

## COMMITTEE ON COMMITTEES POSITION ON ACADEMIC COUNCIL COMMITTEE MEMBERSHIPS

In the collective experience of numerous Committees on Committees, the most productive Academic Council committees have had the 'leanest' operations, i.e., have conducted their meetings with the barest essential standing attendance above the base level of the voting membership. Whatever information is needed for their work must be provided to that membership, of course, and information should be exchanged with other related groups as appropriate, but efforts to accomplish these purposes by enlarging the committee itself should be resisted.

On September 25, 1969, the Senate of the Academic Council approved a recommendation from the First Committee on Committees that Academic Council committees be limited to nine voting members, including the student members. The Senate allowed for an occasional slight increase in size under special circumstances, "but in general we urge that committees be held to a relatively small membership and that major effort be made to develop the tradition that committee members actively participate in committee affairs."

"An administrative officer whose operations are importantly affected by the policies of, and whose operations are reviewed by, a given Committee . . . shall normally be an *ex officio*, non-voting member of the Committee." By Senate action on April 29, 1971, any Council committee is permitted to add "non-voting co-opted members... not to exceed in number one-third of the authorized membership." The CoC advises Council committees to use that option sparingly, however, and to avoid co-opting members on a long-term basis. It is rarely the case that an individual not appointed or designated in the charge is essential to the entire agenda of the committee. Should such a case arise, it should be brought to the attention of the Committee on Committees for resolution.

Guests should be invited to particular meetings as necessary for specific purposes, and should ordinarily leave the meeting when that specific business has been completed. This practice has a significantly different effect upon a working group than the practice of vesting individuals with the continuing right to observe the work of the policy-making committee or to interact with its voting membership on a continuing basis as if a part of the committee. In the latter case, persons not empowered to formulate policy acquire seniority in committee "membership" and may be assumed to have (or may assume) proprietorial rights with respect to the committee.

The Senate's effectiveness depends in large part on the work of its Academic Council committees, all of which should exercise activist, involved roles in formulating academic policy. Committee meetings must be dominated by the voting membership, which is expected to exercise its independence. Any other participation in the meeting should be subsidiary and should contribute to expediting, not inhibiting, the work of the voting members.