San José State University
WASC Accreditation Visit

Supplemental Materials
Component 1 Lines of Inquiry

April 13-16, 2015

Contact:

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Responses to Component 1 Lines of Inquiry
San Jose State University, March 2015

1.1 What effect has the numerous leadership transitions had on SJSU's long-term strategic planning efforts?

1.2 Outcome of the Chancellor's Review and the subsequent retreats

Discussions have been scheduled with President Qayoumi, Provost Feinstein, faculty members of Senate Executive Committee, President's Cabinet to specifically address these lines of inquiry.
The following supplemental materials have been prepared:

LOI 1.1 SJSU Events Timeline

LOI 1.2 SJSU Summary of Shared Governance Review Activities

LOI 1.2 Sense of the Senate Resolution SS-F13-5

LOI 1.2 February 2014 Governance Review Update to Campus

LOI 1.2 March 2014 Governance Review Update to Campus

LOI 1.2 May 2014 Joint Response to the Senate Resolution

LOI 1.2 June 2014 Leadership Retreat Agenda

LOI 1.2 June 2014 Leadership Retreat Participants

LOI 1.2 September 2014 Leadership Retreat Agenda

LOI 1.2 September 2014 Leadership Retreat Participants

LOI 1.2 SJSU Principles of Engagement

LOI 1.2 Statement on Shared Governance

Timeline of Events at SJSU since last WASC Accreditation Cycle

	07/08 AY	08/09 AY	09/10 AY	10/11 AY	11/12 AY	F12 /13 AY	13 /14 AY	14/15 AY
WASC	WASC Accreditation			WASC Interim Report		Steering Committee convened		
FTF 6-year grad rate	42.0%	41.1%	48.0%	46.6%	46.3%	47.7%	49.7%	--
UDT 4-year grad rate	64.7%	66.5%	62.0%	59.8%	67%	68.6%	69.0%	--
Leadership: University Level	President Kassing Retires	President Whitmore inaugurated CIO appointed	AVP UGS appointed Interim Provost Selter appointed (made permanent)	Interim President Kassing appointed SASS AVP appointed	President Qayoumi Inauguration Provost Junn appointed	AVP Faculty Affairs AVP Acad Tech Deputy Provost appointed	Provost Feinstein appointed Research Foundation Interim COO appointed	**Appointed:** AVP GUP AVP Academic Planning and Budgets Director IEA AVP Research Interim CFO Deputy Provost **Interim (search in progress):** VP Advancement VP Student Affairs **New positions (search in progress):** Chief Diversity Officer
Leadership: College Level	CoB Interim Dean CASA Interim Dean	CoB Dean CASA Dean	College of Educ Dean	COSS Dean	H&A Interim Dean	CoE Interim Dean H&A Dean CoE Dean	CIES Dean CASA Interim Dean COSS Interim Dean	CASA Dean COSS Dean
Financial			Budget Cuts/Furlough	Acceleration Campaign Two-Step CSU Tuition Increase	$32M Structural Budget Deficit	Student Success and Technology Fee (SSETF) instituted		SSETF review Increased Academic Affairs base budget

Timeline of Events at SJSU since last WASC Accreditation Cycle

	07/08 AY	08/09 AY	09/10 AY	10/11 AY	11/12 AY	F12 /13 AY	13 /14 AY	14/15 AY
Student Success			Student Academic Success Services (SASS) created SJSU Retention and Graduation Initiative Plan submitted to CSU		Freshmen required to live on campus Implementation Early Start Remedial Program	Expansion EOP, veteran's services Implementation Statway Program	Expansion of College Student Success Centers Latino/Hispanic Student Success Task Force African-American Student Success Task Force Asian-American Student Success Task Force	Supplemental criteria for transfer students, due to impaction WiFi and phones in dorms
Assessment	NSSE administration	Revision Required Data Elements	Assessment and Program Planning Hiatus due to Furloughs	Interim Program Planning Guidelines implemented		10+ departments overdue for Program Planning; incomplete compliance on Annual Assessment	Program Planning and Annual Assessment Guidelines Revised >95% Compliance with Program Planning and Annual Assessment NSSE administration (%response rate)	
Infra-structure				Ground-breaking Student Union		Ground-breaking Student Wellness Center	Renovation of Uchida Hall and Spartan Complex Opening new Student Union WiFi upgrade	Renovation courtyards Upgrade phones Student Wellness Center (partially open) Learning spaces improvement project
SJSU Policies			Presidential Directive 2009-5: Graduation and Change of Major	18 programs declare impaction	Vision 2017 Strategic Plan Impaction declared for all majors	Office of Institutional Research renamed Institutional Effectiveness and Analytics	Launch SJSU branding campaign "Powering Silicon Valley"	Academic Affairs Reorganization Implementation New Academic Affairs Budget Model SSETF Review

	07/08 AY	08/09 AY	09/10 AY	10/11 AY	11/12 AY	F12 /13 AY	13 /14 AY	14/15 AY
State Senate and CSU Policies			Chancellor's Graduation and Retention Initiative (GRI) 2015 targets Section 40508 of Title 5 addressing 120 unit cap	SB1440: Student Transfer Achievement Reform Act				E.O. 1095: Implementation of Title IX, VAWA/Campus SaVE Act, and Related Sex Discrimination, Sexual Harassment and Sexual Violence Legislation E.O. 1096: Systemwide Policy Prohibiting Discrimination, Harassment and Retaliation Against Employees and Third Parties and Procedure for Handling Discrimination, Harassment and Retaliation Allegations by Employees and Third Parties E.O. No. 1097: Systemwide Policy Prohibiting Discrimination, Harassment and Retaliation Against Students and Systemwide Procedure for Handling Discrimination, Harassment and Retaliation Complaints by Students Chancellor's GRI 2025 targets
SJSU Senate Policies	F07-3 Access to Instructional Materials S08-3, Policy Recommendation, Incorporating Accessibility into the Curriculum Review Process	F08-2, Policy Recommendation, Repetition of Courses; Academic Renewal S09-7, Policy Recommendation, Grading Symbols, Drop & Withdrawal; Retroactive Drop and Retroactive Withdrawal; Assignment of Grades and Grade Appeals; Change of Grade; and Integrity of the Academic Record	S10-2, Policy Recommendation, Removal of Mandated ABC/NC grading for English 1A and 1	S11-3, Policy Recommendation, 2.0 Graduation Requirement for the GE Portion of SJSU Studies (areas R, S, & V)	S12-9, Policy Recommendation, Temporary Suspension of Enforcement of the Requirement that Students must Enroll in Courses for Areas R, S, and V in SJSU Studies in three different departments S12-5, Policy Recommendation, Review and Approval Process for Academic Certificate Programs	SM-S13-3, Senate Management Resolution, Temporary increase in committee membership for the Student Fairness S13-2, Policy Recommendation, Adoption of University Learning Goals	CSU governance review Revision of GE	CSU governance review continued Referral to Senate for Core Competencies Assessment Task Force

Review of Shared Governance at SJSU
Lynda Heiden, Ph.D., Chair of the Academic Senate

Brief History: A resolution (SS-F13-5) passed by faculty, students, and administrative members of the Academic Senate in November 2013 requested that Chancellor Tim White undertake a review of governance at SJSU "with a desire for a constructive outcome, and with no preconceived vision." The Chancellor responded positively to our request and appointed a study group composed of three external reviewers mutually agreed upon by the Chancellor, the President, and the Chair of the Academic Senate.   The study group conducted their review, including 4 days of on-campus interviews, and reported their findings to the Chancellor in the Spring of 2014. The Chancellor subsequently met together with the President's Cabinet and the Senate Executive committee and sent a response letter with his recommendations to the campus.

In consideration of Chancellor White's recommendations, two Leadership Retreats were held that included all members of the President's Cabinet, faculty and student members of the Senate Executive Committee, and the College Deans. An agreed upon outside consultant, Dr. Jolene Koester, served as the facilitator during both day-long meetings.

The first retreat was held on June 27, 2014. It was acknowledged collectively that considerable work would be needed to reestablish trust among faculty and administration and students and administration and that success would require prolonged and concerted effort by all. The primary goals for the retreat were to lay the groundwork for greater collaboration in decision-making, encourage more respectful interaction and mutual respect, and to begin the development of a mutual understanding of shared governance at SJSU.

The second retreat was held on September 12, 2014.   The group focused on four primary areas: Adoption of "Principles of Engagement" (attached), the development of a statement on shared governance at SJSU (draft attached), and the identification of action items completed and action items remaining.

Future Plans: Only minor edits are needed on the draft document "Statement on Shared Governance at SJSU" and these will be completed before the WASC campus visit. The document will be presented to the Senate for endorsement on April 27, 2015. Regular updates on our progress as a campus have been provided to Chancellor White by President Qayoumi and Senate Chair Heiden. Regularly scheduled retreats of the President's Cabinet, faculty and student members of the Senate Executive Committee, and the college Deans is being considered. We have not formalized an action plan; however, action items were identified and addressed at each retreat and continue to be addressed both formally and informally.

SAN JOSE STATE UNIVERSITY
ONE WASHINGTON SQUARE
SAN JOSE, CA 95192

SS-F13-5, Sense of the Senate Resolution, Requesting that Chancellor Tim White Undertake a Prompt Review of SJSU Governance

Legislative History: At its meeting of November 18, 2013, the Academic Senate approved the following Sense of the Senate Resolution presented by Senator Peter for the faculty members of the Executive Committee and the ASCSU Senators.

SENSE OF THE SENATE RESOLUTION
REQUESTING THAT CHANCELLOR TIM WHITE UNDERTAKE A PROMPT REVIEW OF SJSU GOVERNANCE

Whereas,	The Academic Senate of SJSU has received widespread expressions of concern from our faculty and student constituents, and from some administrative officers, about the present efficacy of SJSU governance; and
Whereas,	A series of conflicts over the last year has highlighted issues related to communication and transparency, has opened serious rifts in our shared sense of community, and has contributed to extremely low morale; and
Whereas,	SJSU needs to refocus its attention on our core mission to serve our students and community; and
Whereas,	A fresh look at the SJSU situation from outside the campus could help to diagnose problems and identify solutions; now, therefore, be it
Resolved:	The Academic Senate of SJSU request that Chancellor Tim White undertake a prompt review of SJSU governance. We recommend that the review should broadly and confidentially consult with all relevant campus leaders and groups—including students, faculty, and all levels of administration. We urge that the Chancellor use the findings of the review to implement any measures needed to improve the efficacy of management and to help us to restore a strong sense of shared purpose to our campus governance; be it further

Resolved: The Academic Senate of SJSU make this request respectfully, with a desire for a constructive outcome, and with no preconceived vision.

This resolution presented from the floor by a group of faculty consisting of the elected faculty members of the Executive Committee and the ASCSU Senators.

Vote: 9-0-1

Present: Heiden, Van Selst, Kaufman, Von Till, Peter, Kimbarow, Ng, Frazier, Gleixner, Lessow-Hurley

SJSU Campus Governance Review Update
February 12, 2014

Dear Faculty Colleagues,

I would like to provide an update regarding the campus review process initiated by the Chancellor's office in response to SJSU Senate Resolution SS-F13-5, passed at the November Senate Meeting (www.sjsu.edu/senate/docs/SS-F13-5.pdf).

The Chancellor appointed a three-member Study Group to review our campus governance. The primary goals of the review are to identify key areas of concern regarding governance and to provide recommendations to the Chancellor that will enable us to move forward constructively as a campus. The Study Group includes Dr. Joe Crowley, Dr. Ron Vogel, and Professor Emeritus Bernadette Cheyne, all of whom have outstanding credentials and a thorough understanding of CSU campus governance.

The Study Group and the Chancellor want to ensure that all voices are heard. This is quite a challenge given the size and complexity of our campus, and there has been much discussion as to the best way to accomplish this. This past week, the Study Group completed two days of meetings with representative groups of students, staff, faculty, and administrators and may be returning to continue meetings with additional representatives. Please see the attached list of the groups with whom they met. All meetings were held with four or fewer individuals to maximize opportunities for each individual to speak, and to maximize the confidentiality and comfort needed to ensure open conversation. I have not identified staff members by name because I have not yet had an opportunity to communicate with this group.

From what I understand, most meetings were approximately an hour and the Study Group remained well after the original hours listed on their agenda. They have completed more than fifteen hours of interviews with multiple student, faculty, staff, and administrative representatives from each college and each of the broader campus units (Academic Affairs, Student Affairs, Advancement, Admin and Finance, Athletics, Facilities).

Additional meetings will be scheduled in several weeks as the Study Group seeks input from representative groups not yet heard. Mechanisms allowing confidential input from the campus at large, such as a protected website, have been considered, but privacy concerns pose unique challenges. The Chancellor and Study Group are adamant that all voices be heard by the end of the review process and thus next steps are being considered carefully.

Many have asked how the faculty, student, and staff groups have been, or will be, identified. Most thus far were from standing groups or committees elected to represent their constituents, such as Associated Students leadership, Senate leadership, and Department Chairs/Program Directors. I believe that each group understood their responsibility to speak to concerns expressed by their constituents and they, in fact, have been committed to doing so throughout their respective terms of service.

Some of the selection process was also driven by availability. For example (and this is only one example), the University Council of Chairs and Directors is a rather large group of faculty (50+) who are able to speak to departmental and programmatic concerns. The group determined its own representation. Although some who wanted to participate had scheduling conflicts, a reasonable representation across colleges was accomplished. There were a few "gaps" in college representation, however, and they will be filled either through written communication or as the next meetings on campus are scheduled.

This is not a secretive process in any way, but it must be a protected process to some degree if the Study Group is to accomplish their charge. People are more likely to speak freely if they know that what they say will not be repeated by others in the meeting, and thus participants were asked to honor that. Additionally, in their final report, the Study Group will speak to issues raised but, to ensure confidentiality, will not make any individual or identifiable attributions.

The Chancellor would like to complete the review process as quickly as possible, with assurances that all voices have been heard.   Accomplishing both is beneficial to our campus. Additional interviews are likely to be scheduled in 2-3 weeks. This timeframe will allow the Study Group's report and Chancellor's response to be finalized well before the absolute deadline of end of Spring semester.

Should you have any questions, please feel free to contact Lynda Heiden, Senate Chair (Lynda.Heiden@sjsu.edu).

-Lynda

Chair, Academic Senate
San José State University
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Phone: (408) 924-2442

SJSU Campus Governance Review Update
Lynda Heiden, Academic Senate Chair
March 12, 2014

As you may already know, at its November 2013 meeting the SJSU Academic Senate passed a resolution (www.sjsu.edu/senate/docs/SS-F13-5.pdf), requesting a review of SJSU campus governance by CSU Chancellor Tim White. In response to our request, Chancellor White appointed a three-member committee to direct the review that included Dr. Joe Crowley, Dr. Ron Vogel, and Professor Emeritus Bernadette Cheyne. This committee, or "Study Group", conducted four days of interviews with a total of 96 faculty, staff, student, administrative, and auxiliary board members of our campus community. Table 1 summarizes the broadest categories of representation. Table 2 identifies subcategories of representation within the most heterogeneous groups (Administration, Faculty, and Auxiliaries).

Campus members who participated during the Study Group's first two-day visit on February 4-5, 2014, were selected primarily by membership in representative or elected bodies, such as the Academic Senate, Associated Students, the Dean's Council, and the University Council of Chairs and Directors (UCCD), and were scheduled by the Chief of Staff. In some cases, all members of a group (e.g., Council of Deans) were able to participate in meetings with the Study Group. Larger groups, such as UCCD, selected representatives for the interviews. Finally, some interviewees were identified by position, such as Associate Vice Presidents and Staff from various units. Most 45-60 minute interviews were scheduled with small groups of no more than four individuals.

To ensure that as many voices as possible were represented, the Study Group returned for a second two-day campus visit on February 27th and 28th. One UCCD group was scheduled to facilitate full representation across colleges. The remainder of the two days was reserved for participants who self-identified and/or were recommended using the following process:

> An email update on the review process was sent to all faculty and all members of the Senate after the first visit of the Study Group. Membership in the Senate includes faculty, students, administrators, and an alumni representative. In response to the update and word-of-mouth, a number of individuals and group representatives contacted the Senate office either to request an opportunity to meet with the Study Group themselves, or to recommend participation by campus members or groups not included on Senate or faculty listservs, and thus perhaps not aware of the mechanisms for scheduling meetings (a small minority of those scheduled). The Study Group was able to accommodate all requests, again meeting with groups of four or fewer individuals to maximize opportunities for each person to speak. Meeting times were scheduled by the Senate Chair.

Additionally, the Study Group requested a meeting with at least one group of four randomly selected faculty. A random list of 50 faculty was generated by the Office of Institutional Research and selections from the list were made sequentially by college (i.e., first on the list from College A, first from College B…), continuing until four faculty with availability were scheduled. A total of nine faculty were contacted by the Senate chair; those who did not participate were either on leave or unavailable on the day of the interviews. One of the nine did not respond to a voicemail message. Unfortunately, time did not allow a second random group to be identified.

As mentioned in my last update regarding the review, this is not a secretive process, but it must be a protected process to some degree if the Study Group is to accomplish their charge. People must know that what they say will be held in confidence, and thus all participants were asked that they not repeat what others said during their group interview sessions. The Study Group will also protect confidentiality by avoiding individual or identifiable attributions. Five staff members asked that their names not be included on the formal agenda or updates to the campus, and these requests were honored.

The summary data provided in Tables 1 and 2 suggests that the Chancellor and the Study Group met their goal of hearing all voices by the end of the interview period (at least as much as is humanly possible). The desire of so many to participate is certainly consistent with the strong commitment to shared governance I have seen throughout my tenure at SJSU.

We are all anxious to hear about the results of the review and the recommendations of the Chancellor. As you may recall, the deadline for completion is the end of Spring semester; however, the Chancellor would like to complete the process sooner, if possible. The Study Group will be meeting together and with the Chancellor this week and next, and I will do my very best to keep everyone informed as information becomes available.

SJSU Campus Governance Review Meetings
Summary Statistics

TABLE 1 Representative Categories		
Representative Group	**#**	**%**
Administration	36	36.46%
Faculty/Chairs	31	32.29%
Counselors	2	2.08%
Librarians	3	3.13%
Staff	11	11.46%
Associated Students	4	4.17%
Auxiliary Board Members	10	10.42%
Totals	*97*	*100.00%*

TABLE 2 Representative Subgroups: Administration, Faculty, & Auxiliaries	
Administrative Subgroups	**#**
President and Cabinet	6
AVPS	8
Deans	8
Assoc. Deans	4
Unit Directors	5
Ombudsperson	1
Auxiliary CEO/CEO/Director	4
Total	*36*
Faculty Subgroups	**#**
Senate Executive Comm. Faculty	9
Randomly Selected	4
Chairs	12
Other	6
Total	*31*
Auxiliary Board Subgroups	**#**
Student Members	2
Community Members	5
Faculty Representatives	3
Total	*10*

THE CALIFORNIA STATE UNIVERSITY
OFFICE OF THE CHANCELLOR

BAKERSFIELD

CHANNEL ISLANDS

CHICO

DOMINGUEZ HILLS

EAST BAY

FRESNO

FULLERTON

HUMBOLDT

LONG BEACH

LOS ANGELES

MARITIME ACADEMY

MONTEREY BAY

NORTHRIDGE

POMONA

SACRAMENTO

SAN BERNARDINO

SAN DIEGO

SAN FRANCISCO

SAN JOSÉ

SAN LUIS OBISPO

SAN MARCOS

SONOMA

STANISLAUS

OPEN LETTER TO THE STUDENTS, FACULTY, STAFF AND FRIENDS OF
SAN JOSÉ STATE UNIVERSITY

May 8, 2014

From Chancellor Timothy White:

As your Chancellor I first visited with San José State University students, faculty, staff, leadership, along with community and foundation members in September 2013. Following your invitation in November 2013, I engaged with several faculty, staff, students and senior administrators in reviewing concerns about campus governance. I have visited campus on several occasions, and was aided by the capable work of a three-person study team, who recently reported their observations to me.

The voices of campus members have been clearly heard and I thank them for raising them. I also thank the study team for the long hours and hard work they invested in this effort to understand the issues at SJSU, and help inform a path forward.

For the campus to address these issues it will require authentic consultation among campus, faculty, student and staff leaders, consultations that will lead to informed and strategic decisions. I am encouraged that President Qayoumi has set a course to do so, and I am confident in San José State University's ability to succeed.

From President Mohammad Qayoumi:

When I was selected to become president of San José State University, I was extremely excited about the possibilities. The potential for engaging SJSU with Silicon Valley and what that could mean for our students and academic programs is what drew my initial interest. Upon arrival on campus, I engaged in a process that created Vision 2017 and advanced a number of initiatives I believed consistent with that vision.

It became evident over time that faculty, staff, and students became frustrated and angered by many of the fast-paced actions taken by me and members of my administration. In response, the Senate took action in November 2013 and formed a resolution requesting that the Chancellor review the state of shared governance on our campus. I wholly supported the resolution. The Senate Executive Committee and I want to share with the campus the outcome of this review.

After speaking with the Chancellor and hearing what the members of the study team learned during their visit, I reflected on how my actions affected SJSU faculty, students, and staff. In attempting to move quickly toward our goals, I stepped on long-standing SJSU consultation practices and, as a result, harmed our practice of collegial shared governance. For this, I am regretful.

Shared governance has long been a hallmark of SJSU. Going forward, I want to assure you that I will honor the consultative process. I am committed to moving slowly where necessary and taking steps to allow for broad and inclusive consultation with all the stakeholders at this university. To that end, and in keeping with the Chancellor's suggestions, the Senate Executive Committee, the Cabinet, and I have initiated a plan to jointly address each area of concern identified in the review process.

I am fully committed to making the changes necessary. The improvements will take time and I ask for your support and your collective commitment to "right the ship" and return SJSU to its rightful place as the great institution of learning we all believe it is and must always be.

From the President's Cabinet and Senate Executive Committee:

Nicholas Ayala   *President, Associated Students*
Shawn Bibb   *Vice President, Administration and Finance*
Rebecca Dukes   *Vice President, University Advancement*
Andy Feinstein   *Provost and Vice President of Academic Affairs*
Stefan Frazier   *Chair, Instruction & Student Affairs; Assoc. Professor, Language Development and Linguistics*
Stacy Gleixner   *Chair, Curriculum & Research; Professor, Engineering*
Lynda Heiden   *Chair, Academic Senate; Professor, Psychology*
Michael Kimbarow   *Vice Chair, Academic Senate; Chair and Professor, Communicative Disorders*
Michael Kaufman   *Chair, Organization and Government; Chair and Professor, Physics*
Judith Lessow-Hurley *Statewide Senator; Professor, Elementary Education*
Bill Nance   *Vice President, Student Affairs*
Wendy Ng   *Chair, Committee on Committees; Chair and Professor Sociology & Interdisciplinary Social Sciences*
Kenneth Peter   *Chair, Professional Standards; Professor, Political Science*
Mohammad Qayoumi *President, San José State University*
Beth Von Till   *Past-Chair, Academic Senate; Lecturer, Communication Studies*

Working together we have identified several core needs and action plans:

1. Identified Need: Members of the campus community need to have their voices heard more frequently and more respectfully. Multiple instances were highlighted in the review process in which sectors of the campus community felt they were not consulted on matters critical to them. Action Plan: Over the course of the summer, the Senate Executive Committee and Cabinet will develop a plan by which meaningful consultation occurs with appropriate campus stakeholders. For example, frequent areas of concern will be identified that are likely to impact our campus, such as enrollment targets, class size, curriculum, auxiliary mergers, student fees, and budgeting. A consultation matrix will be established that identifies the primary decision-maker, constituent groups to be included in consultation, what form consultation may take, and how the decision and its rationale will be disseminated. It is recognized that this must be more than an organizational exercise; it cannot be accomplished without a full commitment to change and a system of accountability and evaluation.

2. Identified Need: A mutual understanding of shared governance. Action Plan: A retreat of the Senate Executive Committee, Deans, and Cabinet will be held in June 2014. A position paper will be developed describing our joint understanding of shared governance at SJSU. The discussion will include the current structure of the Senate and the Cabinet.

3. Identified Need: To reaffirm the primary role of the Provost and Vice President of Academic Affairs. Response: Dr. Andy Feinstein was appointed recently after a national search, and with the broad support of the faculty and academic leadership. In his role as Provost and VP of Academic Affairs, he will serve on the President's Cabinet as the first among equals, and work directly with academic leadership and the Senate on matters of budget, enrollment, and other academic and operational matters.

4. Identified Need: Improving leadership effectiveness of the Cabinet and engendering greater trust. Action Plan: To improve timely and respectful communications and relationships between and among cabinet members and campus stakeholders, all members of the Cabinet will appraise their role and practices in providing leadership not only for their areas of direct responsibility, but for the campus writ large in the context of CSU.

5. Identified Need: Broad concerns were expressed regarding budget decision processes and transparency. Action Plan: Establish a budget advisory committee. The committee will schedule advisory meetings and focus on transparency and clear communication of the budget and expenditures to the campus.

6. Identified Need: The University needs a clear policy on use of facilities for program and program-related activities/events. Action Plan: Facility policies specific to program or program-related activities and events will be developed or modified to establish priorities, availability of space, and costs. A plan will be developed to improve communication of policies and better document procedures. The charge of existing space/facilities committees or other relevant bodies will be considered to ensure consultation regarding design and use of space.

Closing thoughts from Chancellor Timothy White:

As CSU's oldest campus, San José State University enjoys a proud and rich tradition of academic excellence, and an unprecedented opportunity going forward to serve the greater San Jose region with higher education, research, and community engagement that fuels tomorrow's California economy and society.

I opine that SJSU will journey forward successfully by working together and sharing responsibility to succeed with the action plans you have identified above. I encourage the plan for SJSU to have metrics, timelines, and foci of responsibility and accountability. It will serve as a guide to campus activities in these dimensions, and will help inform my periodic review of SJSU, which in turn informs the CSU Board of Trustees.

I look forward to celebrating with you the successes of San José State University in the months and years ahead.

San Jose State University
Shared Governance Retreat
June 27, 2014

Preretreat reading:

CSU Board of Trustees Statement on Collegiality
AAUP Statement on Faculty Responsibilities
Steven Bahis, "How to Make Shared Governance Work: Some Best Practices," Trusteeship, vol 22, #2 AGB March/April 2014.

Agenda

8:00 **Coffee and Gathering**

8:30 **Opening Comments**
      President Qayoumi and Senate Chair Heiden

8:45 **Background, Retreat Ground rules, and Description of Agenda**
       Jolene Koester

9:00 **Retreat Expectations and Outcomes**— All Participants

9:45 **What is shared governance? At San Jose State University?**

10:45 **Break**

11:00 **Consideration of the anticipated work of the administration and the Senate for the 2014-2015 year.**

12:00 **Lunch**

1:00   **Expectations for Behavior from all Participants in the Shared Governance Process**

2:00 **Developing Rules of Engagement—How are you going to do the work together?**

3:00 **Break**

3:15 **Consideration of current structure of the Senate and the Cabinet and ways to improve communication**

4:15 **Individual Commitments and Review of Retreat Outcomes**

4:30 **Closing Comments**

President Qayoumi and Senate Chair Heiden

San Jose State University
Governance Retreat
June 2014
Participant List

President's Cabinet

Mo	Qayoumi	President
Shawn	Bibb	VP Admin & Finance
Rebecca	Dukes	VP Univ Advancement
Renee	Barnett	Interim VP Student Affairs
Gene	Bleymaier	Athletic Director
Andy	Feinstein	Provost & VP Academic Affairs

Academic Senate Executive Committee – Faculty and Students

Lynda	Heiden	Chair Academic Senate
Michael	Kimbarow	Vice Chair Academic Senate
Wendy	Ng	Chair: Committee on Committees and Associate Vice Chair
Stacy	Gleixner	Chair: Curriculum and Research Policy Committee
Stefan	Frazier	Chair: Instruction and Student Affairs Policy Committee
Michael	Kaufman	Chair: Organization and Government Policy Committee
Kenneth	Peter	Chair: Professional Standards Policy Committee
Judith	Lessow-Hurley	SJSU Statewide Senator
Beth	Von Till	Past Chair Academic Senate
Nick	Ayala	President of Associated Students

Deans

Elaine	Chin	Dean College of Education
Ruth	Kifer	Dean Library
Michael	Parrish	Dean College of Science
David	Steele	Dean College of Business
Andrew	Hsu	Dean College of Engineering
Ruth	Huard	Dean College of Intern'l & Ext Studies
Lisa	Vollendorf	Dean College of Humanities & Arts
Alice	Hines	Interim Dean College of Applied Sci & Arts
Jan	English-Leuck	Interim Dean College of Social Sciences

Facilitator

Jolene	Koester	President Emerita, CSU Northridge

San José State University
Shared Governance Retreat
September 12, 2014
Engineering 285-287

Agenda

8:30   Coffee and Gathering

9:00   President Qayoumi and Senate Chair Heiden
            Opening Comments

            Jolene Koester
            Background, Retreat Ground rules, and Description of Agenda

9:15   Principles of Engagement: Expectations for Behavior from all
            Participants in the Shared Governance Process

10:30   Break

10:45   Statement on Shared Governance at San Jose State

12:00   Lunch

12:45   Continuation of Discussion and Consideration of Statement on
            Shared Governance

1:45   Action Items Completed and Remaining

2:45   Outcomes and Next Steps

3:00   Social Time--Reception

San Jose State University
Shared Governance Retreat
September 12, 2014
Engineering 285-287

Participants

Cabinet

First	Last	Affiliation
Mo	Qayoumi	President
Shawn	Bibb	VP Admin & Finance
Rebecca	Dukes	VP Univ Advancement
Renee	Barnett	Interim VP Student Affairs
Gene	Bleymaier	Athletic Director
Stacy	Gleixner	Interim Chief of Staff
Andy	Feinstein	Provost & VP Academic Affairs

Academic Senate Executive Committee

First	Last	Affiliation
Lynda	Heiden	Chair Academic Senate
Michael	Kimbarow	Vice Chair Academic Senate
Romey	Sabalius	Statewide Senator
Mykel	Jeffreys	Associated Students
Gary	Daniels	Associated Students
Patricia	Backer	Chair: Committee on Committees and Associate Vice Chair
Stefan	Frazier	Chair: Instruction and Student Affairs Policy Committee
Michael	Kaufman	Chair: Organization and Government Policy Committee
Kenneth	Peter	Chair: Professional Standards Policy Committee
Nick	Ayala	Past President of Associated Students

Deans

First	Last	Affiliation
Elaine	Chin	Dean College of Education
Ruth	Kifer	Dean Library
Michael	Parrish	Dean College of Science
David	Steele	Dean College of Business
Andrew	Hsu	Dean College of Engineering
Ruth	Huard	Dean College of Intern'l & Ext Studies
Lisa	Vollendorf	Dean College of Humanities & Arts
Alice	Hines	Interim Dean College of Applied Sci & Arts
Jan	English-Leuck	Interim Dean College of Social Sciences

Facilitator

First	Last	Affiliation
Jolene	Koester	President Emerita, CSU Northridge

Governance Principles of Engagement
San Jose State University

Shared governance is about building communication, relationships, and working effectively toward shared goals and purpose.

- Commit to an environment of trust and good intentions.

- Remember whom we serve and why we are here

- Consider the systemic and contextual impacts of what we do

- Promote organizational alignment, rather than rivalry or fiefdoms

- Collaborate and cooperate

- Focus on problem-solving vs. reasons to say no

- Attack the problem, not the person. Play nice.

- Foster a culture where everybody walks the talk and nobody walks on water. Lead by example and recognize the value of multiple perspectives.

- Foster <u>healthy</u> conflict and respectful debate. Play nice.

- Encourage effective communication (neither over- nor under-communication)

- Make use of strategic planning. Avoid overreacting to a single data point to declare a new direction, and make sure stakeholders are part of the process.

- Try to maintain a sense of humor and optimism in your work

Statement on Shared Governance at SJSU

INTRODUCTION

At San José State University, we are proud of our long history of faculty, students, staff, and administrators working together in the best interest of the university.

The California State University (CSU), the California Higher Education Employer-Employee Relations Act (HEERA), and the American Association of University Professors (AAUP) all recognize that shared governance is a fundamental operating principle in institutions of higher learning. In The CSU Report on the Board of Trustees Ad Hoc Committee on Governance, Collegiality, and Responsibility (CSU Board of Trustees, 1985) defines shared governance broadly as a "complex web of decision making and responsibility that translates into university policy or action" and emphasizes that collegial governances "allows the academic community to work together to find the best answers to issues facing the institution."

The rapidly changing landscape of higher education makes the need for effective governance at SJSU greater today than ever in our history. The foundation for effectiveness in this environment is an agreement among faculty, staff, students, and administrators as to what shared governance means and how it translates into practice on any given campus.

The CSU Board of Trustees report (1985) delineates the complexity of decision-making in the CSU and provides meaningful guidelines for collegiality and shared governance.

Moreover, in considering the meaning of shared governance, Tierney and Minor (2003) proposed three modalities:

- Shared governance means *fully collaborative decision-making.* The faculty, staff, students, and administration make decisions jointly; consensus is the goal.

- Shared governance means *consultative decision-making.* Many individuals and groups may be brought into the process; however, the focus is on sharing information and discussion rather than joint decision-making.

- Shared governance means *distributed decision-making.* Discrete groups are responsible for specific issues and decisions, giving faculty, students, or staff the right to make decisions in some areas, and administration in others.

Effective shared governance depends on judicious use of all three modalities, consistent with the following five Principles of Engagement:

1. Create an environment where it is safe to speak, regardless of one's position within the University (this was the "truth to power" statement).

2. Consider whom we serve and why we are here.

3. Commit to an environment of trust and assume good intentions on the part of all.

4. Consult, collaborate, and cooperate.

5. Foster healthy conflict and respectful debate.

Establishing the structures and authority of faculty and academic senates is an important exercise; however, culture is an equal contributor to effective governance (Tierney, 2004). In fact, the "soft" aspects of governance, such as trust and social capital, can be more consequential than the "hard", structural aspects of governance (i.e., procedures of the Academic Senate or other formal representative bodies).

The following SJSU principles of shared governance recognize both structural and cultural aspects of shared governance:

Guiding Principles of Shared Governance

1. Collegiality

Fundamentally, a commitment to collegiality and collaboration lies at the heart of all effective shared governance structures. As defined by the CSU Board of Trustees (1985), collegiality "consists of a shared decision-making process and a set of values which regard the members of the various university constituencies as essential for the success of the academic enterprise." Collegiality is therefore driven by core values that include a basic respect for shared decision-making, respect for differing points of view and assigned responsibilities, respect for diversity, and mutual trust based on experience. It relies on "a network of interlinked procedures jointly devised" and requires ongoing efforts to build and maintain trust.

2. Engagement

To be effective, shared governance requires the identification and engagement of appropriate stakeholders in the analysis of problems, the identification of possible solutions, and decisions regarding implementation. Such stakeholders may include, administrators, faculty, staff, students, and others, as appropriate, such as alumni or community members.

3. Consultation and Decision-Making

> Administrative officers make sure that there is continual consultation with appropriate faculty representatives on matters involving admission and degree requirements, the curriculum and methods of teaching, academic and professional standards, and the conduct of creative and scholarly activities." – *CSU Board of Trustees (1985)*

The 1985 CSU Board of Trustees report provides a clear explanation of the importance of consultation and its role in decision-making processes:

> Meaningful, timely consultation on operational, administrative, and fiscal matters that affect the instructional program of the University should take place early and throughout the decision-making process. Such consultation should be a mechanism for evidence-based dialogue and evaluation with the goal of improving the outcome for the entire university. Existing structures for consultation should be utilized, as well as new structures (e.g., focus groups, ad-hoc committees, etc.) when needed. The value of the faculty voice in budgetary matters is recognized, "particularly those directly affecting the areas in which the faculty has primary responsibility."[1]

At SJSU, the Academic Senate serves as the principal agency for the formulation and recommendation of University policy. Academic and curricular matters, professional standards, governance issues, student affairs, and additional subjects identified by the CSU Statement on Collegiality and the California Higher Education Employer-Employee Relations Act are appropriately the concern of university policy formulated by the Academic Senate and recommended to the President. Other administrative regulations that do not fall within these areas may be issued as Presidential Directives to distinguish them from policies that require a Senate recommendation. Whether formulating policy, issuing directives, or making decisions of less formal character, both the Senate and the Administration should consult widely with those affected by decisions. In this capacity, the Senate is an essential, although not exclusive, body for consultative processes. Other consultative bodies include, but are not limited to, Associated Students, the Council of Deans, University Council of Chairs and Directors, taskforces, and formal committees.

4. Communication

Effective shared governance requires regular, transparent communication regarding news, budget, policies, practices, and strategic direction, among other items important to the University community. It also requires that faculty, students, staff, administrators, and others in a representative role as appointed or elected leaders on the campus take responsibility for communicating to their constituents and that all constituents participate actively in receiving and engaging with such communication.

As emphasized in the "Report of the Board of Trustees' Ad Hoc Committee on Governance, Collegiality, and Responsibility in the California State University," sincere, open communication builds trust and enables the participants in shared governance to be effective in helping the entire university move forward positively and strategically.

Communication mechanisms should include explanations of decisions made such that constituents understand the rationale for those decisions. All constituents recognize that some decisions (e.g., regarding personnel and other confidential information) cannot be discussed.

Conclusion
This statement expresses our commitment to collegiality, engagement, consultation, and communication at San José State University and aims both to make explicit and energize our collective dedication to shared governance.

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