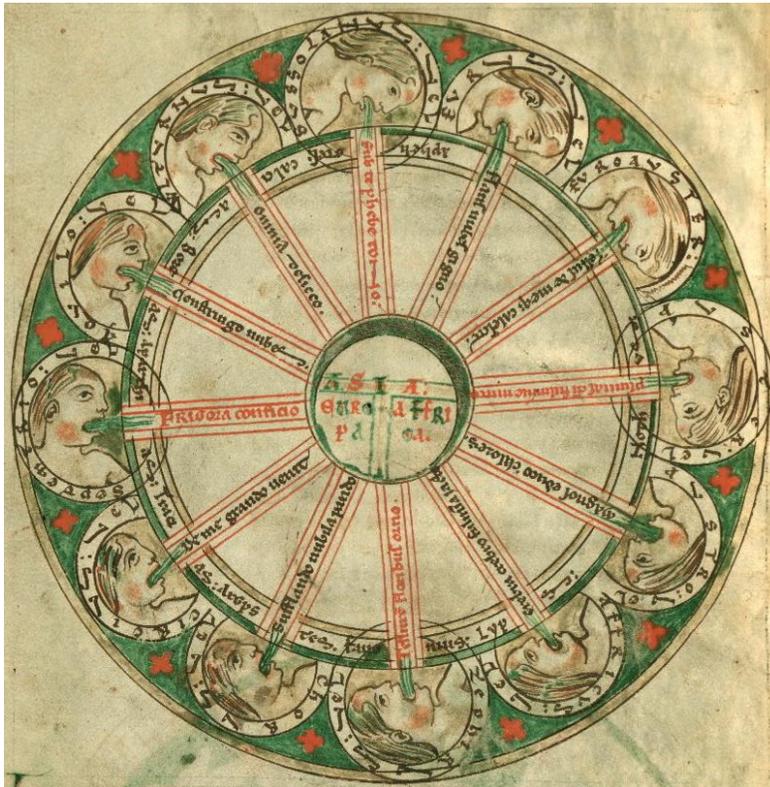




THE C.G. JUNG INSTITUTE
OF SAN FRANCISCO



*Medieval cosmographic diagram from late
12th-century English manuscript*

COMMITTEES HANDBOOK

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(last edited November, 2020)

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FOREWORD

The C.G. Jung Institute of San Francisco is a member organization established for the purposes of training Jungian Analysts, promoting Analytical Psychology, and as a professional organization.

The Institute operates largely through the time and effort of a Board of Governors, Analyst Members, Candidates, and community members.

While many essential operational and administrative tasks are performed by a small and dedicated staff, much of the Institute's ability to function could not happen except for the efforts of committees.

This handbook begins with an overview of the Institute's organizational authority written by Richard Willetts.

Following the overview are descriptions of committees' purpose and function. Each committee page begins by identifying the committee, the type of committee, and meeting frequency. Also identified is whether candidate representatives may participate on a committee.

Some committees are authorized through the Institute's By-Laws. Some are authorized through a Board of Governors' (BOG) resolution. And some committees are ad hoc, which are authorized by the Institute President.

If a committee is authorized through the By-Laws, the By-Laws language is provided, followed by an informative description of how the committee meets its charge.

Note: Chairs of By-Laws authorized committees serve on the BOG.

If a committee is authorized by a BOG resolution, the authorizing language and an informative description of the committee's operations are provided.

Ad hoc committees are generally constituted to address short-term, immediate needs that are not addressed by another committee. Ad hoc committees are constituted and authorized by the Institute President. If an ad hoc committee needs to operate beyond a single year, the committee must be reauthorized by the Institute President. Descriptions of four ad hoc committees are included at the end of this handbook.

Should there be a question of a committee's purpose, function, or operations, the language of the By-Laws or the BOG authorizing resolution language supersedes other descriptive statements.

The intention for this handbook is to serve as a reference resource on the importance of Institute committee operations and functions. Over time, revision to the handbook may be necessary.

INTRODUCTION TO THE ORGANIZATION OF THE C.G. JUNG INSTITUTE OF SAN FRANCISCO

Legal Status:

The Institute was incorporated as a nonprofit California corporation to provide clinical psychological services in 1964. The Articles of Incorporation were later amended in 1977 changing the organization's primary purpose to education. One aspect of the Institute's incorporation was the development and approval of By-Laws, which govern the organization's functioning.

Corporate Organization:

The Institute has the usual nonprofit corporate organization with a Board of Governors (BOG) holding primary authority and officers (President, Vice President, Secretary, and Treasurer) designated to carry out specific functions. The BOG also employs the Institute's Administrative Director to manage the employees and day-to-day functioning of the Institute.

The Board of Governors:

The Board of Governors (BOG) is made up of the officers, the chairs of most committees, individual analysts, and six non-analyst members at large. They are all elected annually by the membership. In addition, two Candidates serve as members of the BOG and are elected by the Candidates Organization. The BOG usually meets quarterly. It has ultimate authority over all Institute operations; although historically great independence has been accorded to several committees. These include the Professional Standards Committee, the evaluative training committees (Admissions, Reviewing, Certifying, and Child Analysis), and the Training Appeals Board.

The Executive Committee of the BOG:

The Executive Committee meets more regularly than the BOG and carries its full authority in most matters. It is made up of any member of the BOG, including Candidate members, who choose to join and are willing to attend at least fifty percent (50%) of its scheduled meetings.

The Training Coordinating Committee (TCC):

The TCC consists of those members involved in candidate training. It includes all members of the training committees (Admissions, Reviewing, Certifying, Curriculum, and Child Analysis), the process group leaders, the president, and the vice president who serves as its chair.

Training Appeals Board:

The Training Appeals Board serves as a board of appeal for members and candidates regarding training matters. It is formed as required out of a pool of all former members of the TCC.

Committee Organization:

Much of the activity of the Institute is overseen by a number of committees that set policy and carry out various activities in specific areas subject to BOG approval. A number of committees invite representatives from the Candidates Organization to provide their perspective. These Candidate representatives unlike the Candidate members of the BOG are not members of the committees, and their level of participation is governed by the committee's policies.

Types of Committees:

There are basically three types of committees: By-Law established standing committees, BOG established standing committees, and ad hoc committees.

By-Law Established Standing Committees:

The composition and function of these committees is specifically designated in the By-laws. They are elected by the members and their Chairs serve on the BOG.

Board Established Standing Committees:

The By-Laws provided for the BOG to establish additional standing committees (Article V, Section 6), whose Chairs do not serve on the BOG. Their function, composition and terms are defined by the resolutions establishing them.

Ad hoc Committees:

Ad hoc committees are appointed by the President to address matters which are deemed transitional and time limited in nature. They are primarily advisory and any specific action involved needs to be taken by the Executive Committee or the BOG. Their mandate expires at the end of each President's term, and if they are still needed require re-appointment at the beginning of the next term.

Submitted by
Richard Willets
June 2018

Executive Committee

A By-Laws established committee

May candidate members of the BOG serve on this committee? Yes

Typical Meeting Frequency: Once monthly on designated Fridays at 12:15-2:00pm.

The Institute's By-Laws state:

An Executive Committee consisting of six (6) or more governors shall be created each year and shall consist of those governors who desire to serve on the Executive Committee and who signify their intention of attending not fewer than one-half of the meetings of that Committee.

The function of this Committee is to conduct, within the scope of its authority and within such guidelines as may be established by the Board, the day-to-day business of the Institute. A governor who is not a member of this Committee, as well as any member of the Institute who is not a member of this Committee, may attend meetings of this Committee, but shall have no voting power as to matters before this Committee.

How the Committee operates:

The Executive Committee is tasked by the Board of Governors (BOG) to clarify Institute policies and oversee operations. Executive is charged by the BOG to work closely with the Institute's Administrative Director to insure the Institute operates in good and proper ways. Executive may make decisions about day-to-day Institute operations and may refer concerns to the BOG for consideration.

The Executive Committee is composed of the President, Vice-President, Treasurer, and other members of the BOG who make a commitment to attend and participate in at least one-half of all Executive Committee meetings per year.

Other Analyst Members and Candidates may attend Executive Committee meetings. At the discretion of the Committee, these attendees may participate in discussions of issues at hand but are not eligible to vote on issues.

Of late, Executive meets one Friday per month. Additional meetings may be called by the President. Additional meetings may be in-person, via tele-conferencing, or email.

The Institute's Administrative Director prepares and presents reports to Executive related to Institute policies and operations.

Training Appeals Board

A By-Laws established board

May candidate representatives participate on this board? No

Typical Meeting Frequency: As needed

The Institute's By-Laws state:

This Board shall consist of all former members of the Training Coordinating Committee who have served on that Committee for at least two years except that any current member of the Training Coordinating Committee, as defined in Section 4(a), shall not serve on the Training Appeals Board. When serving as a board of appeals, the constituency of the Board will be defined below [in Section 4(b) (iii)]. This Board may be convened by the President or by the Training Coordinating Committee.

The function of this Board is to serve as a board of appeals for any candidate or member who is dissatisfied with any action taken or any decision made regarding a specific individual by one of the committees concerned with training or by the Training Coordinating Committee. The Board shall function in accordance with Institute procedures established for that purpose. The appeal procedure shall consist of, and be limited to, a review of the specific matter being appealed. This review shall include information-gathering that is as broad and inclusive as deemed necessary by the Training Appeals Board for their understanding of the basis for the action or decision being appealed. Decisions of such board of appeals shall be final, and shall be by vote of an absolute majority of the convened Training Appeals Board. An appeal must be made within one year of the date the action was taken or the decision was made by the training committee or the Training Coordinating Committee.

[4(b) (iii)] In any case, when this board is meeting as a board of appeals for a given action or decision, any member who was a member of the Training Coordinating Committee at the time that action or decision was made, or any member who is or has been the appellant's control analyst, personal analyst, or consultant, shall not serve on the board of appeals convened for this appeal. Also, any other member who has served in an advisory capacity regarding the action or decision being appealed shall not serve on this board of appeals for that appeal. However, both the Training Appeals Board constituted to hear this case and the appellant may request the participation, in an advisory and non-voting capacity, at the hearing of the appeal, of any member or candidate of the Institute who is deemed to possess information pertinent to the issue at appeal. This shall not apply to any member or candidate who is or has been the appellant's personal analyst or psychotherapist. Such persons shall neither serve on the board of appeals as constituted for that appeal, nor shall they appear in any capacity at the appeal hearing. Members

otherwise eligible to serve who experience a conflict of interest in the matter being appealed should recuse themselves from serving on the Board. A quorum for meetings and hearings shall be a majority of the Training Appeals Board as constituted for the appeal, and no proxies shall be allowed.]

The Training Appeals Board constituted for an appeal shall consist of not fewer than six or more than twelve analysts eligible to serve. When more than 12 Board members are eligible and available, the group of those eligible will meet to decide among themselves which twelve of them will constitute the board of appeals for that appeal. When fewer than six Board members are eligible and available, the group of those eligible will meet and select by vote of the majority additional member analysts who have not served on the Training Coordinating Committee for at least two years but are not otherwise barred from serving on the Board to achieve the minimum required. If the eligible Board members are still unable to meet the minimum required, they may select by vote of the majority the necessary additional analysts from among members in good standing of the International Association for Analytical Psychology.

Training Coordinating Committee (TCC)

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Four times per year

(Typically October, January, March, and May)

The Institute's By-Laws state:

This Committee shall consist of the President, Vice-President, and the current chairs and members of Admissions, Reviewing, Curriculum, Certifying, and Child Analysis Committees.

The functions of this committee are:

- (1). To advise the Admissions, Reviewing, Curriculum, Certifying, and Child Analysis Committees as to the personal qualifications of a candidate or of an applicant, or as to the appropriate policies of the Institute with respect to such candidate or applicant.
- (2). To advise the Admissions, Reviewing, Curriculum, Certifying, and Child Analysis Committees and the Institute as to the policies that should govern the training and evaluation of candidates and the functioning of the committees that deal with evaluation.

How the Committee operates:

The Training Coordinating Committee or TCC is an advisory body. It is convened by the Institute Vice President acting in the role of Coordinator of Training. The Committee is comprised of all members of the Admissions, Reviewing, Certifying, Child Analysis, and Curriculum committees.

TCC reviews all aspects of the training program. The Committee-as-a-whole facilitates communications and coordination among member committees. The Committee considers training program-related issues for review and/or approval by the Executive Committee or the Board of Governors.

Significant changes to the training program are traditionally presented to the analytic membership for their input prior to official approval.

TCC focuses on comprehensive oversight, monitoring, and advice to the Admissions, Reviewing, Curriculum, Certifying, and Child Analysis Committees and the Institute as to the policies which do/should govern the training and evaluation of candidates and the functioning of the committees that deal with evaluation. TCC strives to assist training

and evaluation committees and their members in establishing and maintaining well-oriented approaches to the stresses and goals of the training program as a whole. With regard to function #1 stated in the By-Laws above, TCC usually leaves to the respective committees (Admissions, Reviewing, Curriculum, Certifying, and Child Analysis) the definitions and procedures related to (a) the personal qualifications of a candidate or of an applicant, and (b) to the appropriate policies of the Institute with respect to such candidate or applicant.

TCC is responsible for producing the Analytic Training brochure and the Candidate Handbook, which technically must be formally approved by the Executive Committee or the BOG.

NOTE: A related committee, also convened by the Institute's Vice President, consists of TCC Candidate Representatives elected by the Candidate Association/Organization. This committee usually meets prior to scheduled TCC meetings. TCC Reps present candidate training experiences, concerns, suggestions, and appreciations. The Vice President carries candidate comments, suggestions, concerns, and observations to the TCC membership for consideration.

Admissions Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Five or more times per year depending on number of applicants.

The Institute's By-Laws state:

This Committee shall consist of three or more members, including a chairperson elected annually by the Institute members, plus one or more members to be elected every year to serve a period of four (4) years. Ad hoc member(s) may be appointed by the chairperson to serve in a particular instance when needed to form an adequate panel. These members are to be selected from analysts of more than five (5) years standing, although exceptions can be made in unusual cases. Ordinarily, the senior member of the committee shall be elected as chairperson. The outgoing chairperson may be elected to an additional year of service on the committee as chairperson emeritus.

This Committee shall be responsible for the selection of trainees from those applying for the Analyst Training program at the Institute.

How the Committee operates:

The Admissions Committee is responsible for inviting and recruiting, interviewing and selecting qualified psychotherapists for application to the Institute's analytical training program.

The Committee is comprised of four analysts selected through the Institute's nominating process who have been certified for at least five years.

The Committee generally meets seven or more times per year to review applications, select interviewees, determine interview schedules, and identify Committee member interview-related tasks. Initial and final meetings each year are for discussion of general committee operations as well as building committee relationships. Committee members are also expected to attend four TCC meetings per year.

The Chair attends the Institute's annual Open House, TCC meetings, and BOG meetings.

Usually in the fall of each year, the Admissions Committee hosts an Open House meeting at the Institute and sometimes in the South Bay. The Open House is chaired by the Institute Vice President and includes participation by other training committee chairs. The Open House is designed so potential applicants from the Bay Area may

learn about the analytical training program and the Institute's admission criteria. Potential applicant questions are answered and applications are made available.

Admission criteria are described in the Institute's analytical training brochure, which is periodically updated and modified by the TCC in collaboration with the Admissions Committee. The Chair maintains a handbook of Committee procedures.

Applications are generally due by December 31st of each year. Committee members review applications in January of each year. The Chair sets weekend interviews with those applicants who meet the minimum criteria for admissions. Each applicant is interviewed one or more times by the Committee to assess their readiness for admission. After the Admissions Committee has completed all interviews and assessments of the applicants, those who are selected for admissions are notified, usually in April. Applicants not selected, either for not meeting admissions criteria or assessed by the Committee as not currently ready for admissions, are notified by mail.

The Chair notifies Analyst members of the names of applicants seeking comments and observations pertaining to an applicant.

Upon selecting new Candidates, the Chair notifies the Institute community by name and professional license of those selected.

Usually sometime in June of each year, newly admitted Candidates are invited to a welcoming gathering hosted by the Admissions and Curriculum committees. The committees meet with the new Candidates separately to welcome them and orient them to the training program.

Reviewing Committee and Board

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Multiple times each year.

The Institute's By-Laws state:

This Committee shall consist of three (3) or more members, including a chairperson elected annually by the Institute members, plus one or more new members to be elected every year to serve for a period of four (4) years. Ad hoc member(s) may be appointed by the chairperson to serve in a particular instance when needed to form an adequate panel. These members are to be chosen from analysts of more than five (5) years standing, although exceptions can be made in unusual cases. Ordinarily, the senior member of the committee shall be elected as chairperson. The outgoing chairperson may be elected to an additional year of service on the committee as chairperson emeritus.

It shall be the responsibility of this Committee to review and evaluate the progress of candidates in the training program, from the time that they begin their training until they enter their control stage.

This Committee, together with one or more members of the International Association for Analytical Psychology who are not members of the C.G. Jung Institute of San Francisco, shall form the Review Board.

How the Committee operates:

The Reviewing Committee is responsible for candidates during their first several years in the training program. The Committee approaches this responsibility in multiple ways, which include tracking and assessing each candidate's progress through training. The committee members strive to have an attitude of *meeting and holding* each candidate as an individual; to appreciate where the candidate is in their unique analytic development.

Depending on the number of candidates in the reviewing phase of analytic training, Committee members serve as the Committee's point of contact with multiple candidates. Members meet with each candidate at least once per year. In addition to meeting with a candidate, the delegated committee member maintains and *holds* the candidate's file. File contents include letters and papers submitted by a candidate.

The delegated Committee member presents the contents and overview of the candidate, to the full Committee, before each review meeting. The delegated member

writes up the Record of Analytic Training (ROAT) following the candidate review meeting.

A candidate may request consideration to move out of the reviewing stage of training into the control stage. The request may be made prior to an annual review meeting so that at the review meeting the Committee and the candidate may discuss the candidate's readiness to progress. When a candidate is assessed by the Committee as ready to present their readiness, a Review Board may be convened.

A Review Board is constituted with Reviewing Committee members and an analyst from another Jungian Institute. The Board assesses the candidate's readiness to progress to the control stage or may ask the candidate continue to develop in the review stage. When a candidate is ready to be passed into control, the Reviewing Board will discuss the candidate's choice of Control Analyst(s).

If a recusal is necessary, another Committee member—or a prior member of the Reviewing Committee—may take the place of a Committee member at review meetings and/or on a Review Board.

NOTE: The Candidate Handbook contains and may be referred to for more specific information about the Reviewing Committee and Reviewing Board responsibilities and relationships with candidates.

Certifying Committee and Board

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Multiple times each year.

The Institute's By-Laws state:

This Committee shall consist of three (3) or more members, including a chairperson elected annually by the Institute members, plus one or more new members to be elected every year to serve for a period of four (4) years. Ad hoc member(s) may be appointed by the chairperson to serve in a particular instance when needed to form an adequate panel. These members are to be chosen from analysts of more than five (5) years standing, although exceptions can be made in unusual cases. Ordinarily, the senior member of the Committee shall be elected as chairperson. The outgoing chairperson may be elected to an additional year of service on the Committee as chairperson emeritus.

It shall be the responsibility of this Committee to evaluate all trainees from the time that they enter their control stage, and to determine the adequacy of each candidate upon his or her completion of the prescribed curriculum and training, and to recommend him or her for certification as a Jungian analyst and for membership in the Institute. This Committee shall also evaluate applications for membership from analysts who have been trained at Institutes other than San Francisco and who wish to join the San Francisco Institute. The Committee shall recommend to the membership whether these analysts should be admitted as members, required to undergo additional training (which is to be specified), or refused.

This Committee, together with one or more members of the International Association for Analytical Psychology who are not members of the C.G. Jung Institute of San Francisco, shall form the Certifying Board.

How the Committee operates:

The Certifying Committee provides guidance and evaluation for candidates who are in the control stage of their candidacy, after they have been passed by the Reviewing Committee into Advanced Candidacy. It is one of the standing training committees that participate in the Training Coordinating Committee (TCC).

This Committee ordinarily meets with each candidate annually (though the frequency may vary to meet individual needs), to review progress and seek mutual consciousness about the candidate's continuing development, with the goal of the candidate presenting

a paper at a Certifying Board in order to demonstrate readiness for certification as a Jungian Analyst.

The Committee keeps track of control analysis hours, personal analysis hours, and clinic service hours via a simple form, which we ask candidates to update each year. In order to understand the candidate more deeply, the Committee requests that, before their meeting with the Committee, candidates send Committee members a yearly letter about their inner and outer experiences. Following the annual meeting with the candidate, the Committee writes a Record of Analytic Training (ROAT). A copy of the ROAT is sent to the candidate.

The Committee also works collaboratively with control analysts; it maintains ongoing communication with candidates' control analysts, who write to (and/or speak with) us prior to candidates' annual meetings, and who may receive feedback from us after our meetings with the candidates they are working with. When the candidate is still in seminars, the Committee requests a letter from the group case conference consultant. The Certifying Committee is also the committee that interviews and evaluates the training of analysts who wish to transfer from another IAAP institute to the San Francisco Institute.

This Committee comprises four analysts who have at least five years of post-certification experience. Each year a new analyst joins the committee and the longest serving member rotates off.

Certifying Board

A Certifying Board generally consists of the four analysts on a Candidate's Certifying Committee, or recent Committee members as alternatives due to recusals, and a senior analyst from another Institute. A Board meets with Advanced Candidate(s) assessed as ready for certification consideration. A Board may or may not certify a Candidate. Historically, a Board may be convened twice a year, in June and December.

Note: At the Analyst dinner meeting following a Certifying Board, the Committee nominates newly certified individual(s) for Analytic membership. The members attending the dinner meeting vote on accepting the individual(s) as an Analyst member of the Institute.

Curriculum Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Multiple times throughout the year

The Institute's By-Laws state:

This Committee shall consist of three (3) or more members, including a chairperson elected annually by the Institute members, plus one or more new members to be elected every year to serve for a period of four (4) years. These members are to be chosen from analysts of more than five (5) years standing, although exceptions can be made in unusual cases. Ordinarily, the senior member of the Committee shall be elected as chairperson. The outgoing chairperson may be elected to an additional year of service on the Committee as chairperson emeritus.

It shall be the responsibility of this Committee to develop the curriculum and the plans for the training program for candidates and to implement these plans.

The Committee may also appoint one or more Institute members to serve as group process leaders in the training program. Their appointment shall be for one-year renewable terms, and they shall serve as ex-officio members of the Curriculum Committee during their tenure.

How the Committee operates:

The Curriculum Committee typically works on a calendar year schedule, with several annual meetings targeted to particular tasks. The rest of the work is done by the chair(s) coordinating email communication to gather input from various Committee members to draft and finalize documents and communicate decisions to candidates and to deal with any issues that arise as the year progresses. Each member of the Committee functions as a liaison to one of the four candidate cohorts. This often involves clarifying requirements outlined in the Candidate Handbook.

An all-day retreat is held every summer to assess and discuss the core curriculum, propose course changes, and redesign curriculum for the year following the one about to commence. Candidate representatives to the Committee are an important presence at this meeting to gather and synthesize feedback in deciding what has worked well in previous years. Considerations about faculty, group process leaders, and group case conference leaders are discussed as well. Committee members request course descriptions from faculty who are being asked to teach. Proposals are invited from the membership to teach courses not yet covered. The process of selections is generally completed by the end of January of each year.

In the fall, there is a faculty meeting of the current core curriculum faculty and group case conference consultants for the first and second year candidates. The overall orientation of the first two years of the curriculum is discussed as well as feedback about requirements from various licensing boards and CME/CEU accrediting organizations. This is an opportunity for faculty to acquaint each other with what they teach and build a coherent thread that runs throughout the two years.

There is a meeting in January to assist prospective 3rd and 4th year candidates in planning their elective curriculum. Committee members are also available for informal assistance in this task.

At the close of the academic year, the Curriculum Committee meets with each candidate class for a “wrap-up meeting” where detailed feedback about each seminar, case conference and group process experience is collected. This meeting also functions to help integrate the curriculum year for the candidates.

The Curriculum Committee is also responsible, at times in coordination with the Diversity Committee, to oversee the Intramural Program. This involves contacting presenters, and facilitating the presentation of a program at the Institute, with any audiovisual equipment and food preparation. Curriculum coordinates with Institute staff to create advertising material and provide oversight for CEUs/CMEs. In addition, at times, there is joint planning with the Extended Education Committee. These efforts all result in enriching the training program and offer an opportunity for interns, candidates, and analysts to participate together in the learning community.

The Chair and other Committee members serve on the TCC, BOG, or attend the candidate/analyst meetings as well as present at the Open House.

Child Analysis Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: As needed

The Institute's By-Laws state:

This Committee shall consist of three (3) or more members including a chairperson elected annually by the Institute members, plus one or more new members to be elected every year to serve for a period of four (4) years. Ad hoc member(s) may be appointed by the chairperson to serve in a particular instance when needed to form an adequate panel. Members are to be chosen from analysts of more than five (5) years standing and who are also child analysts; although exceptions can be made in unusual cases, ordinarily, the senior member of the Committee shall be elected as chairperson. The outgoing chairperson may be elected to an additional year of service on the Committee as chairperson emeritus.

It shall be the responsibility of this Committee to oversee the operation of the Infant, Child and Adolescent Training Program. This Committee shall select, evaluate, and certify individuals as child analysts. This Committee shall also be responsible for the continuing development of the curriculum for the training of child analysts.

When serving in its capacity of certifying child analysts, the Committee shall sit as the Child Analysis Certifying Board. The Committee may invite one or more child analysts who are members of the International Association for Analytical Psychology but are not members of the C.G. Jung Institute of San Francisco to serve on this Board.

Aesthetics Committee

An ad hoc committee

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: Three times per year

How the Committee operates:

The Aesthetics Committee strives to establish an aesthetic for the Institute that is in keeping with the organization's values.

The Committee coordinates with and advises staff on the selection of permanent furnishings and art for the Institute.

Aesthetics identifies artists and artwork that is suitable to display, in rotating exhibits, in the Institute's public spaces.

The Committee's working criteria for selecting artwork include: material is relevant to the Institute's depth psychological mission and artwork is to be an expression that reflects stirrings from and towards the psychological depths.

The material is to be appropriate to exhibit in a space shared by public programs attendees, clinic patients, and other Institute community members.

The work should demonstrate an ability to contain psychic content, rather than seeking merely to transfer the artist's feelings and complexes into viewers.

The Committee clarifies in advance, and in writing, with artists the terms and duration of an exhibition.

ARAS Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: Twice a year.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two or more members elected for three-year renewable terms by the Institute members. This Committee shall be responsible for the development and maintenance of the ARAS collection and for encouraging its use by members, candidates and others.

How the Committee operates:

Analyst members of The Archive for Research in Archetypal Symbolism Committee (ARAS) may be joined by candidate representatives and members of Friends of the Institute.

The Committee oversees the Institute's ARAS collection of symbols along with the Curator of the Archive. The Curator is a part-time employee of the Institute and reports administratively to the Institute's Administrative Director.

Four Institutes collectively host the ARAS collection. Along with San Francisco these Institutes are the C.G. Jung Center in New York, the C.G. Jung Institute of Los Angeles, and the C.G. Jung Institute of Chicago. The San Francisco ARAS Committee coordinates most closely with the New York Center to maintain the archive.

ARAS "is a pictorial and written archive of mythological, ritualistic, and symbolic images from all over the world and from all epochs of human history. The collection probes the universality of archetypal themes and provides a testament to the deep and abiding connections that unite the disparate factions of the human family." (From the Archive for Research in Archetypal Symbolism website.)

The Archive is available by subscription online and may be accessed at the hosting Institutes by appointment.

The Archive is designed for use by any interested individual, especially artists, students, mythologists, individuals interested in dream imagery, and psychotherapists.

Archives Committee

A BOG established standing committee

The chair of this committee does not serve on the BOG.

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: At least once per year.

The BOG establishing resolution states:

This Committee shall consist of a chairperson elected annually and two or more members elected for three-year renewable terms by the Institute members. The chairperson and members shall be nominated by the Nominating Committee.

This Committee shall be responsible for identifying items of historical importance to the Institute and providing for their preservation.

How the Committee operates:

The Committee meets to evaluate material identified by the Librarian as meriting archival preservation.

The Committee evaluates materials proposed for preservation based on criteria that may include historical importance, author, unique perspectives, the condition of the materials, as well as other material-specific criteria. Materials evaluated may include books, journals, video recordings, audio recordings, written and oral presentations, artworks, and other materials that the Institute may own.

The Committee approves proposed methods of preservation and storage.

As needed the Committee advocates for funding to assure materials are preserved.

Clinic Committee

A By-Laws established committee

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: The committee generally meets in person four times per year. Additional virtual meetings are scheduled if necessary. Often a number of tasks are completed through e-mail.

The Institute's By-Laws state:

This Committee shall consist of three (3) or more members elected for three-year renewable terms by the Institute members. One (1) Committee member shall be elected chairperson annually by the Institute members.

This Committee shall have responsibility for the planning, policies, operation, and evaluation of the clinic, which is to provide psychotherapeutic care for persons of limited financial means.

How the Committee operates:

The Committee advises the Clinic Director and Associate Clinic Director on clinic operations and issues that may affect the clinic.

Issues discussed may include: the overall functioning of clinic operations; interns and their training; the interviewing and acceptance of new interns; analysts working with interns as teachers or supervisors; clinic group dynamics; ethical concerns; budgetary matters; personnel matters; coordination with the Administrative Director and the International Scholar Committee; and physical space concerns.

The Clinic Committee, in coordination with the Personnel Committee, conducts an annual evaluation of the Clinic Director. The Clinic Director, in coordination with the Institute's Administrative Director, annually evaluates the performance of the Associate Clinic Director and the Clinic Administrator.

The Committee Chair also serves as Chair of the Appeal Panel under the Clinical Internship Program Grievance Procedure and Due Process Guidelines.

Committee for the Protection of Human Participants

A BOG established standing committee

The chair of this committee does not serve on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: As needed

The BOG establishing resolution states:

This Committee shall consist of a chairperson elected annually and two or more members elected for three-year renewable terms by Institute members. The chairperson and members shall be nominated by the Nominating Committee.

This Committee shall be responsible for overseeing the ethical dimensions of research involving human subjects.

How the Committee operates:

This Committee is charged with protecting human participants in any Institute-associated research performed, in whole or part, by an Institute Analyst Member or Candidate who may propose “research that involves human participants.”

The researcher(s) bring the research proposal to this Committee for review. The Committee reviews proposed research question(s), design, methodology, informed consent, data analysis, dissemination or publication plan, and other related components of a proposed research project.

The Committee is tasked with reviewing the project and proposing modification(s) to the research to insure participant identity and clinical information are sufficiently protected. The work of the Committee is to insure researchers are aware of Institute policies and procedures related to research with human participants. The Committee may determine such policies and procedures by considering and adopting research criteria developed by other organizations.

The intent of these policies and procedures is to address how participants are informed about what is involved, how they may or may not benefit through research participation, and understand what information may be shared with others and how the study and its findings will be disseminated.

Continuing Education Oversight Committee

A BOG established standing committee

The chair of this committee does not serve on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: One Fall and One Spring Meeting, and As Needed

The BOG establishing resolution states:

This Committee shall consist of a chairperson elected annually and two or more members elected for three-year renewable terms by Institute members. The chairperson shall be nominated by the Nominating Committee.

This Committee shall be responsible for overseeing the granting of credits in the Institute's continuing education for professional's courses and insuring compliance with requirements of the various accrediting bodies.

How the Committee operates:

The Continuing Education Oversight Committee reviews documentation related to all professional and public education programs produced by the Institute to insure compliance with accreditation standards. Oversight includes programs produced by Extended Education/Public Programs, intramurals, Analyst dinner meeting presentations, and Candidate trainings produced by the Curriculum Committee.

The Institute contracts with two credentialing organizations. The first of these organizations is the Institute for Medical Quality (IMQ), which accredits granting of continuing medical education units (CMEs) for Physicians and Psychologists. The second organization is the Continuing Education Provider Approval program (CEPA), a unit of the California Association of Marriage and Family Therapists (CAMFT), which accredits granting of continuing education units (CEUs) for Marriage and Family Therapists (MFTs) and Social Workers (MSWs and LCSWs).

The Committee communicates with all Institute committees that produce credit-awarding education programs to insure the committees, and their instructors, are aware of all the documentation/procedure requirements associated with both credentialing organizations. The Committee communicates with educational committees on how successfully each education program met the documentation/procedure requirements. It works with committees to improve meeting requirements.

Along with Institute staff, the Committee creates/revises required documents and assesses programs to assure compliance with credentialing requirements.

Development Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: Eight times per year. Additionally, two donor thank you events may be scheduled per year.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two or more members, elected for three-year renewable terms by the Institute members. The chairperson shall serve as a member of the Board of Governors.

This Committee is charged with responsibility for attracting and obtaining funds needed to operate the Institute and its programs, by soliciting voluntary contributions, grants, bequests and other gifts which will enable the Institute to support its programs and to fund new projects and programs as determined.

How the Committee operates:

The Development Committee focuses primarily on Institute fundraising and donor relations.

To accomplish these efforts, the Committee educates the community about the Institute's mission, values, programs, goals, and accomplishments and about how community members can be of assistance financially or in other ways.

"Community" here is defined broadly to include all those who demonstrated an interest in an Institute program or who might potentially become interested. One way the Committee has communicated with the community has been through its annual publication *At the Institute*.

The Committee assures accurate records are kept of individual potential donors, past donors, and past donations and also summary statistics to identify changes and trends in donor relations.

As much as possible, the Committee establishes meaningful relationships with donors and potential donors. Thanking donors in various ways for their support is part of this relationship building. One way the Committee has thanked donors has been by organizing special thank-you events at which donors have the opportunity to hear an interesting speaker or participate in a relevant discussion or art experience. Talking with donors about their experience of the Institute and their wishes for its future is also part of relationship building.

The Committee fosters ties within the Institute community so that donors and potential donor's relationships are ideally to many members of the Institute community not only to the Institute itself.

The Committee devises strategies for fundraising to support ongoing operations and goals identified for the Institute by the Board; organizes fundraising campaigns, informs the community about them, asks for financial support, and reports on results; confers with, and, where possible, assists Institute program committees on fundraising to meet specific program needs; insures the Institute's fundraising campaigns are well-coordinated and focused on the highest organizational priorities so that donors are never peppered with competing, unrelated requests for support from different Institute programs.

The Committee educates the Institute's Board of Governors about fundraising and supports the understanding and appreciation of giving in the organizational culture, including both annual gifts and special one-time gifts, such as bequests.

If a donor offers the Institute a gift that is earmarked for a purpose that falls outside the Institute's existing plan and budget, the Committee confers with the Finance Committee, any relevant program committee, and the Board of Governors or its Executive Committee to determine if the gift should be accepted as offered.

The Committee evaluates what is working and not working in fundraising and innovates accordingly.

Diversity and Inclusivity Committee

An ad hoc committee

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: Multiple times per year.

How the Committee operates:

The Diversity and Inclusivity Committee was formed in order to create a more welcoming atmosphere for people of all groups (whether identified by color, ethnicity, sexuality, religion, socioeconomic status, or professional identity). The Committee's focus has been on groups other than the European-American cultural group that comprises the majority of the Institute's Analyst and Candidate membership.

The Committee's tasks are (1) to increase emergent awareness of our own cultural diversity and the cultural diversity of the communities in which we live, (2) to increase awareness of unconscious racism, (3) to examine implicit agreement with Jung's thinking, writing, and theories that have denigrated ethno-cultural groups other than European descent.

The Committee's intent is to promote multicultural consciousness with the Institute and to expand analytical psychology beyond the limits of Jung's life span knowledge and understanding due to his unrecognized cultural complexes.

The Committee has dedicated itself to fostering (through dinner meetings and intramurals) awareness of members' ethno-cultural and socio-economic backgrounds and to foster dialogue on diversity and inclusivity and the challenges to these goals. The Committee presents public and professional programs to promote awareness of and dialogue about multiculturalism, diversity, inclusivity, and conscious and unconscious bias.

Endowment Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Once a year and as required by market conditions.

The Institute's By-Laws state:

This Committee shall consist of a chairperson, elected annually, and two or more members, elected for three-year terms, renewable.

This Committee is responsible for overseeing the Institute's endowment fund and any funds invested with it, and for evaluating its performance. Any significant changes in investment philosophy or strategy, including shifts in investment managers, must be ratified by the Executive Committee.

How the Committee operates:

This Committee is responsible for overseeing the Institute's endowment fund and any funds invested with it, and for evaluating its performance. Any significant changes in investment philosophy or strategy, including shifts in investment managers, must be ratified by the Executive Committee.

In furtherance of its responsibilities, this Committee makes recommendations to the Executive Committee regarding investment strategy and meets with the Institute's investment managers to evaluate their performance.

In addition, the Chair receives regular monthly reports of the status of our investments from the broker/custodian of our portfolio.

The Chair also makes regular reports to the Board of Governors.

Extended Education Committee

A By-Laws established standing committee.

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: Four times in an academic year and committee members maintain regular email discussions.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two or more members elected for three-year renewable terms by the Institute members.

This Committee shall be responsible for the maintenance of a program to provide education for persons other than training candidates. This program may include lectures, seminars and other activities, for the general public, for psychotherapists, for Institute members, and for other selected audiences.

How the Committee operates:

Throughout the year, the Extended Education Committee identifies Analysts, Candidates, and others in the Institute community who might be interested in presenting a clinical or non-clinical educational program. Prospective presenters are invited to submit a proposal for Committee consideration through the Public Programs Coordinator.

The Committee may seek program proposals from the larger Jungian world as well as from individuals who have contributed to Jungian perspectives, such as authors of recently published books.

The Committee discusses the proposals at one or more of their face-to-face meetings and votes on those deemed to be the best offerings as Extended Education/Public Programs presentations.

Programs may include lectures, workshops, or conferences. They may be clinically oriented or in some other way related to Jungian psychology.

In addition to soliciting program proposals, the Committee may conceive, initiate, and produce programs. Extended Education may co-produce programs with other Institute committees as well with other organizations.

The Committee strives to offer presentations that contribute to the income of the Institute and programs that are helpful in the outreach of the Institute to the Bay Area community at large.

The Committee coordinates, as needed, with other Institute Committees offering presentations. The Committee coordinates with the Continuing Education Oversight Committee, which is responsible to assuring the Institute's ability to offer continuing education credits (CEUs) and continuing medical education credits (CMEs). The Committee Chair and members of the Extended Education Committee work closely with the Institute's Public Program Coordinator to produce quality programs. The Public Program Coordinator position, while partially tasked to work on extended education/ public programs, reports to the Institute's Administrative Director.

Finance Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Four times per year

The Institute's By-Laws state:

This Committee, chaired by the elected Treasurer, shall consist of two or more additional members, at least one of whom is an Institute member, who shall be elected for three-year renewable terms.

This Committee shall be responsible for overseeing the financial affairs of the Institute, with particular attention to the development of the annual budget, which is presented to the Executive Committee for modifications and/or approval. The Committee is also responsible for monitoring the actual income and expenditures of the Institute, particularly vis-a-vis the budget.

Friends of the Institute

An ad hoc committee

May candidates participate on this Committee? Yes

Typical Meeting Frequency: Twice a year

How the Friends of the Institute operates:

The mission of the Friends of the Institute (Friends) is to provide ways for members of the public to affiliate with the Institute.

The Friends membership includes individuals in many professions. Jungian Analysts and candidates in training are very welcome.

The interest of the Friends is to study and advance the work of C. G. Jung and those who followed him in the varied fields of Analytical Psychology especially as it applies to intersections of psyche and culture.

The Friends offer a series of events throughout the year which aim to apply the insights of Jungian Psychology to cultural, aesthetic, spiritual, and psychological offerings found in art, music, literature, films, and other fields of interest.

Membership in the Friends includes:

- Complimentary attendance and priority reservation for Friends events
- Opportunities to join a Friends reading group
- Copies of *RHIZOME*; the Friends biannual newsletter
- Access to private tours of San Francisco art museums
- Institute library privileges
- Access to The Archive for Research in Archetypal Symbolism (ARAS) at the Institute

The Friends committee coordinates on organizational functions such as programming, scheduling, and finances with Institute staff and with other committees. To assure coordination, the Institute's Administrative Director serves as liaison with the Friends committee.

The International Scholar Committee

A BOG established standing committee.

The chair of this committee does not serve on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: Monthly during selection process and as needed throughout the year.

The BOG establishing resolution states:

This Committee shall consist of a chairperson elected annually and two or more members elected by the membership for a three-year term. In addition, one member of the Admissions Committee, selected by the Admissions Committee, shall serve as an ex-officio member.

The International Scholars Committee shall be a standing committee responsible for the oversight of the International Scholars Program in accordance with all applicable laws and regulations. The Committee shall develop procedures to select, evaluate, and assist the scholar during the course of his or her study.

How the Committee operates:

The International Scholar Committee receives and reviews applications for a two-year training term. The Committee reviews and assesses applicant qualifications such as transcripts and licensing requirements. The Committee interviews applicants, checks references, and selects a prospective Scholar.

The Committee coordinates with the Clinic, Admissions, and Curriculum Committees. The Committee consults with an attorney with regard to visa requirements and status.

Throughout the year, the Committee meets to support the Scholar.

On occasion, the Committee may accept a current Scholar to continue training following their two-year term as a Fellow of the International Scholar Program for a period of additional training.

A description of the International Scholar Program is available on the Institute web site under clinical training.

***Jung Journal* Committee**

And Editorial Board

A By-Laws Established Committee

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: As needed

The Institute's By-Laws state:

This Committee shall consist of a chairperson, elected annually, and two or more members elected for three-year renewable terms by the Institute members. Ordinarily, the Editor of the *Journal* will serve as the committee's chairperson.

This Committee shall oversee the operations of the *Jung Journal*, working with and assisting the Editor as seems appropriate and feasible.

How the Committee operates:

Jung Journal: Culture and Psyche is a quarterly international, peer reviewed, interdisciplinary periodical published by the C.G. Jung Institute of San Francisco.

As a forum devoted to depth psychology, it fosters creative dialogue, exploration and evolution of topics of relevance to analytical psychology, the arts and humanities, and contemporary culture. Through articles, reviews, interviews, poetry, and various art forms, the *Journal's* mission is to plumb the depths and mysteries of the psyche. Jung and the post-Jungians, advancing analytical psychology, have been deeply committed to exploration of the arts, the creative process, and the prospective aspects of psychological process.

The *Journal*, founded in 1979 as the *San Francisco Jung Institute Library Journal*, originally focused exclusively on reviews of psychological literature. It has evolved over time to expand its purview to include not only pieces relevant to the arts, but also to articles that include topics that are theoretical, clinical, and of a cutting-edge nature.

The *Jung Journal* Committee oversees the operations of the *Jung Journal*. The editor as the committee chairperson confers and consults with committee members about a wide range of issues affecting the *Journal*, such as general editorial direction, and fiscal concerns.

The *Journal* maintains an Editorial Board chosen by the editor based on expertise in the field of Jungian/Analytical Psychology, geographic location, diversity of experience and thought, as well cultural diversity. The Board serves as a resource for the editor, as peer reviewers, and provides outreach to parts of the greater Jungian community.

Library Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: The Committee meets two or three times a year.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two (2) or more members elected for three-year renewable terms by the Institute members.

This Committee is responsible for the selection, purchase, and storage as well as availability of library publications and tapes, and for the management of the library.

How the Committee operates:

The Library Committee meets with the Librarian and sometimes without the Librarian to review library operations. The Committee considers staffing, library budget, library usage, library design, security and maintenance of the collection, acquisitions and de-acquisitions, and related issues.

Nominating Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: The Committee meets 3-5 times between September and April in-person or by video-conferencing. Email correspondence supplements meetings.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two or three members elected for three-year terms by the Institute members. In addition, the immediate part-President shall serve ex-officio. Ordinarily, the senior member of the Committee shall serve as its chairperson.

The chairperson and members of this Committee shall not be nominated by the Nominating Committee but by the following method: Each year, before the time that the Nominating Committee presents its slate to the membership, the President shall invite suggestions from Institute members for nomination to the Nominating Committee. The President will present his or her own nomination for the new position on the Nominating Committee, along with any other suggestions that he or she has received from the membership and the membership will choose the new Nominating Committee member from this slate, as well as electing the Committee's chairperson. Ordinarily this will happen at the same meeting when officers and other committee members are elected.

How the Committee operates:

The Nominating Committee is responsible yearly for nominating potential new officers, new standing committee members, new governors, and new chairs for each committee in order to fill vacancies created by resignations or by term limits. The Committee is entrusted to exercise confidentiality and sensitivity to meet the task at hand and to support the overall functioning of the Institute. To this end, it is important to emphasize that only the Nominating Committee contacts potential nominees and that no one should be recruited independently by other committee chairs or members.

At their first meeting, in September or early October, the Committee considers potential nominees to fill any upcoming officer vacancies and assesses which committees will have vacancies in the coming year. Members divide responsibilities so that each becomes liaison for certain open executive positions and several committees. Then the Nominating Committee Chair sends a letter to all other committee chairs, as well as to the membership, explaining nominating procedures and asking for names of potential new nominees that the committee members have agreed upon, avoiding any conflicts.

The Nominating Committee meets again, usually in December, to discuss the selections, check again for conflicts, and balance the needs of various committees so that a slate can be developed that ensures the well-being of the Institute. Thereafter, liaisons contact potential nominees for a given position or committee. It often takes the committee about two months (or more) to complete this task and further meetings are held as necessary. At least two weeks prior to the April Membership Meeting, a slate of nominees is sent to the membership. Nominations occur in April and the final election takes place at the May meeting. Although most Nominating Committee meetings and required tasks occur between October and mid-March, any additional committee vacancies that arise at other times are filled following a similar process on a case-by-case basis.

The Chair of Nominating traditionally oversees the record-keeping required for this committee, seeks consultation about By-Laws compliance when necessary, and works closely with the Institute's Executive Assistant to correspond with the Membership and maintain an accurate slate of nominees.

North-South Conference Committee

An ad hoc committee

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: As needed in person or via video conferencing

How the Committee operates:

The North-South Committee (N-S) is an ad hoc committee which forms bi-annually for the purpose of planning and producing a North-South Conference.

Conferences are produced in alternate years by a San Francisco Institute committee or a Los Angeles Jung Institute committee based on whose year it will be to host the conference.

A San Francisco Committee usually forms during or immediately after a conference hosted by the Los Angeles Institute.

Typically, an Analyst or two self-identify offering to chair the next conference. The Chair(s) either invite other committee members or make it known a committee is forming should someone be interested in serving. Candidates and Analysts may serve on the Committee.

The Committee:

Sets conference dates, which are usually the last weekend in February or the first in March;

Identifies a conference venue, negotiates terms of a contract for meeting rooms, hotel rooms, meals, and related services in coordination with the Institute's Administrative Director who signs all contracts;

May coordinate with prior Los Angeles conference chairs and/or prior San Francisco conference chairs;

Identifies a conference theme;

Solicits and selects presentation proposals from within both the San Francisco and the Los Angeles Institutes;

Plans, develops, and produces the conference program, meals, entertainment, and related activities;

Manages conference budget including conference fees and expenses;

Manages, through the Institute's Training Coordinator, conference registrations and meals via the Institute's online registration system (Learning Express);

Coordinates with the Continuing Education Oversight Committee around awarding continuing education (CEUs) and continuing medical education (CMEs) credit; and Insures all necessary CEU/CME documentation from Committee members and presenters is complete prior to the conference.

Personnel Committee

A By-Laws established standing committee.

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this Committee? No

Typical Meeting Frequency: October, December, January, March, April, May, June, or as needed.

The Institute's By-laws state:

This Committee shall consist of a chairperson who shall be an Institute member, elected annually, and two or more members, elected for three-year renewable terms by the Institute members. Also, the Treasurer shall serve ex-officio, and the President may do so, as he or she chooses.

This Committee has primary and direct responsibility for relationships with staff of the Institute, including evaluation of positions and of personnel. The committee serves to represent the Institute to the staff and the staff to the Institute. (None of this is to interfere or conflict with the direct line responsibilities of those charged with supervising various employees.)

How the Committee operates:

The Personnel Committee provides oversight of all Institute personnel matters. The Committee meets regularly with the Institute's Administrative Director to receive reports about and to discuss general personnel and employment concerns, staff performance, and staff interactions within the Institute.

Annually the Committee, through the Chair, conducts confidential surveys about staff and the Administrative Director seeking information from the Board of Governors, Analysts, Candidates, Interns, and staff.

One survey requests confidential observations and comments regarding staff performance and interactions. The results of the survey are provided, in writing, to the full Committee and the Administrative Director. The Administrative Director relays the findings to each staff person.

A set of three surveys and interviews requests confidential observations and comments regarding the performance of and interactions with the Administrative Director.

One of these confidential surveys is conducted with all Analysts, Candidates, and Interns. Findings are aggregated into a report provided to the Administrative Director by the full Personnel Committee.

Another of these confidential surveys is conducted with Chairs of all Institute committees and members of the Board of Governors. The findings of this survey are aggregated into the written report noted above and are presented to the Administrative Director by the full Personnel Committee.

Individual confidential interviews are conducted with each staff person. The findings of these interviews are aggregated into the written report noted above and presented to the Administrative Director by the full Personnel Committee.

The reports of these surveys are confidentially aggregated and presented to the Administrative Director by the full Personnel Committee including ex-officio members, Institute President or designee and Finance Committee Chair.

The Finance Committee, with the Institute's Executive Officers, sets the Administrative Director's salary and benefits. The Personnel Committee's function is to conduct the surveys and provide the confidential findings to the Committee's ex-officio members for consideration in their setting the Administrative Director's salary and benefits.

As needed, the Personnel Committee Chair may conduct an inquiry or investigation related to a significant staff-Analyst or Candidate conflict. Should such a process occur, it would be at the request of and in coordination with the Administrative Director, staff person, and/or involved Analyst(s). Findings are confidentially shared, either verbally or in writing as deemed appropriate to the situation, with all individuals involved including the full Personnel Committee, Institute President or designee as a Personnel Committee ex-officio member, and possibly the Executive Committee in executive/closed session. The Professional Standards Committee may be asked to participate in the inquiry as requested by the Analyst(s) involved. A final confidential written report, if appropriate to the situation, may be filed in a locked file cabinet accessible only by the Personnel Committee Chair.

Professional Standards Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? No

Typical Meeting Frequency: As needed

The Institute's By-Laws state:

This Committee, on which the President shall serve ex-officio, shall consist of three (3) or more additional members, including a chairperson elected annually by the Institute members. The elected members shall serve three-year terms and may be re-elected for one or more additional terms. Ad hoc member(s) may be appointed by the chairperson, in consultation with the President, to serve on a particular case when needed to form an adequate panel. Ordinarily, a senior member of the committee shall be elected as chairperson.

This Committee shall be responsible for ongoing education of analysts and therapists associated with the C.G. Jung Institute of San Francisco in the areas of ethical attitudes and behavior, ethical standards, and issues in professional practice. It shall respond as a peer review committee to concerns or complaints which are brought to it by providing for appropriate brief educative consultation, mediation-consultation, and/or adjudication of formal ethical complaints in accordance with the *Professional Standards Committee Procedures*, adopted by the members. It will select individuals who will form ad hoc Ethics Complaint Boards, or who will serve as Impasse and Grievance Counselors, as needed. The Committee will retain administrative authority and responsibility for the proper procedural functioning of such boards and counselors, and for any reporting of outcome, in consultation with the President of the Institute as appropriate. It will update and revise the *Professional Guidelines* as an ongoing educational document, and periodically discuss those changes with the membership to assure the general concurrence of the membership. The Committee may also propose changes to the *Ethical Standards* and to the *Professional Standards Committee Procedures* as appropriate, and submit such proposals to the membership for approval.

How the Committee operates:

The Professional Standards Committee (PSC) has three major functions: It is responsible for ongoing education of analysts and therapists associated with the C.G. Jung Institute of San Francisco in the areas of ethical attitudes and behavior, ethical standards, and issues in professional practice.

It responds to questions, concerns or complaints by or about analysts or therapists associated with the Institute, with respect to ethical or professional behavior. In most cases, the PSC Chairperson is the first person to be contacted by an individual asking a

question, relaying a concern or making a complaint. The PSC will always strive to maintain the highest level of confidentiality that the circumstances allow. It may act in certain instances without the entire committee knowing the identities of the individuals involved. The three possible responses of the PSC to questions, concerns or complaints are:

The PSC Chair, or, when appropriate, another PSC committee member, may offer a brief educative consultation. In the majority of cases, this suffices. The remaining two options are for the minority of cases when there is a need to go further.

The PSC may refer for counseling, consultation and/or mediation with an analyst serving as an Impasse and Grievance Counselor for the particular situation. The PSC appoints Institute analysts as Impasse and Grievance Counselors, and retains administrative responsibility for the process, in accordance with the Professional Standards Committee Procedures.

If necessary, the PSC will initiate and oversee a procedure of adjudication of a formal ethics complaint by an ad hoc Ethics Complaint Board, in accordance with the Professional Standards Committee Procedures. The PSC appoints Institute analysts to an Ethics Complaint Board and retains administrative responsibility for the functioning of this Board, as well as reporting of the outcome, in consultation with the President of the Institute, as appropriate.

When needed, the PSC will update, revise and propose changes to documents in its purview, including the Professional Guidelines as an ongoing educational document, discussing changes with the membership to assure general concurrence.

Publications Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this committee? Yes

Typical Meeting Frequency: Once per year or less.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two (2) or more members elected for three-year renewable terms by the Institute members.

This Committee is responsible for the selection, purchase, and storage as well as availability of library publications and tapes, and for the management of the library.

How the Committee operates:

Publications Committee members have generally been published authors, who have the experience to provide advice to Institute analysts and candidates on publishing their work.

The Committee serves as an advisor to the Board of Governors and its Executive Committee about the publication of papers written in connection with Institute-sponsored conferences.

The Committee has been involved with joint publication and film projects with the C.G. Jung Institute of Los Angeles including the film, *Matter of Heart*.

Referral Service Committee

An ad hoc committee

May candidate representatives participate on this Committee? No

Typical Meeting Frequency: By phone or email as needed.

How the Committee operates:

The Referral Committee receives requests from the public for analysis or psychotherapy. Generally, requests are received in coordination with the Clinic Administrator. A Committee member, on a three to four month rotating shift, responds to calls to ascertain needs including fee range.

The Committee maintains a roster of participating Candidates and Analyst Members. Any Analyst Member or Candidate may participate in the Referral Service. To participate, each must submit their available fee ranges as well as preferred location. Each year, participants are asked to update their information including proof of malpractice insurance.

The Committee strives to track referrals by requesting information about caller follow through; has the potential patient made at least one appointment.

The Committee rotates through the roster of Candidates and Analysts whose current malpractice information is on file. The Committee strives to equitably match therapists to callers. Sometimes, the roster has few names for an available therapist based upon the fee range, gender, geographical location, etc. (for example, less than \$125 in the South Bay). In such circumstances, the Committee may have no choice but to give out some names more often than others.

Research Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

Notes: The Research Committee is currently inactive. If constituted, the Chair of the Research Committee would serve on the Board of Governors.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two or more members elected for three-year renewable terms by the Institute members.

This Committee shall advise and consult on the exploration, development, implementation and ongoing evaluation of research in connection with the Clinic or in other areas consistent with the mission of the Institute. The Committee shall also provide a venue for collegial discussion of research interests and issues. The Committee specifically shall encourage research in the field of Jungian psychology by the Institute's member analysts and others, provide methodological assistance as needed, and seek out and disseminate research findings related to analytical therapy and disseminate to the membership the relevant research findings of Institute members and others. The Committee, as a body, shall not itself conduct or participate in research.

Scholarship Committee

A By-Laws established standing committee

The chair of this committee, or an authorized alternate, serves on the BOG.

May candidate representatives participate on this Committee? No

Typical Meeting Frequency: December, April, or as needed, usually by email or phone

Note: The Chair of the Scholarship Committee serves on the Board of Governors.

The Institute's By-Laws state:

This Committee shall consist of a chairperson elected annually and two or more members elected for three-year renewable terms by the Institute members.

This Committee shall be responsible for funds designated for scholarship, fellowships, or awards, with the exception of funds budgeted specifically to be under the management of other committees.

How the Committee operates:

The Scholarship Committee administers funds (1) to support development of scholarly material promoting Analytical Psychology and (2) for training fees associated with the Public Service Fellowship.

Scholarly Material

Each year the Committee notifies Analysts and Candidates that those funds are available to support development and potential publication of material promoting an aspect of Analytical Psychology. The Chair issues a Request for Funding, which is usually published in January, with requests due by the end of March and notification by May 1st.

Funding recipients are required to update the Scholarship Chair on the progress of the project once a year.

A copy of the completed project is provided to the Committee.

The Chair coordinates with the Finance Committee Chair to ensure timely distribution of funds through the Institute's Administrative Director.

Public Service Fellowship

The Committee Chair coordinates, as needed, with other relevant Institute Committees (i.e. Executive, Finance, Admissions) regarding the continuance and administration of the Public Service Fellowship.

The Admissions Committee, or relevant training committee, notifies the Administrative Director and Scholarship Chair of a Fellowship candidate who has met the clinical and employment experience requirements for the Fellowship. The required clinical experience and associated employment experience are established, reviewed, and administered by the relevant committee (i.e. Admissions).

The applicant completes the necessary financial documentation and forwards the documentation to the Administrative Director. The Administrative Director reviews the documentation; as needed works with the applicant to complete the documentation. The Administrative Director notifies the Chairs of the relevant committees (i.e. Admissions, Scholarship) as to whether the financial documentation meets the established Fellowship requirements.

The Administrative Director forwards the documentation to the Scholarship Chair for further review. Upon completion of the review, the Scholarship Chair notifies the Chair of Admissions and the Administrative Director status of application.

With approval of the application, the Administrative Director notifies the Institute Bookkeeper that the applicant's training fees are waived for the current year.

At the conclusion of each year, the relevant committee Chair (i.e., Reviewing) send a request to the Scholarship Chair and the Administrative Director that funding of training fees for the Fellow(s) may continue for another year.

Training Program Outreach Committee

An ad hoc committee

May candidate representatives participate on this Committee? Yes

Typical Meeting Frequency: Numerous times throughout the year

How the Committee operates:

The Committee's mission is to understand why applications to the Analytic Training Program decreased.

The Committee's charge is to explore avenues for generating interest in the Analytic Training Program. The Committee recommends, to the Executive Committee, approaches and strategies to increase Bay Area visibility of the training program and to generate more applications to the training program.

Witness Program

An ad hoc committee

May candidate representatives participate on this committee? No

Typical Meeting Frequency: One Training meeting and one end of year meeting

How the Committee operates:

The Witness Program serves as consultants to the Analyst members of Reviewing meetings and boards and Certifying meetings and boards.

The intention of the Witness Program is to describe personal conscious and unconscious processes when Candidates meet with Reviewing meetings and boards or Certifying meetings and boards.

Witnesses are not active participants in the meetings or boards. At the end of a meeting or board, Witnesses may verbally describe to the Analysts present what they experienced during the meeting or board. The purpose of the description is to aid Analysts in better understanding “what happened” from the Witness perspective.

Witnesses are Analyst volunteers who have been certified at least five years. Each trained volunteer commits to serving as a Witness at one meeting or board a year, minimally.

All Analysts volunteering in the current year constitute the Witness Committee. The committee-as-a-whole trains potential Witnesses on how to be able to describe their conscious and unconscious experiences to the Analysts present at the end of a meeting or board.