

Governance and Administration of the University

ASI Summer Leadership Training 2017

Dr. Jennifer Miller, Dean of Students



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:
<http://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



● 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

Position Examples

- Provosts
- Vice-Provosts
- Deans
- Associate Deans
- Tenured Faculty
- Adjunct Faculty
- Directors
- Staff
- Administrative Assistants



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.



Shared Governance

2.3 Concept of 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>



Primary Responsibilities

3.1 Definition of Primary Responsibility

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



3.2 Areas of Responsibility of the Faculty

3.2.1 Curriculum and Instruction

3.2.2 Faculty Affairs



3.3 Areas of Responsibility of the President

3.3.1 Planning

3.3.2 Resource Allocation and Utilization

3.3.3 Administrative Organization and Operations

3.3.4 Appointment of Administrators



4.0 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.



The Spring 2017 Executive Committee

Chair: Veena Prabhu, Management

Vice Chair: Cari Flint, Communication Disorders

Secretary: Kevin Baaske, Communication Studies

At Large: Gail Washington, Nursing

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

At Large: Heidi Riggio, Psychology

At Large: A. Dee Williams, Curriculum and Instruction

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

Senior Statewide Senator: Kevin Baaske, Communication Studies

THE COMMITTEES OF THE ACADEMIC SENATE

Each standing committee has elected faculty members, student members, and an administrator serving ex officio as executive secretary. The subcommittees are similarly staffed.

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
- 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

☐ Division of Administration and Finance

DEPARTMENTS

- ▶ Administrative Compliance
- ▶ Administrative Technology
- ▶ Budget Administration
- ▶ Business Financial Services
 - ▶ Accounts Payable/ Travel
 - ▶ Accounts Receivable
 - ▶ Auxiliary Accounting
 - ▶ General Accounting
 - ▶ Financial and Tax Reporting
- ▶ Facilities Planning and Construction
 - ▶ Facilities Services
 - ▶ Planning, Design and Construction
 - ▶ Energy and Sustainability
- ▶ Housing Services
 - ▶ Housing Facilities and Business Operations
 - ▶ Residence Life
- ▶ Human Resources Management
 - ▶ Classification/ Benefits
 - ▶ Diversity and Inclusion
 - ▶ Recruitment and Workforce Planning
 - ▶ Payroll
- ▶ Information Technology Services
 - ▶ Enterprise Applications
 - ▶ IT Client and Support Services
 - ▶ IT Infrastructure Services
 - ▶ IT Security, Compliance and Training
- ▶ Procurement and Support Services
 - ▶ Mail/ Distribution Center
 - ▶ Asset Management
 - ▶ Purchasing
 - ▶ Printing Center
- ▶ Public Safety
 - ▶ Environmental Health and Safety
 - ▶ Parking and Transportation Services
 - ▶ University Police
- ▶ Strategic Planning and Quality Improvement
- ▶ Student Financial Services
 - ▶ Cashiering
 - ▶ Disbursement Office
 - ▶ Golden Eagle Service Center/ One Card
 - ▶ Student Loan Services and Collection
- ▶ University Auxiliary Services
 - ▶ Campus Programs
 - ▶ Children's Center
 - ▶ Commercial Operations
 - ▶ Food Services
 - ▶ Grants and Contracts

Position Examples

- Vice Presidents
- Assistant Vice Presidents
- Technicians
- Analysts
- Public Safety Officers
- Directors
- Resident Directors
- Assistant Directors
- Staff
- Administrative Assistants



☐ **Division of Student Life**

DEPARTMENTS

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

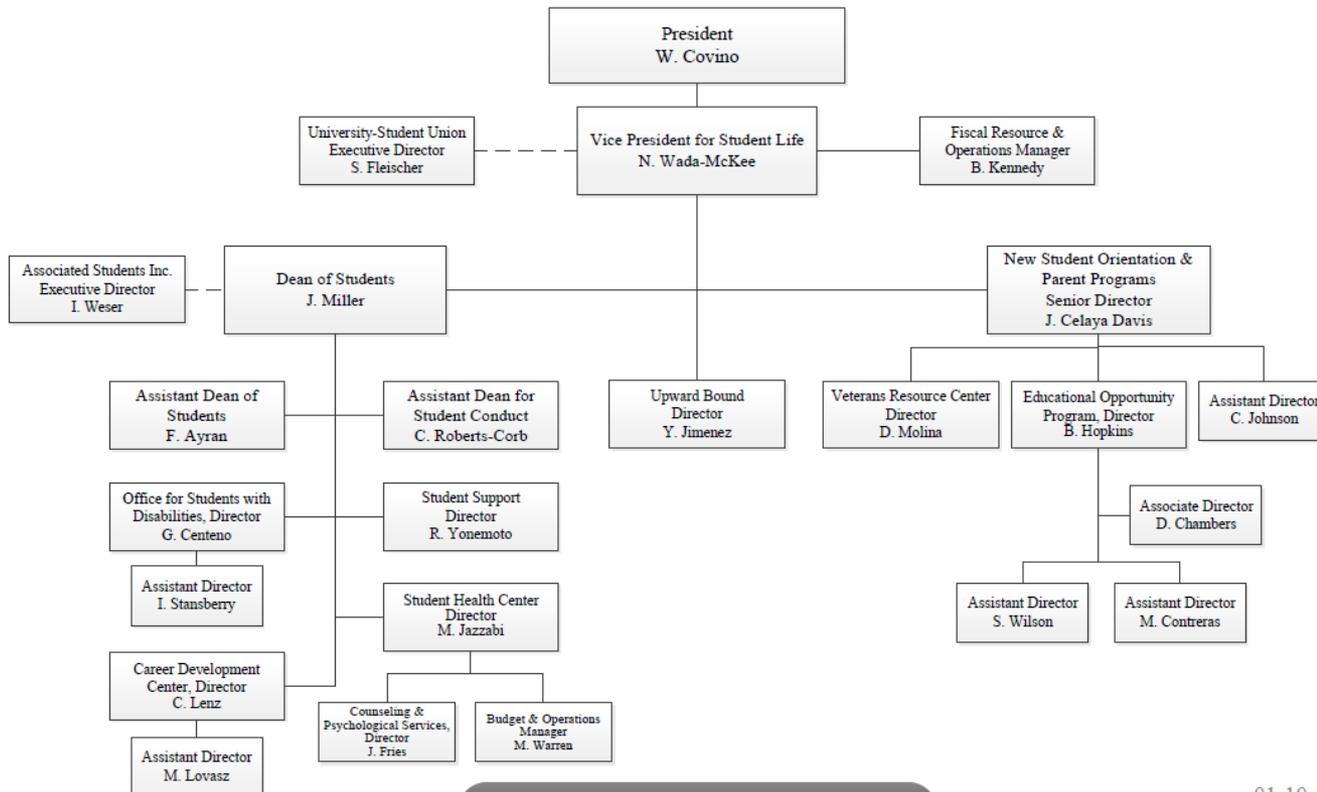
☐ **Division of University Advancement**

- ▶ Alumni Association
- ▶ Cal State LA Foundation
- ▶ University Development

Division Example

Vice President for Student Life

Organizational Chart



Collaboration Tips

- Learn about departments and positions before you approach them for collaboration
- Get to know the culture and decision channels of a university
- Build trust and relationships
- Listen more than you speak
- Listen for shared goals and ideas
- We are all advocating for students
- Schedule meetings ahead of time whenever possible, send items ahead of time so that folks can review ideas

Questions?

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