

7 **SENATE MANAGEMENT RESOLUTION**

8
9 **Amendment to Senate Bylaws - Sections 4.5 & 4.6**
10 **Amendment to Senate Policy S19-2, Appendix A**

11 **Rationale**

12
13 Starting around fall 2022, the Executive Committee of the Academic Senate restarted a
14 conversation concerning senate representation for SJSU staff. In AY22/23, the Organization and
15 Government Committee (hereafter “O&G”) in consultation with the Senate Executive
16 Committee officially began considering the question of senate expansion to include staff
17 representation in the senate. Given the scope and breadth of the senate expansion question, in
18 spring 2023, O&G proposed a special committee be empaneled to review the prospects of
19 additional senate seats for staff.
20

21 The special Committee on Senate Representation completed their review and analysis of the
22 matter in fall of 2024. The question of additional senate seats for staff (AS 1876 and AS 1877)
23 was submitted to the Academic Senate for a vote. Following the senate vote to support
24 expansion, the proposed changes to the SJSU Constitution and By-laws were submitted to the
25 SJSU faculty for a campus-wide vote in fall of 2024. With SJSU faculty voting in favor of staff
26 representation, OG became responsible for overseeing amending applicable SJSU By-laws and
27 Constitution. ¹
28

29 At the same time that senate expansion was being considered, O&G began exploring challenges
30 associated with the size and complexity of the Instructional and Student Affairs Committee
31 (hereafter “ISA”). Though ISA has been able to discharge its responsibilities to the SJSU
32 community, the size and composition of the committee has been a subject of discussion with
33 the ISA Chair throughout AY 23/24 and AY24/25.
34

35 The SJSU Academic Senate Instructional and Student Affairs Committee is:

36
37 Responsible for all matters relating to instruction and to student affairs,
38 including recruitment, admission, retention, academic status, educational

¹ [Senate By-law - 4.1.1](#) places overall responsibility for establishing committees and appointing its members to the Senate. Additionally, [SJSU Policy S19-2](#) assigns responsibility to OG to review and make recommendations regarding charges, functions, creation or abolishment of university and senate committees.

39 equity, rights and responsibilities. The Instruction and Student Affairs
40 Committee may establish task forces in consultation with the Executive
41 Committee of the Academic Senate to address specific matters that are beyond
42 its ability or the ability of the Student Success Committee to address in a
43 reasonable time period².

44
45 With its broad coverage of both instructional affairs and student affairs, ISA has had to expand
46 its membership to encompass experts in a host of areas. In practice this means that referral
47 discussions often fall outside numerous members' expertise and interests. This has led to a
48 decline in engagement and attendance. Currently, ISA is staffed by 20 individuals from faculty,
49 students, and administration.

50
51 Scholarly consideration of committee operation suggests that individual committee members
52 become increasingly ineffective as committee size grows³. Empirical research on non-profit
53 organizations suggests that large governing boards “tend to be inefficient and do not contribute
54 positively to governance effectiveness” (Prybil et al., 2008, p. 5).⁴

55
56 In addition to its unwieldy size, the volume and variety of referrals ISA receives is overloading
57 the committee's ability to address referrals as expeditiously as the committee would prefer.
58 Personal communication between ISA Chair Sullivan-Greene and the SJSU Senate Executive
59 and members of O&G confirm that a reorganization of ISA into two separate committees offers
60 a reasonable and feasible strategy to address the problem of the size of the committee and the
61 broad scope of referrals ISA receives.

62
63 Reorganizing ISA into two new policy committees, the Instructional Affairs Committee (hereafter
64 “IA”) and the Student Affairs Committee (hereafter “SA”), will create a more focused and
65 manageable workload for each committee. In addition to improving the working efficiency of
66 senate committees, this reorganization creates two new policy committee seats that are
67 strategically important locations for staff senators. General and Student Services Professional
68 staff will be important contributing voices in both IA and SA given that such staff are deeply
69 involved in student services as well as academic programs⁵.

70
71 As part of the ISA reorganization, O&G is proposing additionally that the Associate Dean for
72 Undergraduate Studies and the Associate Dean for Graduate Studies, both EXO positions on

² <https://www.sjsu.edu/senate/docs/S19-2.pdf>

³ Karotkin, D., & Paroush, J. (2003). Optimum committee size: Quality-versus-quantity dilemma. *Social Choice and Welfare*, 20(3), 429–441. <https://doi.org/10.1007/s003550200190>

⁴ Prybil et al. (2008). *Governance in nonprofit community health systems: An initial report on CEO perspectives*. Grant Thornton, LLP. Chicago, IL.

⁵ The role of staff is crucial in supporting students' personal, academic, and social development. Staff typically perform a range of functions such as student support and counseling, academic advising, student activities and engagement, career services, health and wellness, residence life, crisis management, and leadership development.

73 ISA and not currently granted full voting rights, be granted full voting rights consistent with
74 Senate By-law 4.5.4.⁶ These two seats will be located in IA.
75 O&G proposes reorganizing the reporting structure for committees previously reporting to ISA
76 (By-law 4.6). The Student Fairness Committee is responsible for reviewing matters concerning
77 grading and teaching practice. This committee will report to IA. The Student Success Committee
78 is primarily responsible for student enrollment, financial aid, retention, engagement, academic
79 skills and competencies, and time to degree. The Student Success Committee will also report to
80 IA. The International Programs & Students Committee, primarily concerned with the
81 experiences of international students at SJSU will report to SA.

82
83 In consideration of the need for ISA reorganization and two additional senate seats, O&G
84 proposes that it be:
85

86 **RESOLVED** that Senate By-law 4.5 be amended, as follows:

87 Curriculum & Research (CR) ~~Instruction & Student Affairs (ISA)~~ **Instructional Affairs (IA)** **Student**
88 **Affairs (SA)** Organization & Government (O&G) Professional Standards (PS), and;

89 **RESOLVED** that Senate By-law 4.6 be amended, as follows:

90

91 **Operating Committees**

92 In the context of their charge, operating committees serve a range of functions including the
93 preparation of reports and making recommendations for changes in policy to their designated
94 policy committees.

95

96 Current Operating Committees:

97 Faculty Diversity Committee (reporting to PS)

98 General Education Advisory Committee (reporting to CR)

99 Graduate Studies & Research Committee (reporting to CR)

100 Institutional Review Board (reporting to CR)

101 ~~International Programs & Students Committee (reporting to ISA)~~

102 ~~International Programs & Students Committee (reporting to SA)~~

103 Program Planning Committee (reporting to CR)

104 Student Evaluation Review Board (reporting to PS)

105 ~~Student Fairness Committee (reporting to ISA)~~

106 ~~Student Fairness Committee (reporting to IA)~~

107 Undergraduate Studies Committee (reporting to CR)

108 ~~Student Success Committee (reporting to IA)~~, and;

109

110 **RESOLVED** that SJSU Policy S19-2, Appendix A be amended as follows:

111 ~~Instruction and Student Affairs committee Description~~

112 ~~Charge: Responsible for all matters relating to instruction and to student affairs, including~~
113 ~~recruitment, admission, retention, academic status, educational equity, rights and~~
114 ~~responsibilities. The Instruction and Student Affairs Committee may establish task forces in~~
115 ~~consultation with the Executive Committee of the Academic Senate to address specific matters~~

⁶ <https://www.sjsu.edu/senate/docs/Senate%20Bylaws%202024.pdf>

116 ~~that are beyond its ability or the ability of the Student Success Committee to address in a~~
117 ~~reasonable time period.~~

118 ~~Membership~~

119 ~~AVP, Student Affairs or Designee (EXO)~~

120 ~~AVP, Enrollment Services or Designee (EXO)~~

121 ~~Associate Dean for Undergraduate Studies (EXO – non voting)~~

122 ~~Associate Dean for Graduate Studies (EXO – non voting)~~

123 ~~Director, Student Involvement (EXO)~~

124 ~~Director, University Housing Services (EXO)~~

125 ~~Alumni Representative~~

126 ~~1 faculty, College of Business~~

127 ~~1 faculty, College of Education~~

128 ~~1 faculty, College of Engineering~~

129 ~~1 Member, General Unit~~

130 ~~1 faculty, College of Health and Human Sciences~~

131 ~~1 faculty, College of Humanities & Arts~~

132 ~~1 faculty, College of Science~~

133 ~~1 faculty, College of Social Science~~

134 ~~AS President~~

135 ~~3 Student Senators~~

136 ~~1 Graduate Student~~

137

138 ~~Instructional Affairs committee description~~

139

140 ~~Charge: Responsible for all matters relating to instruction including recruitment, admission,~~
141 ~~retention, academic status, educational equity, rights and responsibilities. The Instructional~~
142 ~~Affairs Committee may establish task forces in consultation with the Executive Committee of the~~
143 ~~Academic Senate to address specific matters that are beyond its ability to address in a~~
144 ~~reasonable time period.~~

145 ~~Membership~~

146

147 ~~1. SAVP, Enrollment Management or designee (EXO)~~

148 ~~2. Associate Dean for Undergraduate Studies (EXO)~~

149 ~~3. Associate Dean for Graduate Studies (EXO)~~

150 ~~4. 1 faculty, College of Business~~

151 ~~5. 1 faculty, College of Education~~

152 ~~6. 1 faculty, College of Engineering~~

153 ~~7. 1 member, General Unit~~

154 ~~8. 1 faculty, College of Health and Human Sciences~~

155 ~~9. 1 faculty, College of Humanities and Arts~~

156 ~~10. 1 faculty, College of Science~~

157 ~~11. 1 faculty, College of Social Science~~

158 ~~12. 1 staff senator~~

159 ~~13. Student Senator~~

160 ~~14. Graduate Student~~

161 Student Affairs committee description

162

163 Charge: Responsible for enhancing the student experience at San José State University
164 through an engaged college experience that promotes the intellectual, personal, and civic
165 growth of our students. Acknowledging that learning takes place both in and out of the
166 classroom, the committee shall consider matters related to programs and services that help
167 students achieve their academic and life goals.

168

169 Membership

170 1. VP, Student Affairs or designee (EXO)

171 2. Director, Student Involvement (EXO)

172 3. Program Director, Student Success

173 4. Faculty senator or Faculty at large

174 5. Faculty senator or Faculty at large

175 6. Faculty senator or Faculty at large

176 7. CAPS Faculty member

177 8. **1 staff senator**

178 9. AS President or designee

179 10. Student Senator

180 11. AVP Health, Wellness & Student Services or designee

181

182 **RESOLVED** that SJSU Policy S19-2, Appendix A be amended as follows:

183 Student Success Committee [reports to ISA] to be replaced with Student Success Committee
184 [reports to IA] .

185

186 **Approved:** February 20, 2025

187

188 **Vote:** 9-0-0 (yay, abstain, nay)⁷

189

190 **Present:** Baur, Buyco, Elahi, Jochim, Joshi, Lee, Madura, Muñoz-Muñoz, Pendyala

191

192 **Absent:** NA

193

194 **Financial impact:**

195 Creation of a new Senate SA committee, necessitates additional financial resources to support
196 the committee chair (0.20 FTE per semester). Reorganizing ISA into two committees not only
197 improves effective governance but also provides for the two additional senate seats for staff
198 resulting from recent senate expansion. OG acknowledges the present budgetary constriction
199 that SJSU is experiencing. Nevertheless, in Fall 2024, the SJSU faculty clearly demonstrated its
200 support for inclusion of staff on the Academic Senate. SJSU Administrative leadership has
201 consistently voiced support for senate expansion. Now the Senate and the SJSU community
202 need a practical expression of that support.

203

⁷ Vote conducted remotely using Google Email Vote extension

204 **Workload impact:**

205 OG forecasts that workload impacts on current ISA members will likely improve. Reorganizing
206 ISA into SA and IA will allow more targeted and efficient execution of committee responsibilities.
207 Additionally, with a more clear and shared focus on both SA and IA, OG forecasts more
208 incentive for committee member engagement.

209
210 New staff seats will create additional burden for new staff senators. Newly elected staff senators
211 will need the support of their supervisors, SJSU administrators, and the SJSU Senate to
212 collaboratively organize their administrative and senate responsibilities. OG recommends that
213 campus administrative leaders encourage and support staff participation on the senate and
214 collaboratively work with their staff on innovative approaches to meeting all responsibilities⁸.

⁸ Strategies to discuss might include task automation or AI-assisted work completion, for example.