

Academic Senate  
(530) 898-6201, Zip 020

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## MEMORANDUM

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### ACADEMIC SENATE MINUTES

Thursday, September 25, 2014, 2:30 p.m., K-207/209

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**PRESENT:** Baumgartner, Boyd, Calandrella, Cross, Crotts, Donoho, Ellingson, Ford, Gray, Heileson, Herren, Hoffman, Janos, Kaiser, Kipnis, Kirchhoff (Thompson), Lee, Mace, McCabe, McConkey, Meadows, Mills, Nichols, Ponarul, Pratt, Ratekin, Roll, Rowberg, Schierenbeck, Schindler, Schulte, Seipel, Selvester, Sistrunk, Thompson, Tinkler, Traver, Zingg

**ABSENT:** Nichols, Smits

1. Approve Agenda.

The agenda was approved with renaming the sponsor of item 2:

~~Academic Senate Executive Committee Officers~~ Faculty Members of the Academic Senate Executive Committee.

2. Proposed Resolution: Request for Review of and Assistance in Strengthening Campus Co-Governance, Communication, and Morale - Faculty Members of the Academic Senate Executive Committee. – **Introduction Item.**

Meadows introduced Proposed Resolution: Request for Review of and Assistance in Strengthening Campus Co-Governance, Communication, and Morale as an **Introduction Item.**

Resolution on Request for Review of and Assistance in Strengthening Campus Co-Governance, Communication, and Morale

### **Proposed by the Academic Senate California State University, Chico September 2014**

**WHEREAS,** The faculty, staff, students, and administrators of California State University, Chico, are united by a common commitment to create an educational institution that will promote and preserve the intellectual growth and development of the people of California and of the North State into the future; and

**WHEREAS,** The complexities of managing the people and processes of CSU, Chico have led to recurrent problems in maintaining cooperation and clear communication throughout the campus community; and

**WHEREAS,** Faculty confidence in the transparency of co-governance structures which are mandated by California State law, Chancellors' Executive Orders, and CSU, Chico policies has declined markedly; and

**WHEREAS,** Problems within co-governance have led to a sense that the primacy of Academic Affairs, an office with

the singular academic mission of the campus at its heart and from which all other functions of the University derive their purpose, has been compromised and eroded; and

**WHEREAS**, Campus-wide trust has deteriorated as a result of a lack of transparency and good-faith information sharing in decisions that impact the CSU, Chico community; and

**WHEREAS**, The stress, as a result of these actions, has led to a failure to maintain well- functioning relationships and a loss of morale; and

**WHEREAS**, An independent outside review of CSU, Chico would assist in evaluating concerns and identifying solutions; and therefore be it

**RESOLVED**, That the Academic Senate of CSU, Chico requests that Chancellor Tim White undertake a prompt review of the concerns we have identified above by appointing an independent consultant to; 1) Broadly and confidentially consult with all relevant campus leaders and groups including students, faculty, staff, and all levels of administration; 2) Use the findings to make recommendations to restore a strong sense of shared purpose to our campus governance, administration, and daily work; 3) Make public the information that we will all need to undertake this common purpose; and

**RESOLVED**, That because the challenges of maintaining a strong viable University system into the 21<sup>st</sup> century will require frank and open communication between all the members of the campus community, the Academic Senate of CSU, Chico requests Chancellor Tim White assist us in finding our way forward; and

**RESOLVED**, That this resolution be forwarded to the Board of Trustees, Chancellor Tim White, President Paul Zingg, the Chair of the Academic Senate of the California State University, and Academic Senate CSU, system-wide Campus Senate Chairs

Meadows noted that this is a resolution in response to a lot of the concerns that we have been hearing from our constituents: faculty, staff, and students and administrators. We are very concerned about the health of the university and working and learning in a healthy environment. This resolution outlines some of the problems we believe we are facing at this university right now and “we would like an outside reviewer to help us diagnose and treat our campus issues.” [“That’s a bad analogy,” noted Meadows.]

Crotts clarified the sponsorship of the resolution, noting that seven members of the Executive Committee are faculty, and they comprise the majority of the Executive Committee. The remaining three members of the Executive Committee are administrators. The Executive Committee normally has five administrative members, but presently is lacking the Provost and Vice President for Advancement. “There are 10 members of the Executive Committee, and seven proposed this resolution.” Crotts clarified the impact of a resolution, noting that a resolution has no “teeth” in the sense that it compels anyone to do anything. A resolution is a non-binding request, directed at specific individuals and groups, that conveys a sense of feeling, an expression of opinion or position, in terms of one or more “**WHEREAS**” statements; followed by a request(s) in terms of one or more “**Resolved**” statements. Response to the resolution and action(s) taken pursuant to receiving the resolution are entirely up to the discretion of the recipients of the resolution.

Selvester recognized President Zingg. Zingg requested to address the senate and noted that he would gladly entertain questions after sharing his comments.

“I wholly support it.” Zingg has been characterized by a former long term senator as the “go to guy”; the person to go to when things were not being done collegially, “and then they got fixed.” *I am still that guy*. And the steps I am taking in the transition to new leadership in Advancement and Academic Affairs “will make it very clear that that is the case.” Shared governance on this campus

“may be the strongest and most respected in the CSU.” This is one reason why our faculty “often rise to the top in systemwide leadership and influence.” Much of this reputation is based on our “unequivocal focus of our work on student learning and student success.” We all have roles in ensuring the successes, and we all have opinions on how to accomplish this work, “and there is unity in our purpose.” And there also needs to be unity in the “matter and the spirit with which we go about this work; the way we express our differences of opinion, as well as our agreements.” And this resolution underscores this, “by what should sit as part of the academy, and what should enable us to find joy, and confidence, and meaning in what we accomplish: reason, respect, civility, community, openness, and trust.” “And these are matters that can never be taken for granted, even if they are second nature to so many of us.” They require nurturing, attention, affirmation, and renewal. “They require an occasional wake-up call, and a reset.” *And I see this moment in exactly those terms.* “So to the text of the resolution, or more precisely, the understandings that need to guide the accomplishment of the stated intentions of the resolution, for resolutions require accuracy of statement and intent in order to have credibility and to steer us correctly.” One of the reasons we had the presentation on the university budget at the Academic Senate — the session “broadly and much appreciated” — was to “remove the mystery of budget design and management on our campus.” This information is readily available online, but “there sometimes can be a huge gap between information and explanation.” This resolution raises the question of eroding of support for Academic Affairs. Let me make this clear. *There is more money in Academic Affairs derived from state support and reserves than has ever been the case in the history of this university.* There is more focus on important functions in Academic Affairs than ever before, because two major areas, Staff Human Resources and Enrollment Management, have been returned to their original homes, Business Affairs and Student Affairs, respectively, in order to achieve greater efficiency in their operations and functions. This is not taking anything away from Academic Affairs, but it is adding something to the ability of the university to “be more successful in these matters.” The heart of the university is its academic reputation, and the foundation of its academic reputation lies with its faculty. “We will renew, and support, and strengthen our faculty by steps and investments we undertake on our campus and through leadership, and example, and advocacy that we can provide for this system, particularly in the context of accomplishing a fair contract for our faculty.” Zingg noted that the menu of “such steps” were outlined at the Fall Convocation. The Council of Academic Deans, Wenshu Lee, Mike Ward, and Bill Loker, are “doing what I expect, and that is to see action in accomplishing that agenda.” Some of these steps were already underway. The full agenda includes hiring new faculty for next year at least at a level as great as this year. Fifty searches have so far been approved for next year. These matter will be a paramount charge to our new (interim) Provost. “This person will not be a caretaker.” This person will be a leader, a partner, and a healer. We are all disheartened that a contract agreement has not been made with CFA, especially so in light of contract agreements with other collective bargaining units. And even more so, because the insulting 1.34% general salary increase for faculty over the past seven years demands concrete steps and signals “to restore faculty morale and provide faculty with confidence in their future in the CSU and on this campus.” Zingg announced in spring, 2012, that Chico State would find a way to find the funds to address the outstanding Equity II cases “whether or not new funding came our way” to do this. Zingg was very pleased that the new Chancellor realized the need to resolve the Equity II situation and provided about 1/3 of the funding to all campuses to do so. But until he did this, “we were going alone down this path.” Zingg has suggested a similar approach to Equity III. And as with Equity II, “once we have the green light” to proceed on our Equity III plan, which started in spring 2013, and “which I believe we will get,” we will fund Equity III, *whether or not we receive one dime [from] elsewhere to do so.* Maybe we will influence the system on Equity III as we did on Equity II, “I really don’t care.” *We will do the right thing here for our faculty.* And the right thing for our faculty, our students, and our staff, is “a workplace resolute in purpose and strong in spirit.” For within this resolution, is anything about apathy or indifference? It is about deep

caring and accomplishing our work together. It is about high expectations, and high performance consequent to those expectations. *I will work harder, and I will expect those in my administration to work harder in meeting those expectations.*

Zingg noted that he would like senators to have the opportunity to consider the resolution in his absence. Zingg thanked senators and guests for allowing him to speak, and departed the meeting.

Mills noted that the Academic Senate approved a resolution in 2012, “Affirmation of the Importance of Our Commitment to Affordable, Quality Education and Shared Governance.” This resolution was on the same topic as the present resolution, but “it’s not focused in the same way.” “You might want to take a look at it.” It is available on the Academic Senate homepage. In response to an inquiry regarding precedents for resolutions similar to the resolution before the Academic Senate today, Kaiser noted that some other campuses “have sought this approach” and this is why we are specifically addressing the resolution to the Chancellor’s Office. Other campuses “following this path” include Sacramento and San Jose. Kaiser noted that, on some campuses, resolutions of this nature have taken the form of “No Confidence.” This is not our intent. Some campuses have felt that great damage had occurred to their infrastructure, and it is need of repair. “They have asked for formal assistance in how they would rectify that loss, effectiveness, and communication.” The variety and diversity and range of people here today indicates that “this is a concern that is held in great sense by the majority and that it is our responsibility to ask for that outside assistance in the most constructive way possible.” Our concerns are “out from under the rock.” Awareness of our concerns has expanded beyond the campus. There is nothing in the resolution saying to take anything away from an administrator. We have full confidence in our administration. We are just asking for an outside investigator. “This is all we are asking for.”

Senators and recognized guests shared numerous observations and concerns, all focused upon and around *transparency, trust, and communication.*

- More time to consider the resolution. “We are rushing this through unnecessarily.” “It is not the academic way.” Moving this along at this pace is in itself an affront to co-governance. However, others noted that circumstances leading to this resolution “have been a long time coming.”
- The purpose of an introduction item is to provide the opportunity to discuss the item for the purpose of “making it better” and not just “rubber stamping” it. This item lacks much in the way of specifics. It states things “as given to fact” but has no documentation provided to clarify the factual basis of these statements. The document “has these broad general statements.” “In order to have the desired outcome, we need to be more specific about where the problem is and what we see as some kind of potential route to coming to some kind of solution to it.”
- Rather than we, the Academic Senate, “sit here and try to work on it,” the document should be returned to the originators for improvement along these lines.
- More detail. Bullets should be added to the whereases. However, others noted that the intent of the resolution is not to identify detailed examples but to convey an overall sense of uncertainty in “whose going to make the decisions and what’s going to happen.” Too many specifics would make the resolution lose perspective.
- “There needs to be some factual basis, and not just opinion.”

- Expanding consultation. Input should be solicited from other groups. “Have all options been considered.” “Do we want the Chancellor’s office to come needling around Chico?” However, others feel that “sometimes you need a referee to come in and call the game fairly.”
- We see much transition but not in a well thought-out processes.
- Solid planning and well planned direction have been lost. We need to “bring things out of the ether.” Hopefully this resolution will help us begin now to address issues in a constructive way and “batten things down” for the WASC accreditation process that is just a few years out.
- Several senators and recognized guests reported overwhelming, even unanimous, support from their constituencies, including staff support.
- An outside investigator will give us a chance for healing and improving.
- We should be careful in placing trust in an investigator from the Chancellor’s Office.
- Several senators expressed concerns that the President’s comments were “quite disingenuous and hiding behind civility” and “the status quo is no longer acceptable.” References to the contract and compensation are beyond the purview of the campus.
- Morale, transparency with the upper administration, and the need for “correction” in matters dealing with lecturer ranges were singled out.
- What are the contributing factors leading to the high turnover of administrators? “I want an answer to this question.” I think we need an outside investigator “to get at that.”

**Vote:** Proposed Resolution: Request for Review of and Assistance in Strengthening Campus Co-Governance, Communication, and Morale passed as an **Introduction Item**.

The motion was moved and approved to suspend the rules and consider the Proposed Resolution: Request for Review of and Assistance in Strengthening Campus Co- Governance, Communication, and Morale as an **Action Item**.

The motion was moved and approved to amend the first “Resolved” in the document:

**RESOLVED**, That the Academic Senate of CSU, Chico requests that Chancellor Tim White undertake a prompt review of the concerns we have identified above by appointing, in concert with the Academic Senate Officers, the Associated Students Director of University Affairs, and the Chair of the Staff Council, an independent consultant to (1) Broadly and confidentially consult with all relevant campus leaders and groups including students, faculty, staff, and all levels of administration, (2) Use the findings to make recommendations to restore a strong sense of shared purpose to our campus governance, administration, and daily work, (3) Make public the information that we will all need to undertake this common purpose; and

The motion was moved and failed to amend the amendment:

in concert with the Academic Senate Officers, the Associated Students Director of University Affairs, and the Chair of the Staff Council, and five faculty members chosen at large ....

The motion was moved and approved to replace “co-governance” with “shared governance” wherever it appears in the document.

The motion was moved and approved to amend the heading of the document:

~~Resolution on Request for Review of and Assistance in Strengthening Campus Co-Governance,  
Communication, and Morale~~

~~**Proposed by the Academic Senate California  
State University, Chico September 2014**~~

Approved by the Academic Senate  
California State University, Chico  
September 25, 2014

## RESOLUTION

### **Request for Review of and Assistance in Strengthening Campus Shared Governance, Communication, and Morale**

The motion was moved and approved to “call the question” [Taking the effect of ceasing debate and bringing the item to a vote as an action item]

The motion was moved and approved to conduct the vote by [secret] ballot.

**Vote:** Proposed Resolution: Request for Review of and Assistance in Strengthening Campus Shared Governance, Communication, and Morale passed, 32 to 2 as an **Action Item**.

Selvester wrapped up the proceedings by noting, “This is about keeping us together and making this a healthier organization and to make sure that things aren’t personal. When provosts, vice presidents, and upper management leave, there’s a vacuum in leadership and that often makes the campus feel there is a lot of uncertainty, like who’s going to make the decisions and what’s going to happen. It is an organizational effort to create a place that we all want to be proud of. “The resolution is a means of reuniting the campus in order to move forward.” It was “never taken to hurt, but taken to heal.” “It is about keeping us together; making a better organization.” Nothing about it is personal. It’s about “how do we work together; how do we begin.”

3. Adjourn.

The meeting adjourned at 4:35 p.m.

Respectfully submitted,

Joe Crotts, Secretary