

Chair VerLinden called the meeting to order at 4:05 pm on Tuesday, August 23, 2011, Nelson Hall East, Room 102 (Goodwin Forum). A quorum was present.

Members Present: Beyer, Crowder-Fiore, Dixon, Ellerd, Flashman, Heise, Kelly Mola, Mortazavi, Moyer, Nordstrom, Powell, Snyder, Thobaben, Van Duzer, VerLinden.

Members Absent: Blake, Craig, Richmond, Shaeffer, Whitlatch.

Proxies: Mortazavi for Goodman, Thobaben for Yarnall.

### **Approval of Minutes from the Meeting of May 10, 2011**

M/S/P (Mortazavi/Van Duzer) to approve. Senator Flashman requested a correction on p.7. Voting occurred and minutes were approved as corrected with 1 abstention.

### **Reports, Announcements, and Communications of the Chair**

Proxies were announced.

Chair VerLinden noted that the President and Vice President for Student Affairs were absent due to other commitments.

### **Reports of Standing Committees, Statewide Senators, and Ex-officio Members**

General Faculty Representatives to the Statewide Senate (Thobaben): It was announced that Bernadette Cheyne was appointed by the Governor to the Faculty Trustee position on the CSU Board of Trustees. Congratulations were offered to Bernadette.

Integrated Curriculum Committee (Moyer): The ICC subcommittees have met and begun their work. They will meet again next week.

Associated Students (Kelly): The Associated Students will meet on Mondays at 4 pm. Almost all of the AS Council positions are filled and everyone is excited for the year.

Staff Council (Fiore) – Brooke Fiore will serve as Staff Council president again this year.

Administrative Affairs (VP Nordstrom): It was a busy and productive time on campus this summer with over 40 projects in Facilities. Business Services successfully closed the fiscal year on time.

Academic Affairs (Provost Snyder): The number of first time freshmen students has increased this year. The number of transfer students has decreased. The number of graduate students is considerably lower for unknown reasons; the Vice Provost is looking into it. Average class loads

are comparable to the past couple of years.

**General Faculty (Powell):** A General Faculty meeting at which there will be a discussion and debate on the proposed governance changes from last spring is being planned.

**Consent Calendar** – There were no items for this meeting.

**TIME CERTAIN: 4:15-4:30 – Open forum for the campus community (see Procedures for HSU Academic Senate Open Forum)**

Senator Flashman spoke about things that need to be let go so people can move on and other things that are unfinished business that need to be resolved. The Senate has a lot of unfinished business from last year that needs to be cleared up. Ambiguity and vagueness lead to a lack of understanding of what is going on around us. He would like to see the Senate bring some clarity to shared governance. The Senate needs to have clarity on what is written in the constitution and to focus on principles rather than personalities.

**Discussion of Principles of Shared Governance and How to Work Together in a Shared Governance Environment**

Chair VerLinden explained that this is the beginning of a discussion intended to reach an agreement about how the university community can improve shared governance at HSU. Examples of issues involving shared governance include the budget, new programs, program elimination, and appointment processes for administrators. How can the Senate improve shared governance among administrators, students, faculty and staff?

At the Senate Chair's invitation, members of the University Executive Committee were invited to participate in the discussion; all were invited to sit at the table with senators for the discussion.

M/S/U (Flashman/Mola) to Recess [suspend the meeting] to a moderated discussion, led by the Senate Chair.

Comments:

Shared governance is unique to higher education; why? How does shared governance benefit higher education?

Shared governance in the CSU is part of the structure mandated by the CSU.

What are the benefits to shared governance if it is working well?

- Shared governance brings more people together for decision-making – increases the pool of ideas.
- Shared governance results in greater ‘buy-in,’ people feel like they have had a say

- Shared governance recognizes the value of all constituencies involved; a “non-hierarchical mindset”.
- It honors the experience and skills that every individual brings to a dialogue and brings all skills present in the organization to the table – that is the heart and value of shared governance.

What does the word governance mean to those here?

- It has more to do with decision-making, not just input and process. Literature on shared governance is more directed at faculty and administration.
- It is governance of types of behaviors, including decision-making behaviors. There is a difference between developing a solution and making the decision to implement that solution.
- It is not some broad egalitarian effort where everyone comes to the table; that doesn't exist at HSU or at most universities. Historically, shared governance has to do with respecting the expertise of the faculty in developing the curriculum and faculty personnel policies. Historically staff and students have not been included.
- A university is a hierarchical organization; governance means participation in decision-making. It is important to the faculty to participate in the university budget decisions. The role of faculty is not limited to RTP and curriculum. It needs to participate actively in making macro decisions on the campus level.

What is it that faculty bring to the table in those decisions that is essential to the success of the university?

- Faculty have the expertise needed to evaluate and protect the academic integrity of the university.
- Every college dean at the table has served as a faculty member for a number of years; they may have different perspectives, but they also have the expertise and concern for protecting the academic integrity of the university.
- The primary reason everyone is here is for the students; the challenge is to use different perspectives to create an excellent learning environment. In well-functioning organizations, there are rules on what to do when people disagree.
- Administrators have management duties, but are also facilitators, encouragers, etc. with the goal of creating an environment where faculty can do the best possible for students.
- It is not the business of the academic faculty to be making decisions on budget.

Everyone seems to agree that governance is a form of decision-making. Accountability is part of decision-making. In terms of trying to set some accountability, it is the responsibility of the Senate to look for ways it can advise the university on decision-making.

Is there a model of shared governance that could be used to come to agreement on what this would look like? If so, take a hypothetical case and work through it with this model.

Shared governance comes from faculty desire to control the curriculum and curriculum is not independent of what is being spent in other areas, HR, etc. – it is tied to the budget. The faculty should have a voice on how money is spent – everything is tied to curriculum.

Shared governance is a collaborative process. Current problems include a failure to agree on vision, respect the opinions of others, and a failure to complete assignments, i.e., do what we agreed to do.

Why does the university exist – what are its fundamental responsibilities? Is shared governance resulting in good decisions?

Problems can be attributed to 1) communications about resources, and 2) decisions that have been made. Faculty feel that their voices are not heard. Communication is the key to enhancing/facilitating shared governance.

Morale on campus has deteriorated. Efforts toward improving shared governance have not helped. It might help to develop an agenda of specific issues with policy implications and consider how they could be addressed constructively.

Most of the faculty are just concerned about their day to day work and are not worrying about shared governance. There have been only a handful of decisions that have been made that have grated on the faculty. The faculty gets frustrated when the President doesn't support its recommendations; perhaps there should be a secondary discussion in these cases.

There are instances in which groups of faculty disagree with each other, for example, committees disagree during the RTP process. How are these disagreements different from those between students and faculty, etc.? It comes down to issues of trust and practicality. When institutions of higher education don't come up with their own ways to solve problems, state and federal legislative bodies step in. The faculty should take up the suggested list of issues, and begin working on them, and stop arguing about shared governance.

How can faculty be energized to get more involved in shared governance? Faculty need to participate in shared governance. There seems to be a lack of interest and a sense that faculty don't think much happens in the Senate.

The changes in Appendix J have led to a downgrading of service.

Trust is everything, but is earned.

The idea of a shared vision has never been resolved between the faculty and the President.

The campus as a whole has not experienced the budget crisis in the same way.

Trust is important, but you must trust and verify. This country doesn't operate on trust – there is always a contract. Individuals must be kept accountable.

There seems to be a struggle with authority here.

The concept of shared governance is different than advice-seeking. The purpose of the proposed new senate would be to provide a better format for shared governance. By the time a policy is approved, it would essentially be agreed upon by everyone.

Senator Flashman moved to end the Recess [to reconvene the meeting].

Senator VerLinden noted that in several meetings he attends with university administrators, most of the discussion is about how HSU can do better for the students, i.e., use resources to help students. Senators were encouraged to have trust in and work with administrators as much as possible.

Senator Flashman requested that the next Senate agenda address an item old business (that of having the general faculty vote on an amendment to clarify the term limits of the general faculty representative) and that the interpretation of the Constitution he requested last spring be dealt with by the Faculty Affairs Committee.

The meeting adjourned at 5:45 pm.