



BYLAWS OF THE UNIVERSITY SENATE

HAMAD BIN KHALIFA UNIVERSITY

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1. ARTICLE 1- PURPOSE

The University Senate, hereafter also referred to as “the Senate”, is the elected body of the University that represents the university faculty and researchers and that provides a forum to exchange, explore, and discuss ideas, initiatives, and proposals beyond the individual university academic and research entities. Through the Senate, the voice of the university faculty and researchers is shared with and communicated to the President and the University Senior Management Team through the Provost and the Vice President for Research with the ultimate goal of promoting innovation and excellence and achieving transparency and shared governance. It serves as an advisory body on academic and research related matters including policies and procedures; academic and research programs and initiatives; teaching and learning; academic and research standards; ethics and compliance; quality assurance and accreditation; the university library; academic and research related resources and infrastructure; technology transfer; intellectual property and commercialization; faculty and researcher’s affairs including hiring, promotion, and retention; and student affairs including non-academic matters of student life and welfare, student-related programs, student support services, and extracurricular activities.

The Senate directly reports to the Provost and the Vice President for Research and is supported by the standing committees identified in Article 6 of the Senate Bylaws that are appointed by the Senate and that report back to the Senate.

2. ARTICLE 2- MEMBERSHIP

2.1 ARTICLE 2.1- SENATE COMPOSITION AND MEMBERSHIP

The Senate shall consist of elected members from the university faculty and researchers who are eligible for membership in the Senate as defined in Article 2.3. The Senate shall be composed as follows:

- Two senators elected by each of the Colleges and Research Institutes, hereafter also referred to as “entity”.
- Seven (7) senators elected at large by all eligible faculty and researchers (can be anyone from any entity with a cap of 2 at large senators per entity).

HBKU employees holding a full time administrative appointment including Associate Provosts, College Deans, Research Institute Executive Directors, and Directors cannot be members.

2.2 ARTICLE 2.2- OFFICERS

Senate Officers are elected during the first Senate meeting of every new academic year and include the following:

- **Senate Chair:** The Senate Chair must be an elected Senator. The Chair shall preside over meetings of the Senate and the Executive Committee of the Senate (ECS) and shall be responsible for formal communication with Colleges, Research Institutes, and the University Senior Management Team.

- **Senate Vice Chair:** The Senate Vice Chair must be an elected Senator. The Vice Chair shall assume the duties of the Chair when the Chair is absent or unable to serve. The Vice Chair shall carry out duties as may be delegated by the Senate, the ECS, or the Senate Chair.
- **Senate Secretary:** The Senate Secretary must be an elected Senator. The Senate Secretary shall work with the Chair and the ECS to prepare meeting agendas and meeting materials to be communicated to members prior to the meeting and to prepare the draft minutes of meetings to be reviewed by the Chair and circulated to members via e-mail for their review. The Secretary shall keep the minutes and the records of the Senate and shall carry out duties as may be delegated by the Senate, the ECS, or the Senate Chair.
- **One at large Member:** One University at large member who must be the elected Senator who received the highest number of votes among the University at large elected Senators and who shall carry out duties as may be delegated by the Senate, the ECS, or the Senate Chair.

2.3 ARTICLE 2.3- MEMBERSHIP AND ELECTION ELIGIBILITY

The Senate shall be composed of elected members only. Eligibility for being a senator and for the election of senators includes the following criteria:

1. Full-time employees serving as faculty or researcher with a contractual appointment with a College or a Research Institute and holding an academic professorial appointment at the level of Assistant Professor, Associate Professor, Full Professor, Clinical or of the Practice professorial titles, or equivalent, or holding a research appointment at the level of Scientist, Senior Scientist, Principal Scientist, or equivalent.
2. Not holding a full time administrative position.
3. Have served as a faculty member or researcher at HBKU for a minimum of 2 years.
4. Are currently on an indefinite contract or contract still running for at least 2 more years.

An eligible faculty or researcher who is affiliated with two or more entities may vote in and be elected from only one entity which is the entity of his/her primary affiliation.

The membership of a member shall be terminated immediately if:

- The member is appointed to a full time administrative position within the university.
- The member is appointed to another entity different from the one he/she has been elected to represent.
- The member resigns or his/her employment contract is terminated.
- The member fails to attend a total of three regular Senate meetings within an academic year without a valid reason.

The membership of a member shall also be terminated if a recommendation for removal is approved by at least two-thirds of the Senate members, provided, however, that the proposal for removal is presented at one meeting and acted upon at the next meeting to provide the member with the opportunity to appear before the Senate at its next meeting to defend his/her actions.

When there is a need to replace a Senate member who was elected by one of the university entities, the ECS will designate from among the candidates of the most recent entity level election who are not currently members of the Senate, the candidate who obtained the highest election results and who is eligible and available to join the Senate. If not eligible or available, the next candidate with

the highest entity election results will be designated. In case there is no entity level candidates available, a new election at the concerned entity is conducted to elect a new member who is to serve the remaining term of the member being replaced.

When there is a need to replace an at large member, the ECS will designate, among candidates of the most recent at large election who are not currently members of the Senate, the candidate who obtained the highest election results among this group of candidates and who is eligible and available to join the Senate. If not eligible or available, the next candidate with the highest results will be designated. If no candidates are available, a candidate in the entity level election of the entity with the highest number of faculty and researchers who is not currently a member of the Senate, will be invited to join as an at large member until the next election. If no candidate is available at that entity, a candidate from the entity with the next highest number of faculty and researchers will be invited and so on until the position is filled. In case there is no candidate available, a new university at large election is conducted to elect a new member who is to serve the remaining term of the member being replaced.

2.4 ARTICLE 2.4- ELECTION PROCEDURE

Elected members of the Senate include entity level members elected by each entity and at large members elected by the University at large. The nomination process, balloting, and elections are organized centrally by the ECS. For both entity level and at large based elections, the ECS is responsible for the following:

1. Organize the nomination and election process for both the entity level election and the University at large election.
2. Announce the elections at least one month in advance of the time of the election.
3. Submit to the Senate a certified list of eligible electors in their respective entity in accordance with Article 2.3 - Membership and Election Eligibility of the Bylaws of the Senate.
4. Notify the eligible electors of the upcoming elections, and invite nominations of interested and eligible members for both the entity level and University at large elections.
5. Receive the nominations for both the entity level election and the University at large election. The nomination should clearly specify whether it is for the entity level election or for the University at large election. Eligible members can nominate themselves or other members. No double nomination is allowed, i.e., members cannot be nominated for both entity level and University at large elections.
6. Draft the ballot (with the names of all nominees at the entity level and University at large elections). There shall be a single ballot with the names of both, the eligible nominated candidates for the entity level election and all eligible nominated candidates for the University at large election, and each voting member is only allowed a single vote where the voting member selects only one entity level candidate and only one University at large candidate.
7. Organize the election that shall take place either (i) with the physical presence of representatives of eligible members at a particular time and place or (ii) electronically using a secure online election software managed by the ECS.
8. Keep confidentiality of the votes and take note of all eligible members who cast their votes.
9. Collect the election ballots and supervise the counting of votes.

10. Transmit the election results to the Senate.
11. Resolve any claims against the voting results. Claims against the results can only arise in the following cases:
 - a. Eligible members are not allowed to vote;
 - b. The announcement of the elections was not publicly shared with all eligible members;
 - c. Serious irregularities taking place during the voting process.

The details of the election process for the entity level and University at large elections are as follows:

A. ENTITY LEVEL ELECTIONS PER ACADEMIC AND RESEARCH ENTITY

1. Each academic and research entity, as defined in section 2.1 of the Bylaw selects two Senate members.
2. The candidate(s) that achieve the highest votes within the entity shall be elected to the Senate without any further qualifications.
3. If any entity level candidate elected to the Senate is unable or unwilling to serve during the elected term, the first non-elected candidate with the subsequent highest vote in the concerned entity shall be designated to serve in that representative's place and for that specific term duration.
4. If no candidates are available within the concerned entity, a new entity level election should be organized by the ECS for that particular seat for that particular entity and for that specific term duration.

B. UNIVERSITY AT LARGE ELECTIONS FOR MEMBERS ELECTED AT LARGE

1. As defined in section 2.1 of the Bylaws, there are 7 senators elected by eligible members within the University, with a cap of 2 at large senators from any entity.
2. A candidate shall be considered elected to the Senate under this process on the basis of a simple majority. The first 7 candidates achieving the highest votes without violating the cap of 2 senators per entity, shall be elected to the Senate.
3. If any member elected at large is unable or unwilling to serve for the elected term, the first at large candidate with the subsequent highest vote among at large candidates who were not elected to the Senate and whose designation will not result in the violation of the cap of 2 at large senators per entity requirement shall be designated to serve in that representative's place and for that specific term duration.
4. If no candidate is available, a candidate in the entity level election of the entity with the highest number of faculty and researchers who is not currently a member of the Senate and who will not violate the 2 at large senators per entity requirement, will be invited to join as an at large member until the next election. If no candidate at that entity is available and willing to join the Senate as an at large member, a candidate from the entity with the next highest number of faculty and researchers who will not violate the 2 at large senators per entity requirement will be invited and so on until the position is filled. If no candidates are available or willing to join the Senate, a university at large election should be organized by the ECS for that particular seat and for that specific term duration.

2.5 ARTICLE 2.5- TERMS OF OFFICE

Members of the Senate, once elected, shall take office on the first day of the first semester in the academic calendar (fall semester) that follows the election. Elections are held at a pre-defined election time, typically occurring prior to the fall semester. Elected senators shall serve for a term of 4 years except for the initial election of the Senate where entity level elected members receiving the lower votes at their entity and three of the seven at large members with the lowest votes among the at large elected members will serve for a term of 2 years. This will ensure a staggered membership and knowledge transfer within the Senate. Senators are eligible to serve again for a second term of 4-years if re-elected. A member of the Senate who has served two successive terms on the Senate shall be ineligible for re-election to the Senate at the end of the second term but shall become eligible again to serve after a break of at least 1 year.

2.6 ARTICLE 2.6- SENATORS' RESPONSIBILITIES

The Senators' responsibilities during their mandate include the following:

1. Read, acknowledge, and adhere to the bylaws of the Senate.
2. Declare any conflict of interest and act in the best interests of the University.
3. Attend and be prepared for Senate and Senate Committee meetings.
4. Engage in debates and discussions with thoughtful consideration while exercising civility and collegiality.
5. Vote when needed, on Senate recommendations related to matters discussed by the Senate.
6. Maintain confidentiality of all information and disclose information only when appropriate.
7. Communicate with faculty and researchers at the entity they represent about pertinent issues raised and discussed by the Senate.
8. Build awareness and promote the value of shared governance within their respective entity and the University overall.
9. Recommend innovative programs and initiatives to assist in connecting HBKU with the community.
10. Advocate and work for an equal and diverse environment for faculty, students, and staff while promoting HBKU pillars of excellence, innovation, and partnership.
11. Embrace cultural diversity and champion a connector and consensus-builder attitude for litigious challenges.

3. ARTICLE 3- MEETINGS

At the last scheduled regular meeting of each academic year the Senate shall establish a meeting calendar for its meetings to be held in the following academic year.

Senate meetings are classified into two different categories:

A. Regular Meetings: The Senate convenes in regular meetings at least six (6) times during the academic year. Written notice of time, place, and agenda of all regular meetings shall be sent to all members of the Senate at least one week in advance. Any Senate member may propose an agenda item by contacting the Senate Chair or Secretary. Further, any University community member not on the Senate may contact the Senate Chair or Secretary to propose an agenda item. These requests shall be approved by the ECS by a simple majority vote of its members before their inclusion in the Senate meeting agenda.

B. Special Meetings:, Special meetings of the Senate may be called by the Senate Chair or Secretary upon request by the ECS or by at least 9 Senators. Notice of such special meetings shall be sent to all members of the Senate as far in advance as is convenient. In the case of an emergency necessitating a special meeting on short notice, every effort shall be made to advise the members through email. No recommendation made at a special meeting session shall be considered and communicated as a Senate recommendation unless approved by a majority vote.

The Senate Secretary shall take attendance of the members at each meeting and shall issue an annual report on this matter.

3.1 MEETING PROCEDURES

Place of meetings: Meetings shall be held at any place within HBKU or online. The specific date, time and location of which will be designated by the ECS and communicated by the Chair or the Senate Secretary.

Meeting Time: Meetings shall be held during normal working hours, Sunday through Thursday, regardless of the type of meeting.

Meeting frequency: A total of at least six (6) meetings per academic year: August through May, but special meetings can be called for anytime as stipulated in Section B of meetings.

Notice of Meetings: All notices of meetings shall be sent not less than two weeks before the date of the meeting.

Proxy: No proxy or substitutes are allowed in the case when an elected member cannot attend a meeting.

Attendance requirement: All members of the Senate shall make every effort to attend all meetings. Members shall attempt to avoid conflicts between their academic and research schedules and the meetings of the Senate and its committees. In the event of an unavoidable conflict, it is expected the members will choose the resolution most favorable to their academic and research obligations. Any member who cannot attend a meeting shall notify the Chair or the Secretary that s/he will be absent.

In the event any elected member fails to attend, without a valid excuse, three meetings per academic year, she/he will lose her/his membership, and she/he will be replaced by a new member from the corresponding pool of candidates as defined in Article 2.3.

Guests: All faculty and researchers satisfying the Senate membership eligibility criteria may attend Senate meetings as guests with no voting privileges, except when the Senate is in closed session. The Senate Chair or the Senate Secretary following prior approval by the ECS, may invite faculty, researchers, students, staff, or university administrators to attend any of the Senate meetings as guests to provide information and insights relevant to the agenda items scheduled for discussion.

Guests shall not vote on any Senate business but may be granted the right to speak by the Senate Chair.

3.2 MEETINGS MINUTES AND AGENDA

Minutes: Official minutes shall be taken by the Senate Secretary and reviewed by the Chair or the Vice Chair before their circulation by email to all members before the next regular meeting. Meeting Minutes shall include (1) the date, time, and location of the meeting ; (2) A list of those present including guests; (3) A list of items discussed and reports presented; (4) Motions presented and voting outcomes.

Meeting minutes shall be made available to members of the Senate within 2 weeks after each meeting. Minutes shall be approved either by email circulation or at the next regular meeting with or without corrections and shall be maintained as a permanent record by the Senate Secretary.

Agenda:

- The ECS shall set the agenda for all meetings.
- The agenda, which includes the time and location of the meetings and the order of business, shall be made available prior to the meetings.

The ECS shall:

- In collaboration with the Senate Secretary, receive materials relevant to the meeting agenda items for all the Senate meetings.
- Approve the formal agenda for each meeting by a simple majority vote.
- Set an agenda that allows for business to be addressed in a reasonable duration of time during the meetings.

For regular business of the Senate, any Senate member may propose an agenda item or submit a proposal by contacting the Senate Chair or Secretary. Further, any University community member not on the Senate may contact the Senate Chair or Secretary to propose an agenda item. These requests will be reviewed by the ECS and eventually added to the Senate meeting agenda following approval by the ECS by a simple majority vote of its members.

For Special meetings, agendas or proposals for discussions are typically set by the ECS. Once these agenda items or proposals are submitted to the Chair or the ECS secretary, the ECS convenes prior to the Senate meeting. ECS will review all agenda items and proposals. ECS will first assess the relevance of the proposals and whether or not it is within the scope and focus areas of the Senate. Once the agenda items or proposals are judged relevant to the Senate business, it is then presented to the Senate in which case the Senate can provide feedback through a recommendation or a position/opinion report.

3.3 QUORUM AND VOTING

- All of the Senate meetings (regular and special) require a quorum to proceed. In the absence of a quorum, business shall not be conducted.
- A quorum shall consist of half the Senate members to include the Senate Chair or the Vice Chair.
- Voting is decided based on a simple majority of members present.
- Senate members are asked to vote on pertinent matters discussed during the meeting following discussions involving all present members.

- Voting shall be by voice or show of hands or using an online medium unless a vote by secret ballot is requested or required.
- Elected members must be present (including online attendance) to vote. There shall be no substitutes or proxies for attending the meeting and/or voting.

4. ARTICLE 4- RESPONSIBILITIES AND FUNCTIONS

The main functions of the Senate are summarized in four areas as described in the following table:

Function	Role	Context
Academic Affairs	Advisory to the Provost	Deliberate and provide input and recommendations on matters that pertain to academic affairs and executive education. This includes academic policies and procedures, academic programs, academic planning and academic initiatives, teaching and learning, curricula, standards of admission, academic standards and accreditation, quality assurance, academic and teaching related resources and infrastructure, the university library, financial aid and scholarships, and graduation requirements.
Research Affairs	Advisory to the Provost and VP for Research	Deliberate and provide input and recommendations on matters that pertain to research including research related policies and procedures, research services, research programs and initiatives, global and regional positioning of research initiatives, research performance, research ethics and standards, research and funding opportunities, sponsored research, research facilities and infrastructure, technology transfer, intellectual property and commercialization, and research directions and priorities.
Researchers and Faculty Affairs	Advisory to the Provost and the VP for Research	Deliberate and provide input and recommendations on matters that pertain to faculty and researcher's, hiring, development, promotion, retention, and welfare. This includes any matter pertaining to faculty and researchers such as faculty and researchers related policies and procedures, professional development and recognition and promotion of teaching, research, and service excellence.
Student Affairs	Advisory to the Provost	Deliberate and provide input and recommendations on matters that pertain to student affairs and faculty-student interactions including student-related policies and procedures, issues facing students, admission and registration, and non-academic matters of student life and welfare, student experience, student-related programs, student support services, and extracurricular activities.

The Senate aims to engage faculty and researchers in debates and discussions that are important for the development of the university while promoting the value of shared governance. This pertains to the overall academic and research mission and vision of the University, its position in the global and regional academic and educational landscape, research directions, student and

faculty welfare, academic freedom, faculty and staff promotion, and student life and experience. The Provost or VP for Research may seek the Senate's input on emerging matters as needed. The Senate's role is advisory and non-binding and typically results in producing a recommendation and/or an opinion paper to express the opinion of the Senate on different topics.

Furthermore, the Senate provides and operates as a direct channel of communication and feedback from faculty and researchers to the University senior management team on any issue pertaining to faculty, researchers and students. The aim is for the Senate to ensure that the voice of faculty and researchers is heard and accounted for by the University senior management.

The Senate may allocate each of the above focus areas to one or more committees. The committees may be standing (Standing Committees) or established on an *ad hoc* basis (*Ad hoc* Committees). The committees shall report to the Senate at least every academic semester unless otherwise agreed.

5. ARTICLE 5- EXECUTIVE COMMITTEE

The ECS is elected by the Senate at its first meeting of each new academic year and includes 7 elected members: the Chair of the Senate, Vice Chair of the Senate, Secretary of the Senate, The at large member elected as a Senate Officer, and the Chairs of the three Senate Standing Committees listed in Article 6.

The function of this committee is outlined in more details below:

1. Responsibilities and roles of the Executive Committee of the Senate

The ECS is to carry out its responsibilities and to provide an effective and productive communication and consultation channel between the President, Provost, VP for Research, and the University faculty and researcher's community at large. Its specific functions and responsibilities are outlined as follows:

1. Organize the Senate elections.
2. Run the day-to-day operations of the Senate.
3. Set the place, date and time for each Senate meeting and the Senate Calendar.
4. Request a special non-scheduled meeting of the Senate.
5. Set the date, and time for each Executive Committee regular meeting.
6. Prepare the agenda for Senate sessions.
7. Call for proposals for matters of discussion within the Senate.
8. Receive proposals, assess the relevance of proposals, and draft Senate recommendations for discussion and consideration during the Senate meetings.
9. Invite, through the Senate Chair or Secretary, guests as defined in Article 3.1, to attend a Senate meeting to discuss related matters.

2. Membership of the ECS

The ECS is composed of the following 7 voting members:

1. Chair of the Senate
2. Vice Chair of the Senate
3. Secretary of the Senate
4. Chairs of the three Senate Standing Committees
5. The at large member elected as a Senate Officer

3. Quorum

A majority of the voting members constitute the quorum.

4. Meetings of the ECS

A prescheduled meeting of the ECS must take place at least ten days before each regular Senate meeting. ECS has the authority to request a special non-scheduled regular meeting of the Senate.

5. Senate Calendar and Agenda of the ECS

At the last scheduled regular meeting of each academic year, the Senate shall establish a meeting calendar, referred to as the “Senate Calendar,” for the Senate meetings to be held the following academic year. The ECS is responsible for developing the Senate Calendar to be announced to and adopted by the Senate during its last meeting of the Academic Year. The Senate Calendar will include the following:

- The date and time of each Senate regular meeting;
- The date and time of each ECS regular meeting;
- The latest date by which material is to be examined at each regular meeting of the ECS must be presented to the Senate prior to that meeting.

The Senate calendar may be revised during the first regular Senate meeting of the new Academic Year if and as needed.

At any of the Senate Executive Committee's regular meetings, the Secretary will announce the deadline for submitting material for consideration by the Executive Committee. Material that is not submitted by the given date will not be included on the agenda and will not be taken into consideration.

6. ARTICLE 6- SENATE STANDING COMMITTEES

The standing committees of the Senate are formed by the Senate and report back to the Senate. The standing committees of the Senate are as follows:

- Academic and Student Affairs
- Research Affairs
- Faculty and Researcher’s Affairs

Members of each of the Senate Standing Committees are appointed by the Senate and the Chair of each committee is elected by the Senate through majority voting. Each committee is convened by the Committee Chair, as needed, and meets at least every academic semester unless otherwise agreed. At the end of each year, the committee submits an annual report to the Senate.

7. ARTICLE 7- AMENDMENTS OF THE BYLAWS

The Senate may submit proposals for amendments of the Senate Bylaws in writing to the Provost and the Vice President for Research for review and endorsement. All amendments are subject to final approval by the President. Amendment proposals must be approved by the Senate prior to their submission to the Provost and the Vice President Research by a simple majority vote of those present during a Senate meeting, provided that a quorum is met and provided that notice of any proposed amendment has been given at a preceding meeting or in writing at least one week in advance of the meeting at which the proposed amendment is to be considered and voted on. This requirement of advance notice may be waived only by unanimous consent of all voting members.

APPENDIX I

PROCESS FOR INITIAL ESTABLISHMENT OF THE SENATE

The Senate will be established in accordance with the following procedures.

1. The procedures for the initial establishment of the Senate will be overseen by the Office of the Provost and his/her designates in close collaboration with the Office of the VP Research and the VP Research designates.
2. The procedures for the initial election of the Senate will follow Article 2.4. However, the process for the initial election will be overseen by the Provost and his/her designates in close collaboration with the Office of the VP Research and the VP Research designates.
3. During the initial election of the Senate, entity level elected members receiving the lower votes at their entity and three of the seven at large members with the lowest votes among the at large elected members will serve for a term of 2 years and may be re-elected if they wish for the next full term. This will ensure a staggered membership and knowledge transfer within the Senate.
4. Once the Senate is initially formed, the Executive Committee of the Senate will oversee the process as stipulated in Article 2.4.