30) The Divisional Bylaws should be amended to authorize the Chair, at his/her discretion, to
create specialized advisory task forces. [5]
31) The new office of Chair-Elect should be created. That individual (who could be the current or a previous Vice Chair) would be appointed by the Committee on Committees and noticed at a Representative Assembly meeting early in the Winter quarter of the second year of the incumbent Chair’s term. [5]

10.1.4 The Special Committee on the Website

The Special Committee on the Website should be charged with a) redesigning the existing divisional website, b) developing a handbook for members of the Senate as part of the website, c) recommending a permanent guardian for the site and d) recommending appropriate levels of staff support for the website. Specific recommendations to be implemented are:

32) The home page of the UC Davis website be revised to include a convenient link to the Academic Senate website, as is the case with the UCOP home page. [7.3.1]
33) A new Faculty Handbook should be developed as a subpart of the redesign of the website. [7.3.3]
34) The Special Committee should be given the discretion to devolve the creation of the handbook onto an adjunct committee or subcommittee that will work closely with the main committee. As a spin-off, a new, short brochure (“The Senate and You”), that can be given to all members and used in orientations, should be created. It should be updated from time to time. [7.3.3]

10.1.5 The Special Committee on Record Keeping

The Special Committee on Record Keeping should be charged with developing means to keep accurate records of Senate activities. These records should be well organized and easily searchable.

35) The archiving practices in the offices of the Division should be reviewed with the Executive Director of the divisional Senate and guidelines for committees on standards and procedures for archiving committee records should be developed.

36) The standards and practices governing annual reports of committees should be reviewed.

37) The Special Committee should work with the Special Committee on the Website to determine the most effective way to make the records of divisional committees publicly accessible.

38) The Special Committee should consider whether the Division would benefit from a new officer, Divisional Archivist, whose duties would include overseeing the maintenance of Senate records.

39) Requirements for storage space and access to Senate records should be developed.
40) The divisional bylaws that govern record-keeping should be reviewed and necessary modifications recommended to the Special Committee on Bylaw revision.

41) **10.1.6 The Special Committee on Senate Operations**
The Special Committee on Senate Operations should be charged with assessing the staffing and budget levels needed to deliver Senate responsibilities adequately. This committee should review – among other things – the adequacy and appropriateness of support for committees and Faculties that are not funded out of the divisional Senate office. The committee should work with the Special Committee on the Website on the Senate’s information-technology infrastructure (Section 7.3.1) to determine a) whether Senate IT infrastructure is adequate; b) whether IT infrastructure and technical support would be more effectively housed in the Senate offices rather than shared with the Provost’s Office; and c) if the IT infrastructure remains in the Provost’s Office, whether the principle of independent control is sufficiently respected or could be enhanced through firewalls or other technical devices.

42) **10.1.7 School and College Taskforces on Bylaws**
In addition to the three special committees described above, we recommend that a Taskforce on Bylaws be established for each School or College. Each taskforce should consist of representatives of that Faculty and one member of the Committee on Elections, Rules, and Jurisdiction. The charge of each taskforce would be to review the Faculty’s bylaws, to identify all the ways in which those bylaws may be out of conformity with Senate rules, and to propose amendments that would bring them into conformity. These taskforces would report to and be coordinated by the Committee on Elections, Rules, and Jurisdiction. [6.1]

**10.2 The Senate Staff**
Implementation of many of the recommendations made here will require the cooperative efforts of the Chair and the Staff. These include:

43) Records of advice provided should be available on the Senate website. [2.1][note: This will require coordination with chairs of standing committees and the Special Committee on the Website.]

44) All elections in the Division be conducted electronically. [3.5.4][note: this may require coordination with the Special Committee on Bylaw Revision]

45) The call for election of departmental representatives should include a description of the duties of the representative, referring to the substance of the deliberations rather than the need to attend meetings, and stressing that an appropriate representative should be a member who is engaged substantially in the workings of his or her department, ideally with the experience of other Senate service. [3.6]

46) Attendance rules already incorporated in divisional bylaws should be more aggressively enforced. [3.6]

47) The presentations of the citations for teaching, public service and other awards should be eliminated from the agendas of the Representative Assembly. [3.6]
48) At the beginning of each year, each representative to the Representative Assembly should receive a communication from the Chair of the Division about the Representative Assembly in general, its importance, and the prospects for the coming year. [3.6]

49) The meeting call for the Representative Assembly should contain a compact, informative executive summary of all action items for the meeting. [3.6]

50) A period of the Executive Council meeting before the appearance of the Chancellor or Provost ought to be devoted to preparing for their appearance with presentation of essential background materials and discussion of the issues that should be discussed with them. [3.7.1]

51) Letters of recognition of Senate service should be sent to members of committees. Copies should be sent to the relevant department chair and dean, the Vice Provost for Academic Personnel, the Committee on Academic Personnel, and the appropriate college personnel committee. [7.2.3][note: This will require coordination with chairs of the standing committees]

52) The Senate should organize an orientation/reception for members who have been on campus approximately two years. While the program should be developed to promote general knowledge of the Senate, special emphasis be given to personnel issues and the Senate’s role in the process. [7.3.2]

53) The Senate should make every effort to use mass e-mails effectively. [7.3.4]

10.3 Chairs of Standing Committees

Many of the recommendations address the operations of the chairs of standing committees of the Senate. Principal responsibility for implementing these recommendations falls on the chairs of those committees. But, because of the rapid loss of institutional memory resulting from the short tenures of most chairs, the Senate staff must also assist with the both the initial and ongoing implementation.

54) Only individuals appointed as representatives of Senate standing committees, the Divisional Chair, or the Executive Council should serve on joint committees as representatives of the Academic Senate. [2.2]

55) At the beginning of the academic year, each standing committee should develop its agenda for the year and establish goals. The chair of each committee should report this agenda to the Divisional Chair, who will report it to the Executive Council. Each committee’s annual report should include a description of issues that the committee should consider in the succeeding year and whether their current form is the most efficient to execute their charge. [3.3]

56) Each standing committee should engage in an annual period of self-examination in which they address the questions of whether their current form is the most efficient to execute their charge. [3.5.1]

57) Where feasible, committees should conduct substantial parts of their business electronically. [3.5.4]

58) Chairs of Senate committees should be required to keep records of the participation of all members in the committees. [7.2.3]
10.4 The Divisional Chair

The responsibility for implementing many of the recommendations will fall on the Chair. Those recommendations include:

59) A committee or working group should be appointed to prepare a handbook for the chairs of divisional committees, including the chairs of the Faculties of Schools and Colleges, to guide them in the performance of their responsibilities.

60) A retreat should be organized at the beginning of each academic year for the chairs of divisional committees and such others as the Chair expects to be useful. [3.3]

61) The Chair of the Division work with the Committee on Elections, Rules, and Jurisdiction to develop a more appropriate order of business for the Division. [3.6]

62) The Committee on Elections, Rules, and Jurisdiction should be charged to develop a simplified crib sheet on the rules of order for the meetings, so that each member can have immediate guidance on how to work in a parliamentary setting. [3.6]

63) The Executive Council should refrain from judging or redesigning the work of a standing committee [3.7]

64) The Chair should establish connections with the Chairs of the Academic Federation and the Staff Assembly, and the elected officers of the ASUCD. [5]

65) The Chair of the Division should actively seek to reestablish and maintain had routine, cordial relations with the appropriate reporters and editors of the California Aggie and the Davis Enterprise, and to make an effort to orient those journalists to the Senate and to issues before it. [5]

66) The Committee on Academic Personnel and the faculty personnel committees should be required (a) to conscientiously apply the balancing test of APM 210-1 (d) and (b) to regard failure to credit service adequately as the basis for an appeal of a personnel decision. [7.2.3] [note: this may require consideration of bylaw changes by the Special Committee on Bylaw Revision]

67) The Chair of the Division and the Chair of the Committee on Academic Personnel should negotiate with the Vice Provost for Academic Personnel that letters documenting Senate service (positively or negatively) be made a mandatory item in the personnel review packet. [7.2.3]

68) In general, the Committee on Academic Personnel should expect a significant record of Senate service for advancement to professor step VI or professor above-scale.

69) The Chair of the Division should solicit from the chairs of every standing or special committee each year information about particularly meritorious service on the part of any member. [7.2.3]

70) Letters of recognition for Senate service should be sent to members of committees. [7.2.3]

71) The Committee on Committees should take special care to ensure the participation of three groups: the most academically prominent members of the Senate, Senior assistant professors and new associate professors, and emeriti. [7.2.4]

72) The Committee on Committees should investigate ways to draw people into Senate service who previously have done little or none. [7.2.4]

73) The Chair of the Division should negotiate the right to a regular column on Senate matters in Dateline. [7.3.4]
74) The Chair of the Division should request that the operational budget of the divisional Senate office be immediately raised to the level of the next most poorly supported divisional senate office (UCLA) requiring increase of 3 FTE and $300,000.

75) The Chair of the Division immediately begin negotiations to establish independent budgetary authority for the Senate [8.4]

10.5 The Representative Assembly

Two of our recommendations should be forwarded directly to the Representative Assembly by the Chair and/or the Executive Council:

76) The Representative Assembly should adopt a resolution that (i) forwards this report to the dean of each school or college; (ii) outlines the delegated authorities of the Academic Senate; (iii) reminds each dean that the Faculty (through its Chair and Executive Committee) are the voice of the Senate at the school and college level and must not be bypassed or ignored on matters within their competence; and (iv) particularly insists on the enforcement of Senate regulations where they have been delegated to the deans’ offices. [6.2]

77) An annual Distinguished Senate Service Award should be created. It would be awarded to the single individual who, in any year, best exemplifies the spirit and practice of service to the Senate through the breadth or depth of his or her commitment and through demonstrated achievements. [7.2.3]