

To: Bruce Bikle, Faculty Senate Chair  
Faculty Senate Executive Committee  
Faculty Senators  
Faculty

From: Faculty-Administration Team on Consultation, Shared Governance and Leadership  
(names and units in alpha order)

Juanita Barrena, *Biological Sciences*

Jeff Clark, *SAS and General Studies*

David Evans, *Geology*

Carolyn Gibbs, *Design*

Alexander Gonzalez, *President*

Janet Hecsh, *Teacher Education*

Edward Jones, *Student Affairs*

Ming-Tung "Mike" Lee, *Academic Affairs*

Edith LeFebvre, *Communication Studies*

Dan Melzer, *English*

Reza Peigahi, *Library*

Dale Russell, *Social Work*

Joseph Sheley, *Provost*

Lori Varlotta, *Student Affairs*

David Wagner, *Human Resources*

Re: Progress Report

Date: April 24, 2009

## **Introduction**

The Faculty-Administration Team on Consultation, Shared Governance and Leadership (hereafter, the Team) wishes to inform the Executive Committee, the Faculty Senate, and the members of faculty of California State University, Sacramento of the progress it has made in meeting its charge<sup>i</sup> and to share the document it has produced. The members of the Team are listed above. The Team's charge was to define and achieve consensus on: a) the meaning of and operational protocols for Administration-Faculty consultation and shared governance; and b) the nature, meaning and applied description of both administrative and faculty leadership. The work product was to be: "A written policy statement addressing Administration-Faculty Consultation, Shared Governance and Leadership, to be approved by the President and the Faculty Senate."<sup>ii</sup> President Gonzalez is a member of this Team and has endorsed the Statement produced by the Team.

## **Process**

The Team held regular meetings from October 2008 through April 2009. In the course of preliminary fact-finding, the Team realized that the charge was too broad for one semester's work, and decided early in the process to focus its energies on refining the meaning of *shared governance* and *consultation*, particularly as it relates to the President, members of the Administration, and Faculty Senate.

Members of the faculty on the Team and members of administration on the Team met separately in Fall 2008 and reviewed documents relating to current CSU and Sacramento State policy statements. In addition, they reviewed internal and external documents on shared governance, consultation, leadership, and collegiality to establish a firm foundation for their joint discussions on the issues.

During the Spring of 2009, the Team met as a whole for three-hour, weekly or bi-weekly committee meetings, which were facilitated by David Booher of the Center for Collaborative Policy. After identifying, deliberating, and agreeing upon a set of ground rules that would frame subsequent discussions, participants reviewed a common set of documents relating to the above issues and engaged in open and honest dialogue on the interpretation of those documents. Summaries of each meeting were distributed to members, and discussed at the following meeting. Interchanges were thoughtful and disagreements were addressed in a manner that demonstrated a culture of collaboration and mutual respect.

The Team is pleased to submit to the Faculty Senate, as the representative body of the faculty, its completed *Statement on Shared Governance and Consultation at California State University, Sacramento*. The Team collectively supports and has manifested the qualities of shared governance described in the statement we have submitted, and we ask the Faculty Senate to commit itself to the spirit of meaningful consultation that is characterized by this document. At this time we ask that the Faculty Senate receive this statement, and we request that it be distributed widely among members of the faculty. Finally, we recommend that in Fall 09 the Senate join the President in adopting the statement in its entirety to serve as the framework for deciding which matters fall clearly within the purview of shared governance and whether the Faculty Senate and Administration are engaging in meaningful and effective consultation on these matters.

The Team acknowledges the value and necessity of extending this initiative and will continue to meet during the next academic year in order to complete its charge.

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<sup>i</sup> (FS 08-45/Ex., FS 08-45A/Flr.) The Faculty Senate approves the designation of 8 faculty members as their representatives to the Faculty – Administration Team on Consultation, Shared Governance and Leadership. The 8 faculty representatives will work collaboratively with the Administration on the “inter-related issues of how decisions are made, consultation, shared governance and leadership” as described in the *Collaborative Assessment Report on Campus Governance, Culture and Climate-Goals and Recommendations*.

<sup>ii</sup> Recommendation C.1 Faculty – Administration Team on Consultation, Shared Governance, and Leadership. Pg. 28. [http://www.csus.edu/ccp/assessment/FINAL\\_ASSESSMENT\\_REPORT.pdf](http://www.csus.edu/ccp/assessment/FINAL_ASSESSMENT_REPORT.pdf)

## **Statement on Shared Governance and Consultation at California State University, Sacramento**

An effective system of shared governance within a university recognizes that the president ultimately has authority and responsibility for decisions affecting the institution.<sup>1,2</sup> The same system recognizes that shared governance benefits from a process of joint decision making, consultation and a spirit of collegiality wherein mutual respect and mutual responsibility are essential.

### **Shared Governance**

In areas where primary responsibility rests with the faculty, the faculty's opinions, recommendations and advice are routinely sought by and conveyed to the President in a manner consistent with shared governance, as defined in HEERA,<sup>1</sup> the CSU's "Statement on Collegiality,"<sup>3</sup> and "The Responsibilities of Academic Senates in a Collective Bargaining Context."<sup>4</sup> Shared Governance refers to a process of joint decision making and consultation between administration and faculty on matters pertaining to admission and degree requirements, the curriculum and methods of teaching, academic and professional standards, and the conduct of creative and scholarly activities. The faculty also is to be consulted on fiscal matters that affect the instructional program of the University.

At California State University, Sacramento, the faculty and the administration have determined that the Faculty Senate is the primary consultative body for instructional and academically-related professional matters on campus. Consultation between the Faculty Senate and the administration regarding fiscal matters that affect the instructional program currently is achieved through Faculty Senate representation on the University Budget Advisory Committee.<sup>5</sup>

### **Consultation**

Consultation is the key component of effective shared governance. Consultation between the faculty and the administration within this context is defined as a mutual exchange of information, ideas, opinions and recommendations from initial formulation to final determination of policy and procedures affecting the operation of those areas where primary responsibility rests with the faculty. The consultation shall take place in a timely manner before final decisions are made.

Effective, meaningful consultation, to which the Faculty Senate, on behalf of the faculty, and administration must be committed, should be characterized by openness and transparency, civility and respectful dialogue, mutual responsibility, evidence-based problem solving, and a commitment to being informed about and prepared to discuss relevant issues. Above all else, a mutual commitment and respect for the process must be observed if consultation in the context of shared governance is to be successful.

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<sup>1</sup> "Higher Education Employer-Employee Relations Act (HEERA)" in *Principles and Policies: Papers of the Academic Senate, The California State University*, p. 22-24. ([www.calstate.edu/AcadSen/Records/Reports/pp.pdf](http://www.calstate.edu/AcadSen/Records/Reports/pp.pdf))

<sup>2</sup> Sections 1, 2, 4(e) of Chapter III of Standing Orders of the Board of Trustees

<sup>3</sup> "Collegiality and The California State University System" in *Principles and Policies: Papers of the Academic Senate, The California State University*, p. 31-40.

<sup>4</sup> "Responsibilities of the Academic Senates Within a Collective Bargaining Context" in *Principles and Policies: Papers of the Academic Senate, The California State University*, p. 25-27.

<sup>5</sup> Senate action FS 07-27