

Governance and Administration of the University

ASI Leadership Training



University Culture

Universities are complex social organizations with distinctive cultures. On one hand, academic freedom and autonomy are inviolable values, and on the other hand, changing environmental conditions exert strong influence on the primary functions of universities.

Mission statements and strategic plans give clues:
www.calstatela.edu/strategicplan



University Governance

The concept of governance in postsecondary education predominantly refers to the internal structure, organization and management of autonomous institutions.

The internal governance organization typically consists of a governing board (Board of Directors for CSU), the university president with a team of administrators, faculty senators, academic deans, department chairs, and usually some form of organization for student representation (ASI).



California State University System

The **California State University (Cal State or CSU)** is a public university system in California composed of 23 campuses and eight off-campus centers.

Enrolling 460,200 students with 24,405 faculty and 23,012 staff, CSU is the largest four-year public university system in the United States.

It is one of three public higher education systems in the state, with the other two being the University of California system and the California Community Colleges System



California State University System

The CSU System is incorporated as **The Trustees of the California State University**. The 25-member Board of Trustees adopts regulations and policies governing the entire CSU system. Board committees have authority over educational policy, finance, campus planning, and facilities, among other areas

- Chancellor
- Executives
- Presidents

<https://www2.calstate.edu/csu-system/about-the-csu/leadership>



Cal State LA Organization Chart



Division of Academic Affairs

Departments

- Associate Vice President for Research and Academic Personnel
- Vice Provost for Diversity and Engaged Learning & the University's Chief Diversity Officer for Academic and Student Life
- Vice Provost for Enrollment Services
- Vice Provost for Planning and Budget
- Center for Effective Teaching and Learning
- Center for Engagement, Service, and the Public Good
- Graduate Studies
- Pat Brown Institute
- Undergraduate Studies

Colleges

- Arts and Letters
- Business and Economics
- Charter College of Education
- Engineering, Computer Science, and Technology
- Rongxiang Xu Health and Human Services
- Natural and Social Sciences
- Honors College
- College of Professional and Global Education
- University Library



Division of Administration and Finance

Departments

- Administrative Compliance
- Administrative Technology
- Budget Administration
- Business Financial Services
- Facilities Planning and Construction
- Housing Services
- Human Resources Management
- Information Technology Services
- Procurement and Support Services
 - Mail/ Distribution Center
 - Asset Management
 - Purchasing
 - Printing Center
- Public Safety
- Strategic Planning and Quality Improvement
- Student Financial Services
- University Auxiliary Services
 - Campus Programs
 - Children's Center
 - Commercial Operations
 - Food Services
 - Grants and Contracts



Division of Student Life

Departments

- Associated Students, Inc.
- Career Development Center
- Center for Student Involvement
- Counseling and Psychological Services
- Cross Cultural Center
- Dean of Students
- Educational Opportunity Program (EOP)
- Glazer Family Dreamers Resource Center
- Golden Eagle Orientation Program
- New Student and Parent Programs
- Office for Students with Disabilities
- Student Conduct
- Student Health Center
- University-Student Union
- Upward Bound
- Veterans Resource Center



Division of University Advancement

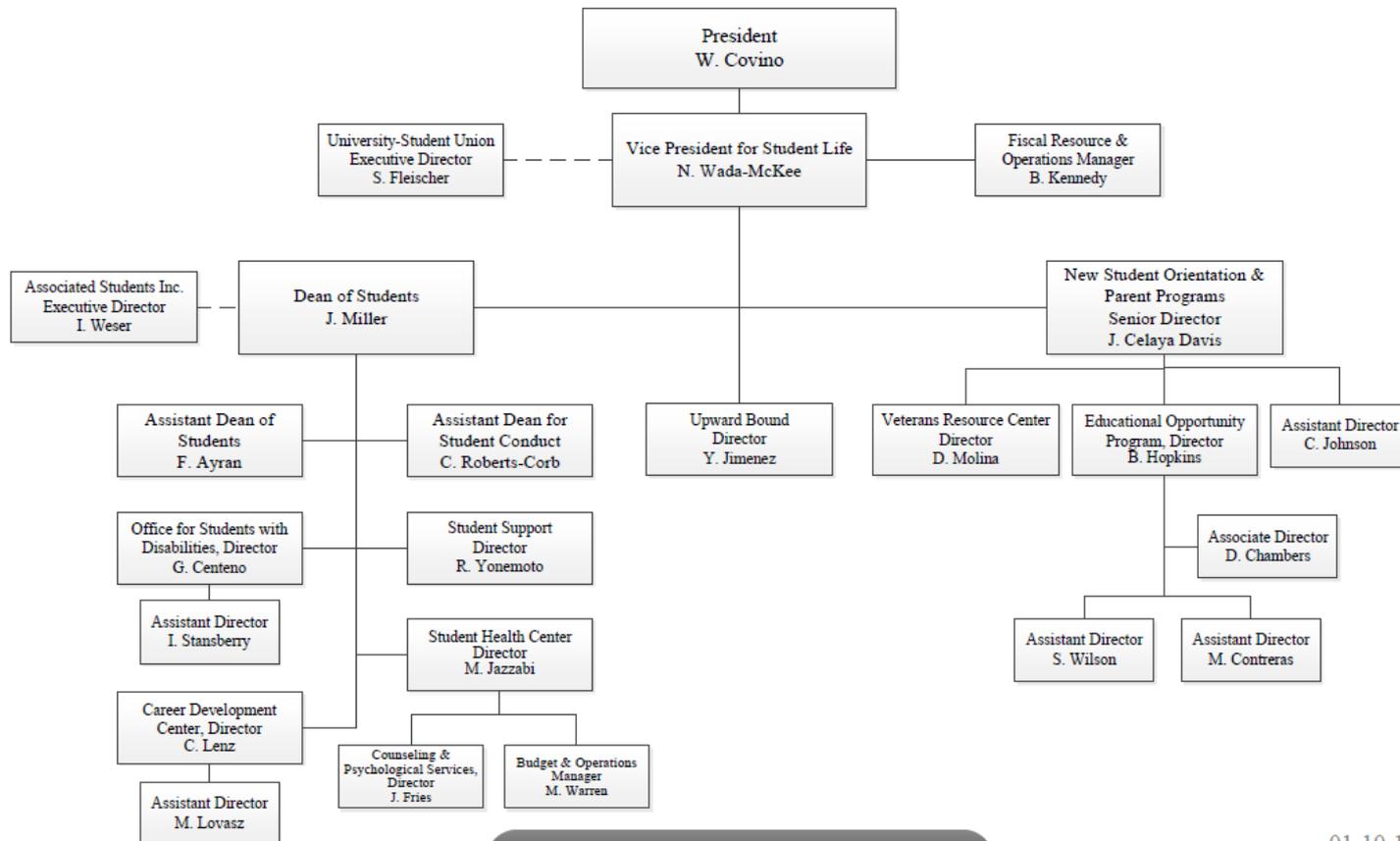
Departments

- Alumni Association
 - New Graduate Memberships
 - Student Alumni Association
 - Volunteers and Programs
 - Alumni Giving
- Cal State LA Foundation
 - Board of Trustees
 - Committees of the Board
- University Development
 - Giving



Division Organizational Chart

Vice President for Student Life Organizational Chart



Responsibilities of the President

It is recognized that the President has general and final authority in all decisions affecting the University. However, in accordance with the concept of shared governance, the faculty shall have primary responsibility in the areas of curriculum and instruction and in faculty affairs. Whenever the phrase "primary responsibility" appears in this report, it shall mean the responsibility to initiate policy recommendations.

In areas in which the faculty do not have primary responsibility the President (or his/her designee) shall exercise decision authority consonant with the consultation procedures defined in Section 4.0. of the Academic Senate Handbook

<http://www.calstatela.edu/academicsenate/handbook/appu>



Areas of Responsibility

University President

- Planning
- Resource Allocation and Utilization
- Administrative Organization and Operations
- Appointment of Administrators

Faculty

- Curriculum and Instruction
- Faculty Affairs



Shared Governance

The concept and practice of shared governance has a long history in academic institutions, both in the United States and Europe.

The basic principle of shared governance is the recognition of the professional competence and expertise of the faculty, as well as that of the administration, in the University's decision making process.

This process enables the University most effectively to attain its educational mission and preserve its academic integrity. While not a primary purpose of shared governance, the process enables the administration and the faculty each to understand the problems of the other, and it can and should engender mutual respect.

<http://www.calstatela.edu/academicsenate/handbook/appu>



Shared Governance

"Shared" governance has come to connote two complementary and sometimes overlapping concepts: giving various groups of people a share in key decision-making processes, often through elected representation; and allowing certain groups to exercise primary responsibility for specific areas of decision making.

Everyone has a role. But, that doesn't mean that every constituency gets to participate at every stage. Nor does it mean that any constituency exercises complete control over the process.

No one person is arbitrarily making important decisions absent the advice of key constituents; nor is decision making simply a function of a group vote. The various stakeholders participate in well-defined parts of the process.



Shared Governance

True shared governance attempts to balance maximum participation in decision making with clear accountability.

Genuine shared governance gives voice (but not necessarily ultimate authority) to concerns common to all constituencies as well as to issues unique to specific groups.

The key to genuine shared governance is broad and unending communication. When various groups of people are kept in the loop and understand what developments are occurring within the university, and when they are invited to participate as true partners, the institution prospers.



Student Role in Shared Governance

- “Faculty members and students participate in the governance of the University by their service both as members of the Senate, and as members of the university-wide standing committees and various subcommittees which are agencies of the Senate in the determination of internal policies.
“<http://www.calstatela.edu/academicsenate/handbook/ch2>
- CSSA: Shared governance is the practice of developing university policy through consultation with university constituents, including students.
- **The purpose of Associated Students, Inc. is to ensure student input into the governance of the campus by providing an official voice through which student opinion may be expressed. Through the collective involvement of student government, the administration, and faculty, authentic shared governance can be realized.**
- <https://asicalstatela.org/get-involved/shared-governance>



Definition of Consultation

Consultation between the Academic Senate and the University administration shall be defined as a mutual exchange of information, ideas, opinions and recommendations regarding policies and procedures affecting the operation of the University.

Formal consultation is a process which includes a review by appropriate committees of the Academic Senate with a formal recommendation and rationale submitted to the President. Formal consultation shall be observed on all matters which have direct impact on areas where the primary responsibility rests with the faculty and in the appointment of designated academic administrators.

Informal consultation is a process which includes a discussion of the issue or proposed policy with the Executive Committee of the Academic Senate. Informal consultation shall be observed in setting budget priorities for each fiscal year and on all matters which have an indirect impact on areas where the primary responsibility rests with the faculty.

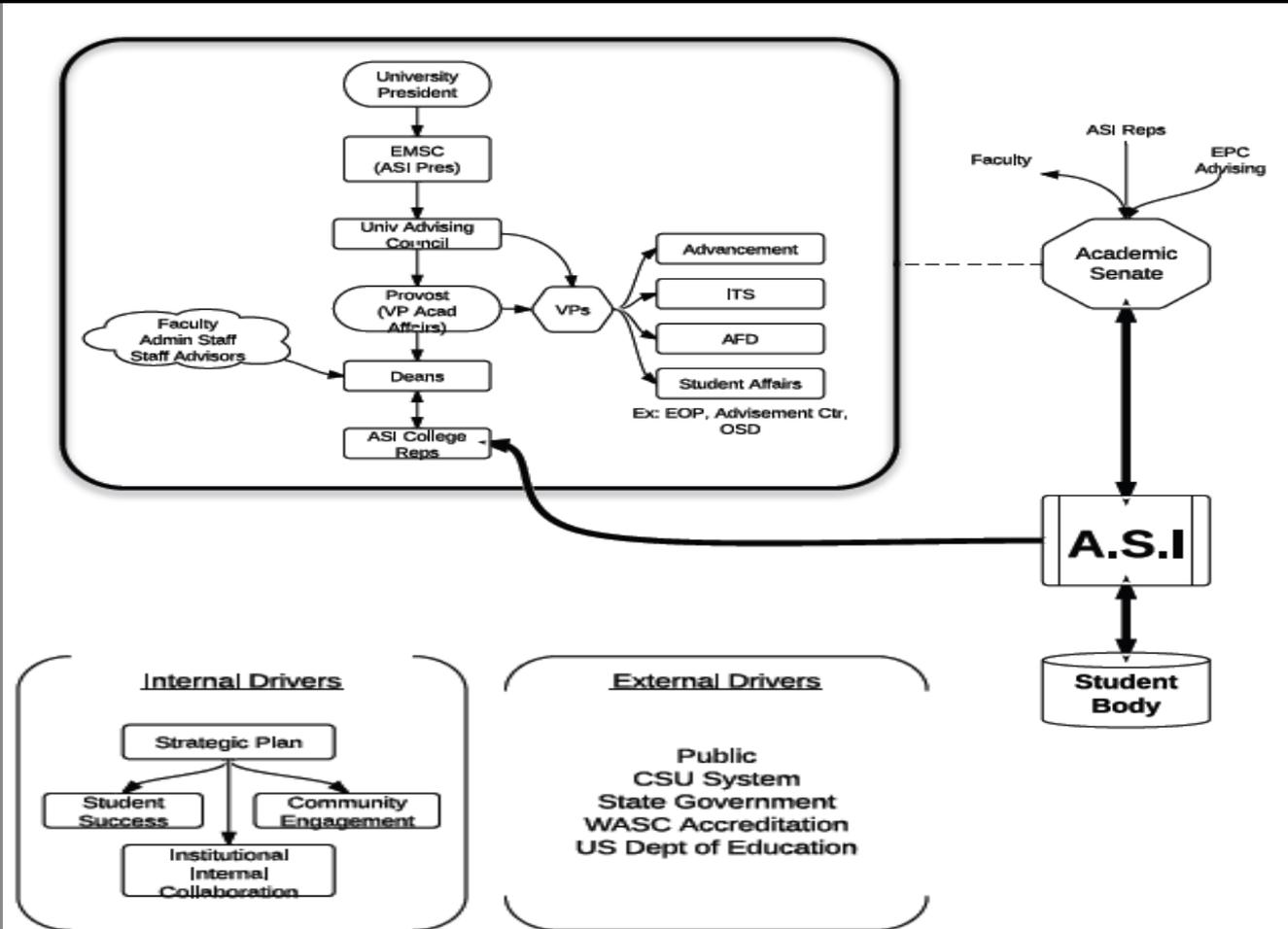


Shared Governance Council Purpose

- A. Review, research and make recommendations on, but not limited to, Academic and Administrative policy affecting students.
- B. Maintain active communication to the student body regarding but not limited to Academic and Administrative Affairs by creating resolutions, white papers, utilizing media outlets etc.
- C. Work with all appropriate areas in order to ensure that genuine Shared Governance is being upheld between students, faculty, and administration. These areas include but are not limited to: A.S.I College Representatives, Department Chairs, Students, etc.
- D. Create annual assessments for the student success fee and any student fee the council deems appropriate to ensure effective and ethical use of student fees.
- E. Create assessments ascertaining the quality of service offered to students that the council finds appropriate.

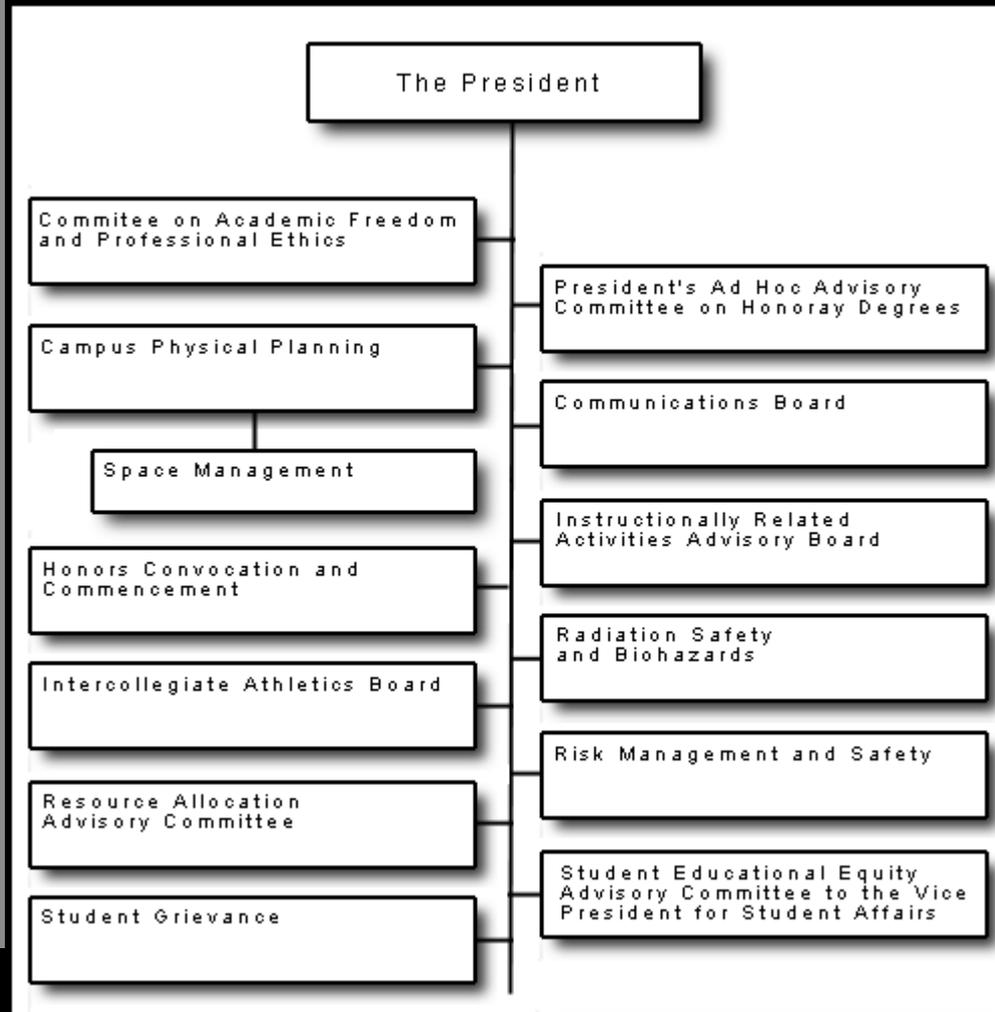


Cal State LA Power Structure



Committees Reporting to the President

Senate and Administrative Committees Reporting to the President



Committees & Standing Membership

- Academic Senate Standing and Sub-Committees
- University Administrative Committees
- ASI Standing and Sub-Committees
- Auxiliary Board & Committee Appointments (ASI President recommendation required)
 - Cal State LA Foundation Board of Directors
 - Instructionally Related Activities Advisory Committee
 - University Auxiliary Services Board of Directors
 - University-Student Union Board of Directors
- ASI President Standing Committee Membership
 - External Awards Nominating Committee
 - Outstanding Professor Awards Selection Committee



Academic Senate

- The orderly participation of faculty in policy making, and a clearly defined organizational structure designed to promote such participation, contributes to a clearer understanding of the mutual problems and responsibilities of the faculty and the administration of California State University, Los Angeles.
- Effective faculty participation in the formulation of policies requires the establishment of a representative body which acts for the faculty, provides for faculty planning, considers the development of the policies, and ensures regular communication between faculty and administration in policy matters.



Academic Senate Executive Committee

Chair: Veena Prabhu, Management

Vice Chair: Cari Flint, Communication Disorders

Secretary: Kevin Baaske, Communication Studies

At Large: Emily Acevedo, Political Science

At Large: Anthony (Tony) Hernandez, Applied and Advance Studies in Education

At Large: James (Jim) Hatfield, Music, Theatre and Dance

At Large: Heidi Riggio, Psychology

Past Chair: Nancy Warter-Perez, Electrical and Computer Engineering

Senior Statewide Senator: Kevin Baaske, Communication Studies



Committees of the Academic Senate

The Nominations Committee

- Makes faculty appointments to committees for University representation.
- Ensures more effective faculty governance by overseeing committee assignments.

The Educational Policy Committee

- Recommends policy on all instructional issues.
- Establishes a process for the continuous review and evaluation of instructional programs.
- Includes the AIRS Subcommittee.

The Faculty Policy Committee

- Recommends policy on matters concerning faculty not specifically reserved to the bargaining unit and in accordance with the Affirmative Action Plan.
- Reviews the collective bargaining agreement and informs the Senate of conflicts between the Agreement and University policy.
- Monitors the effectiveness of faculty hiring in the University, including the part-time/full-time faculty ratio and the projected need for full-time faculty.

The Fiscal Policy Committee

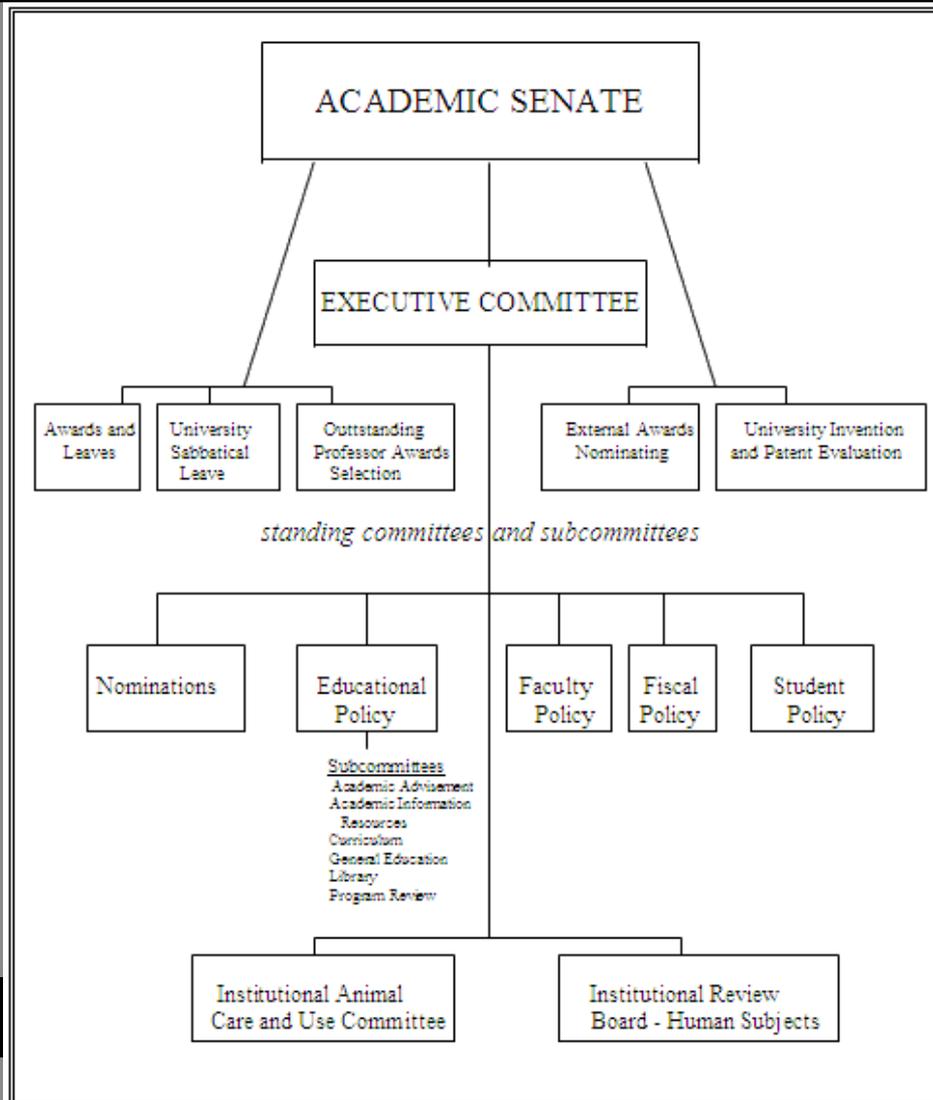
- Provides recommendations regarding the budget planning and allocation process.
- Reviews the President's annual budget, the Academic Affairs annual budget, and the fiscal implications of pertinent planning documents.
- Reviews and makes recommendations regarding both local fees that have University-wide impact and the optimum utilization of resources in the achievement of University academic objectives.
- Provides advice concerning physical planning and the development and maintenance of physical facilities.

The Student Policy Committee

- Recommends policy related to student activities and student services.
- Advises the administration regarding the effect of the University's operations and policies on students.



Committees/Subcommittees (map)



Benefits of Committees

- Leadership Development
- Resume and Portfolio Building
- Policy Writing & Analysis Experience
- \$25 Incentive per Committee Meeting
- Professional Networking Opportunities
- “I Serve LA” Volunteer Hours
- Access to a wide range of diverse skills, knowledge, & experiences
- Giving back to the Cal State LA community
- Representing your interests as a student...

”For the Students, by the Students.”



ASI Appointment & Reporting Process

1. The VPAG is notified of a candidate's committee interest via Committee Application
2. The VPAG meets with the candidate to review the appointment process and introduce the Shared Governance Council Code of Procedure.
3. Candidates are presented to the BOD for appointment.
4. A memo is generated by the VPAG to the appropriate Committee Chair informing them of the appointment.
5. The appointee meets with the VPAG to review expectations and is introduced to the committee report form.
6. The appointee/committee member meets with the Chair of Committee regarding the committee's purpose, meeting times, and important agenda items.
7. The committee member submits their report of committee activity to VPAG and/or assigned Academic Senator within 72 hours of their meeting.
8. In addition, ASI BOD committee members attach their reports to the Bi-weekly that is submitted to the Secretary Treasurer.
9. The committee member is expected to attend all Shared Governance Council meetings.

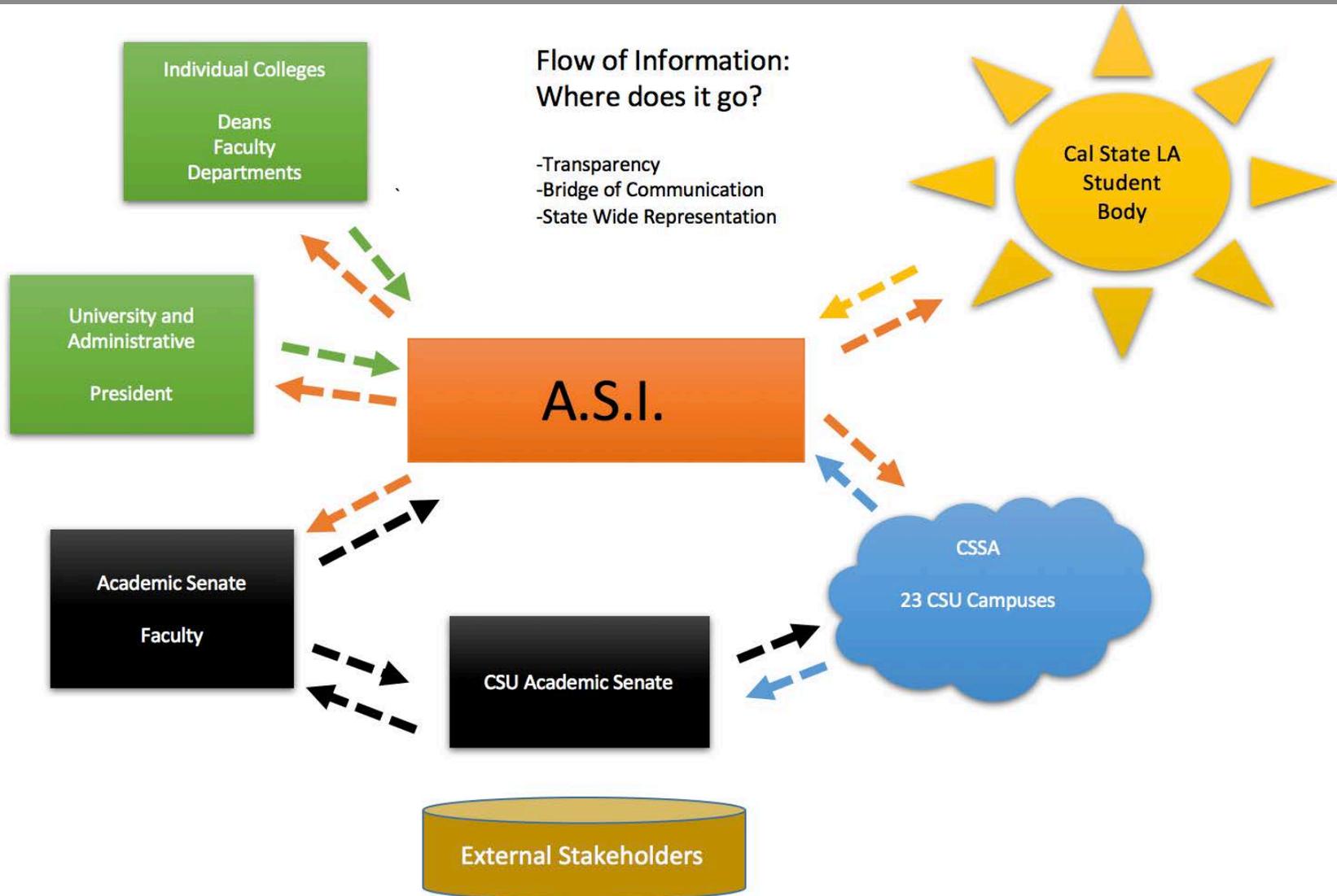


You Are Important!

- Promote the longevity of student representation within the University
- Key element to the flow of information to the student body
- Protectors of student interests
- Information is powerful....Share it!



The Bigger Picture



Role of a Committee Member

- Responsibilities do not begin and end with the formal meeting times.
- Do your research and know your committee.
- Disseminate information and results within ASI, your constituency, and campus community.
- Always be aware of WHO you are representing.
- Seek the viewpoints and understand the needs of your constituency.
- Make committee attendance a priority.
- Make active participation an even bigger priority.
- Develop an understanding and relationship with your Committee Chair.



Role of a Committee Member

- To put an item on the agenda, notify the Chair at least one week prior to, and follow up 2 days before, the committee meeting.
- Never suggest a topic under “new business” without prior consent from the Chair.
- Prepare before each meeting. Review agenda and business documents and be ready to provide your input.
- Be aware of power dynamics within each committee, and know who the stakeholders are.



Advocate as Committee Member

- Remember you are an asset.
- Familiarize yourself with the purpose of the committee.
- Understand your purpose and who you representing.
- Attend regularly and be on time.
- Meet deadlines and do the homework.
- Identify what role you can play in the committee:
volunteer for additional duties to build experience.
- Identify how and what you want to learn.
- Respect etiquette expectations outside of the committee spaces.
- Speak up and be heard.



Outcome Oriented Conversations

- Be empowered!
- It's all about awareness and accountability.
- What is your ultimate purpose of communicating?
 - This determines your attitude and communication style.
- Listen before expecting to be heard.
 - Identify shared goals
- Ask questions and build trust.
- Be ready to exchange ideas.
- Form a relationship of professionalism, respect, trust, and reliability.
- Disagreements are inherent.
 - Seeing things differently isn't negative when approached fairly.
 - Make sure your intention is clearly communicated.



Cooperative Appeal

A cooperative appeal builds a connection between you, the person you want to influence and others, to get support for your proposal or position.

Working together to accomplish a mutually important goal means you're extending a hand to others in the institution.

Cooperative appeal is an extremely effective way of influencing. Building cooperative connections may involve:

- Collaboration (figuring out what you will do together)
- Consultation (finding out what ideas other people have)
- Alliances (drawing on whoever already supports you or has credibility you need)



Developing an Action Plan

An action plan is a sequence of steps that must be taken, or activities that must be performed well, for a strategy to succeed. It has five major steps:

1. Background Research
2. Establishing Priority
3. Defining the Issue
4. Evaluating Solutions
5. Finding Avenues for Action



First Step: Background Research

1. Is this a shared/collective issue?
2. Any historical context?
3. Any applicable data?
4. Any relevant existing policies?

Key players:

- Fellow committee/board members
- Executive committee members
- Professional staff



Second Step: Establish Priority

Mission

Should we?

Priority

Board must choose among competing issues

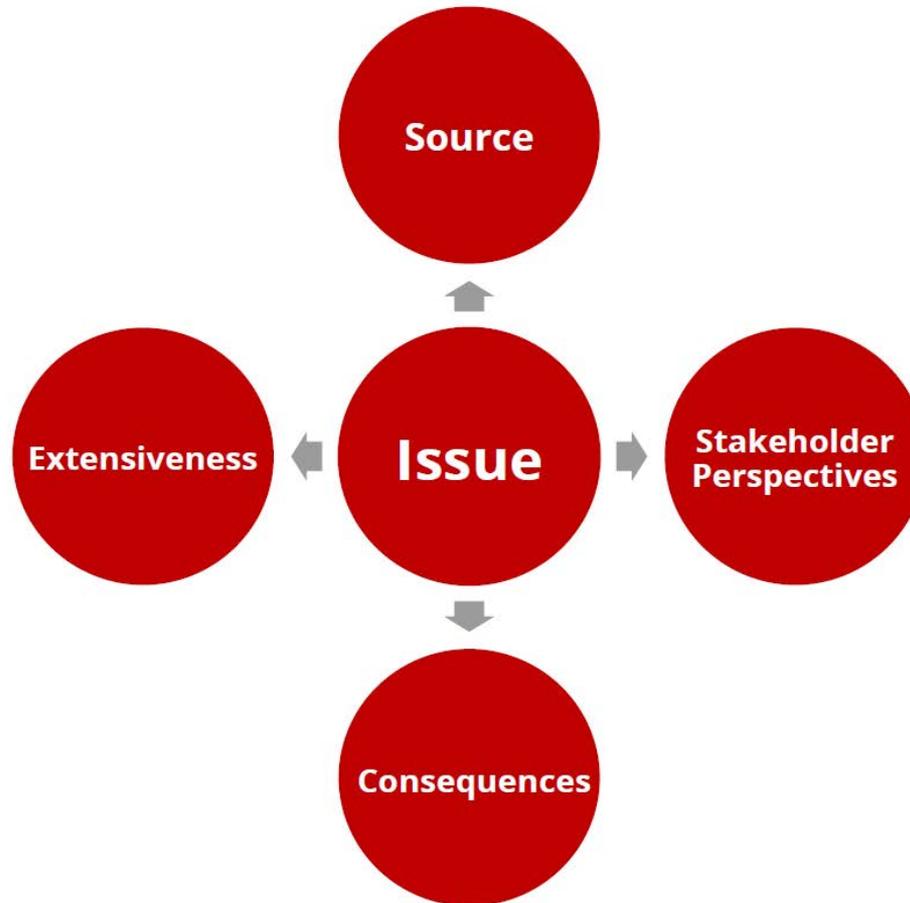
Capacity

Will we be effective?

Every issue should be evaluated before taking action.



Third Step: Define the Issue



Fourth Step: Evaluate Solutions



Fifth Step: Avenues for Action

Consult with the VPAG and ASI Staff to discuss options:

- Stakeholder engagement
- Policy solutions
- Student Impact Statements
- Programming

Values of Process

- Aligned
- Inclusive
- Effective
- Accountable



Avenues for Action

Evaluate

Analyze

Prioritize

Engage Stakeholders

Strategies

System Action

Resolutions

Legislation

Programming

Purpose: Internal Solution

Purpose: Stance

Purpose: Government Action

Purpose: Student Engagement

Who: CSU Administration

Who: Board

Who: Legislators

Who: Staff

Mechanism: Executive Orders, Policies, etc.

Mechanism: Distribution

Mechanism: lobby, bill, sponsorship, bill, positions etc.

Mechanism: advocacy events, campaign

Process

Questions?

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