

Roles and Responsibilities of Senate Analysts and Administrative Consultants

Developed by a joint workgroup of Senate and UCOP staff, August 2011

I. Purpose

To promote good relations, clear communication and adequate consultation on a wide range of issues considered by the University's administration and systemwide Academic Senate, Senate and UCOP staff have developed the following processes and recommended practices:

- A. **Selection and Appointment of Consultants:** Annual appointment of consultants, approved by their respective department heads, in response to formal Senate request. (See section V for details of the Selection Process).
- B. **Fall Orientation Event:** Annual gathering of all analysts and consultants with the following objectives:
 - i. Provide introductions to encourage building relationships throughout the year;
 - ii. Hear from both Senate and OP leadership about the importance of shared governance;
 - iii. Articulate expectations for the roles and responsibilities of analysts and consultants;
 - iv. Share "best practices" from veteran analysts and consultants.
- C. **Mid-Year Meeting:** Convene all analysts and consultants mid-way through the year to discuss themes emerging in the various committees; and to address any process or logistical issues that have arisen.
- D. **End-of-Year Feedback Session:** Convene all analysts and consultants at the end of the academic year to de-brief; and to make any changes to the orientation for the fall.
- E. **Periodic meetings between consultants and Senate analysts:** Throughout the year, it is expected that the consultants meet as needed with the Senate analysts of the committees they serve to coordinate their work and share information.

II. Role of Administrative Consultants to Academic Senate Committees

- A. Consultants provide subject matter expertise and analytic support to their respective Senate committees during regular meetings.
- B. Consultants provide Senate committees with specific data sets upon request by the Senate analyst. While Senate analysts provide staff support to each committee, they do not have independent access to most UCOP data. Consultants are responsible for coordinating data requests with the Institutional Research (IR) Unit.
- C. Consultants bolster, support, and facilitate the strong relationships and partnerships between Senate committees and the Administration in their respective shared

governance role(s). Maintaining strong relationships between individual analysts and individual personnel is very important to the broad Senate-Administration relationship.

- D. Consultants serve as an important communications liaison between the Administration and the Senate to support good decision-making.
- E. Consultants participate in mutually respectful interchanges, even when there is significant disagreement between the Senate and the Administration.

III. Specific Responsibilities of Administrative Consultants to Academic Senate Committees

- A. The designated consultant must attend all committee meetings as requested by the committee chair for the relevant parts of the agenda. Some consultants may be asked to stay for the entire meeting, except for executive sessions. Consultants may join other portions of the meetings, provided both the chair and other presenters agree. Consultants' principals may attend parts of meetings as their schedules permit and as needed.
- B. Consultants should report to their respective principals regularly, updating them on developments from Senate standing committee meetings.
- C. Consultants and analysts should meet at regular intervals to both de-brief each other on issues discussed at previous meetings and anticipate upcoming issues and/or activities.
- D. Guests from the Administration are routinely invited to specific committee meetings. Unless otherwise specified, it is the responsibility of the designated consultant(s) to brief guests from the consultant's department prior to the meeting.
- E. Consultants will meet with all the Senate analysts three times per year (see above). It is anticipated that these meetings will cover the following broad topic areas:
 - i. Assessing consultant/analyst relations;
 - ii. Assessing chair/consultant relations; and
 - iii. Identification of upcoming issues.

IV. Traits of Successful Administrative Consultants to Academic Senate Committees

- A. Confidentiality: Consultants are expected to know if the materials they present to a Senate committee are confidential or not. If the materials can be shared, they should clearly state any restrictions on further transmittal.
- B. Review Protocols: Consultants should be clear on what specifically must be reviewed by the Senate committee and when the review should be completed. Committees and consultants should clarify and agree when a courtesy notification is sufficient (e.g. of a new policy, etc.), and when ex post facto reporting is acceptable.

- C. Diplomacy: Consultants need to be diplomatic, and should take seriously the campus viewpoints that they hear from committee members.
- D. In addition to the above, successful Consultants are:
 - i. Brief and succinct in comments. They should also avoid stating personal opinions about issues;
 - ii. Candid about what can or cannot be provided in terms of data and analytic support;
 - iii. Proactive in seeking data and analyses relevant to committee's business;
 - iv. Proactive in alerting committees about impending agenda items, activities, reports, etc.

V. Selection Process of Administrative Consultants to Academic Senate Committees

- A. The Senate committee chair, in consultation with the Academic Council Chair and Executive Director, propose functional units, or specific staff members, as consultant(s) for their individual committees. In most cases, consultants do not change from year-to-year, but new ones are occasionally added as the need arises. However, appointments are made on an annual basis.
- B. A letter or email requesting the service of a proposed consultant is made to their department head by the relevant Senate Committee chair through the Chair of the Academic Council. This process is coordinated by the respective Senate analyst.
- C. The department head selects or confirms the appropriate consultant to a specific Senate committee and responds to the letter of request.
- D. A formal appointment letter is then issued by the Senate to the Consultant, with a copy to the department head. The "Roles and Responsibilities of Senate Analysts and Administrative Consultants" is included as an attachment to the appointment letter.
- E. Consultants may serve one or more Senate committees, and Senate committees may consult with representatives of more than one department.
- F. The department head is designated as the "principal" for whom the consultant speaks even though an individual staff member may be the formally designated consultant listed on the Senate committee's roster.
- G. *Guests*: Guests are invited on a meeting-by-meeting basis. Authority for inviting guests ultimately lies with the Academic Council Chair, after consultation with the respective committee chair.

VI. Role of Senate Analysts

- A. Liaison between the committee chair, Senate leadership, and UCOP administration: As the main link between the committee chair and these groups, it is the responsibility of the committee analyst to ensure that all parties are appropriately informed of developments as needed.
- B. Issues management: The committee analyst keeps track of all issues that impact his or her committee(s), which necessitates a close communication link with the committee's consultants.
- C. Committee agendas, minutes, etc: The committee analyst is responsible for drafting all committee agendas, minutes, and annual reports. He/she also drafts correspondence letters, and on occasion, white papers.
- D. Scheduling/Coordination: Although analysts do not schedule the actual meetings, they play an important role in working with chair, committee members, and consultants in organizing the final logistics of the meetings, including scheduling and/or rescheduling iLinc or teleconferences.
- E. Special committees/task forces: As needed, and when appropriate, certain analysts serve on special task forces or committees. Some of these task forces/committees are joint Senate-administrative work groups, which typically include some consultants as well.

VII. "Best Practices" for Successful Analysts/Consultant Relations

- A. Confidentiality: Analysts should not forward consultant presentations and/or other content (usually in electronic format) to the Senate committee members without permission from the consultant. When approval to forward material is granted, the analyst should specify and clarify expectations for further transmittal on the campus.
- B. Review Protocols: Analysts should ask what specifically must be reviewed by the Senate committee and when the review should be completed. Analysts, consultants, and committees should clarify and agree when a courtesy notification is sufficient (e.g. of a new policy, etc.), and when ex post facto reporting is acceptable.
- C. Analysts should provide clarifying questions in writing to the consultant in advance of committee meetings whenever possible.
- D. Analysts should periodically solicit evaluative feedback about the analyst/consultant/ chair relationship.

VIII. Getting Started as an Administrative Consultant

- A. Review the following materials available on the Senate website:
 - i. [Guidelines for Systemwide Senate Committees](#): Although written for committee members, it is useful for consultants to review some parts of the *Guidelines*, as they emphasize review processes and time frames, etc.
 - ii. Daniel L. Simmons' [Shared Governance Primer](#): Last updated in 2009, this important document outlines the delegations of authority to the Senate, organization of the Senate, the interface between the Senate and the Administration, and provides an assessment of shared governance.
 - iii. Role of Senate Analysts: A bulleted list of analyst duties as they relate to Senate standing committees (TBA).
 - iv. [Committee Information](#): Committee charge, bylaws, current roster, recent meeting agendas and minutes, and annual reports.
 - v. [Meeting Calendar](#)

- B. Set up a meeting between the Senate analyst, the previous consultant (if applicable), to discuss the transition. This meeting should include the following topics:
 - i. Questions arising from materials listed above.
 - ii. Committee conventions (including formal and informal practices at meetings as well as for communication between meetings).
 - iii. Sense of priority among multiple items on current committee agenda.
 - iv. Initial date of attendance and introduction to chair/members.
 - v. Additional materials to review from "Reports and Resources" website for each Senate committee.

- C. Work with the Senate analyst to convene a meeting between the Chair of the committee, Senate analyst, and consultant to establish mechanism(s)/practice(s) for relaying information/data, issue discussions, and questions between the consultant and the committee for the coming year. This meeting can take the form of a phone conference or iLinc video conference if a face-to-face meeting is not practical.