

May 18, 2014

Re: Periodic report on task force on shared governance

Dear President Jones:

Regarding our agreement that you receive regular updates approximately every 6 weeks, this correspondence is the fourth of those updates. Thank you for your willingness to attend our April 23 meeting, which concluded with the long sought break-through when the task force finally drew up plans for a potential shared governance model. In my last report I speculated the task force was about to start wrestling with the most difficult and important questions – what topics to discuss and with whom to consult before decisions are reached. We are now approaching that point at which a proposed model may achieve broad consensus.

Since my third report, the task force met four times (April 7, April 23, April 29, and May 8, 2014) in keeping with our intent to meet more frequently. Attendance, however, continued to be an issue, with half the membership, on average, absent from each of those meetings. Nonetheless, the following took place:

- Agendas for the last four meetings are attached to this message; at its April 7 meeting, the task force continued to consider existing constituent voices to determine their purpose and utility. Initial consensus accepted the proposed dissolution of Academic Affairs Council, whose primary purposes were recommendation of emeriti status and the consideration of academic policy revisions. Those functions, respectively, would become the purview of departments directly and the university-wide curriculum committee, whose purpose would be expanded to include a larger range of academic issues than curriculum recommendations.
- The task force further agreed that faculty senate, chairs' forum, and provost's council currently serve as discussion groups that disseminate information and hear from constituencies, but they are not currently part of the deliberative system of shared governance; the task force remained uncommitted when choosing whether these bodies should remain outside the governance model or receive dialogue areas within a new shared governance model. The task force continued revising dialogue areas considered essential for shared governance and assigning which campus groups currently address those areas.
- At its April 23 meeting, the task force agreed that changes to existing governing bylaws etc. need revision in light of the university Forum dissolution. The task force recognized that consultation or input on administrative decisions after they are made is *reactionary* and not part of shared governance; the task force also recognized that our "traditional" system of making recommendations prior to final decisions is reasonably accomplished (with examples like curricular recommendations), but it is only half the picture. What continues

to elude Cal U is the other half of shared governance where administration seeks *input on* decisions or *consultation from* affected constituencies before decisions are reached.

- The task force considered two models for shared governance: 1) the diversified model where broad constituencies (students, faculty, and staff) were consulted individually by administration depending on subject matter, and 2) the unified model where broad constituencies (students, faculty, and staff) were all part of a single organization composed of leadership from each of those constituencies
- After considering the merits of both models (or the potential of merging them together) the task force agreed to recommend a version of the diversified model where effective communication and timely decision-making are integral components. The task force intends to keep the model simple, utilizing as much of the existing governance structures as possible while maintaining the importance of perception where all interested constituencies have the opportunity to participate in decision-making.
- At its April 29 meeting, the task force considered a proposed model for shared governance based upon the diversified model, where administrators consulted constituent groups before decisions were made, such as student government, faculty and staff unions, and the university-wide curriculum committee (on academics generally). The relationships and communication between these groups were further defined. The task force also considered and continued to refine dialogue areas essential to shared governance and the role of other institutional bodies within the government framework (formal and informal).
- At its May 8 meeting, the task force was in general agreement on the substance and structure of the shared governance proposed model; the task force continues to seek broad consensus from all affected constituencies before finalizing the model. One significant revision to the diversified model yet to be fully considered is the creation of a separate body responsible for aligning university planning & goals with the annual budget.

At our next meeting in May 2014, the Task Force will consider finalizing the diversified model prior to presenting it to you for your review. I believe the task force has made considerable progress over the last four meetings in defining the purpose for shared governance, its parameters and limitations, and in crafting a simple, workable, effective model for its success.

Thank you again for assigning me the responsibility of chairing this endeavor; the task force is nearly completed with its charges. I anticipate the task force will appreciate your attendance at our next meeting so you can see for yourself the progress made and offer your insights and suggestions on our work.

Respectfully,

Dr. Craig A. Smith
Associate Professor
Faculty Senate, president
Task Force, chairperson

Cc: Provost Bruce Barnhart

Task Force on Shared Governance

Meeting Agenda

April 7, 2014

Approval of minutes (March 24, 2014)

Additions to the agenda

Discussion

- Review comprehensive chart (PDF) – important dialogue vs. voices used
 - Dialogue areas – consolidation or explanation (?)
 - Constituent voices – unions (?)
 - Diagrams of process flow (?)
- Next meeting

Old Business

- Definition of shared governance
- Investigation of other schools

New Business

- Recommendations to streamline, simplify, formalize
- Forum's unfinished business

Task Force on Shared Governance

Meeting Agenda

April 23, 2014

Approval of minutes (April 7, 2014)

Additions to the agenda

Discussion

- Changes to constitution/bylaw/manual(s) related to university Forum
- Models for shared governance – a top-down view
 - Divergent model
 - Unitary model
 - Other models (?)
- Next meeting

Old Business

- Review comprehensive chart (PDF) –dialogue areas & constituent voices
 - Dialogue areas – consolidate or explain further?
 - Constituent voices – consolidate or explain further?
 - Diagrams of process flow
- Definition of shared governance
- Investigation of other schools

New Business

- Recommendations to streamline, simplify, formalize
- Forum's unfinished business

Task Force on Shared Governance

Meeting Agenda

April 29, 2014

Approval of minutes (April 23, 2014)

Additions to the agenda

Discussion

- Proposed Model for shared governance – a top-down view based on input/consultation
 - Review diagram and description
 - Delineate further student government's role(s)
 - Delineate further staff union leadership group
 - Review dialogue areas (consolidate or delineate)
 - Review other bodies and their role (administration, those in & out of model)
- Next meeting

Old Business

- Review comprehensive chart (PDF) – dialogue areas & constituent voices
 - Diagrams of process flow (?)
- Definition of shared governance
- Investigation of other schools
- Changes to constitution/bylaw/manual(s) related to university Forum

New Business

- Recommendations to streamline, simplify, formalize
- Forum's unfinished business

Task Force on Shared Governance

Meeting Agenda

May 8, 2014

Approval of minutes (April 29, 2014)

Additions to the agenda

Discussion

- Revised Proposal Model for shared governance – a top-down view
 - Review diagram and descriptions
 - Review dialogue areas
 - Review other bodies and their role
- Consider next steps – campus input?
- Next meetings (?)

Old Business

- Definition of shared governance
- Changes to constitution/bylaw/manual(s) related to university Forum

New Business

- Forum's unfinished business
- Final recommendations to streamline, simplify, formalize