MEMORANDUM

DATE: December 17, 2019
TO: President Thomas A. Parham
    Provost Michael E. Spagna
FROM: Charles E. Thomas, JD, MBA, Academic Senate Chair
       Christian Jackson, President, Associated Students, Inc.
RE: Exec 19-14 Joint Statement on Shared Governance

We are formally transmitting the attached resolution Exec 19-14 Joint Statement of Shared Governance. This resolution was passed (43 for, 0 against, 2 abstention) on November 20, 2019. This resolution was also unanimously adopted by the CSUDH Associated Students, Inc. Board of Directors on December 6, 2019. We are proud to promote a model of shared governance that is inclusive of administration, faculty, staff and students.

The Academic Senate of California State University Dominguez Hills (ASCSUDH) looks forward to the immediate development of a Presidential Memorandum consistent with Exec 19-14.

The preamble of our resolution says it best. “As we aspire to be an institution that transforms lives, we recognize the necessity to create a singular, unified and unique definition of shared governance at California State University, Dominguez Hills (CSUDH) to ensure the fulfillment of CSUDH’s commitments and aspirations.”

Please do not hesitate to contact me with any questions regarding this resolution.

Sincerely,

Charles Thomas, JD, MBA
Chair, Academic Senate – California State University, Dominguez Hills

cc: Vice Presidents, CSUDH
    Deans, CSUDH
    President, Associated Students, Inc. for CSUDH
    All Faculty, CSUDH
    Academic Resource Managers, CSUDH
    All Staff, CSUDH
    All Students, CSUDH
    Academic Senate of the California State University
EXEC 19-14
SECOND READING
Resolution Passes: 43 in favor/0 against/2 abstentions
November 20th, 2019

JOINT STATEMENT ON SHARED GOVERNANCE

The California State University, Dominguez Hills is an academic institution committed to educating and preparing students to fulfill their intellectual, personal and professional goals. As we aspire to be an institution that transforms lives, we recognize the necessity to create a singular, unified, and unique definition of shared governance at California State University, Dominguez Hills (CSUDH) to ensure the fulfillment of CSUDH’s commitments and aspirations. The collective vision of shared governance will guide the creation and implementation of institutional policy and the management of practices in a climate that recognizes that while the President ultimately has the authority and responsibility for decision making, all stakeholders in this academic enterprise should have an opportunity to express their views and perspectives on how the affairs of the institution are managed. To that end:

RESOLVED: That the Academic Senate and the Associated Students, Inc. of California State University, Dominguez Hills approve the attached “Joint Statement on Shared Governance”; and be it further,

RESOLVED: That this Joint Statement shall guide institutional processes, inform faculty, staff, student, administrative, and executive actions, as well as inform current and future members of the campus community of our commitments; and be it further,

RESOLVED: That this Joint Statement be effective immediately and be included in the Faculty Handbook, Senate Handbook, CSUDH Employee Handbook, and the Associated Students, Inc. Handbook; and be it further,

RESOLVED: That this Joint Statement be shared with all candidates for university administrative, staff, and faculty positions as well as potential student leaders; and be it further,

RESOLVED: That this Joint Statement be distributed annually at the first scheduled General Faculty Meeting, Senate Retreat and the Associated Students, Inc. August Retreat, the first Associated Students, Inc., Board of Directors meeting, the first Provost’s Council meeting, and the President’s Cabinet Retreat as a reaffirmation/renewal of our common understanding of shared governance; and be it further,

RESOLVED: That this Joint Statement be recommended to the University President for its institutionalization as a Presidential Memorandum; and be it further,

RESOLVED: That the ASCSUDH distribute this resolution to the campus President, Provost, Vice Presidents, Deans, Associated Students, Inc. President, Associated Students, Inc. Vice President of
Academic Affairs, all faculty including Chairs and Program Coordinators, Academic Resource Managers, all staff and the ASCSU.

**Rationale:** Conceptions of shared governance at California State University, Dominguez Hills have been guided by several sources including: the American Association of University Professors' (AAUP) Red Book, the California Higher Education Employer-Employee Relations Act (HEERA), pronouncements of the Academic Senate of the California State University (ASCSU), formal statements of the Board of Trustees of the California State University, and the California State University, Dominguez Hills' Constitution of the General Faculty. CSUDH functions best and reaches its aspirational goals when students, staff, faculty and administration are of one mind regarding the scope and limits of shared governance and the means by which consultation should occur. As California State University, Dominguez Hills ushers in a new era of shared governance, the intent is to formalize a meaningful inclusion of students and staff into the governance structure of our institution. This joint statement, developed among campus faculty, staff, students, and administrators, affirms our commitment to shared governance and consultation, enhancing and complementing other documents that inform our work.

As referenced in the statement, section 3561(b) of the California Higher Education Employer-Employee Relations Act (HEERA), (Education Code Section 3560, et. seq.) indicates in part, “The Legislature recognizes that joint decision-making and consultation between administration and faculty or academic employees is the long-accepted manner of governing institutions of higher learning and is essential to the performance of the educational missions of such institutions, and declares that it is the purpose of this act to both preserve and encourage that process”; however, we want to take our inclusion further.

As referenced by the ASCSU, “student views are particularly important on questions of extracurricular activities, recreational events, and student facilities planning.” In addition, “students should participate when decisions are being made regarding curriculum development, program initiation or discontinuance, grading standards and practices, academic disciplinary policies, and student conduct codes.” Regular student consultation must also include feedback on their perceptions of the quality of their educational experience.

The Academic Senate of the CSU and the CSU Board of Trustees each adopted statements in 1985 on collegiality that further affirm the importance of shared governance and the primacy of faculty in addressing core aspects of university functioning. The Board of Trustees’ statement indicated in part, “Collegial governance assigns primary responsibility to the faculty for the educational functions of the institution in accordance with basic policy as determined by the Board of Trustees. This includes admission and degree requirements, the curriculum and methods of teaching, academic and professional standards, and the conduct of creative and scholarly activities.” Our “Joint Statement” is both a result of collegial practice and an affirmation of the means by which collegial governance will occur.

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1. See ASCSU, “Collegiality in the California State University System,” March 1985, [https://www.csub.edu/senate/_files/Collegiality%20in%20the%20CSU.pdf](https://www.csub.edu/senate/_files/Collegiality%20in%20the%20CSU.pdf)
It is expected that we can call upon this statement to guide institutional processes, inform faculty, staff, and administrative actions, demonstrate our campuses commitment to its student voices, and inform current and future members of the campus community of our commitments.

Agreed by the CSUDH Academic Senate on November 20, 2019
Agreed by the CSUDH Associated Students, Inc. Board of Directors on December 6, 2019
Agreed by the CSUDH President on ______________________
Agreed by the CSUDH Provost on ______________________

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3 We hope that our model of intentional student and staff inclusion serve as a platform for other shared governance models.
California State University, Dominguez Hills – Suggested Joint Statement on Shared Governance

The California State University, Dominguez Hills is an institution committed to educating and preparing students to fulfill their intellectual, personal, and professional goals. As we aspire to be an institution that transforms lives, we recognize the necessity to create a singular, unified, and unique definition of shared governance at California State University, Dominguez Hills to ensure an efficient completion of CSUDH’s commitments and aspirations. The collective vision of shared governance will guide the creation and implementation of institutional policies and the management of practices in a climate where all stakeholders in our academic enterprise have a say in how the affairs of the institution are managed.

An effective system of shared governance within a university recognizes that the President ultimately has authority and responsibility for decisions affecting the institution. The same system recognizes that the university benefits from a process of joint decision-making, meaningful consultation, and a spirit of collegiality wherein trust, collaboration, transparency, inclusiveness, honesty, integrity, and broad communication are essential. Effective shared governance creates a “healthy campus, strengthens the quality of leadership and decision making … enhances its ability to achieve its vision and to meet strategic goals, and increases the odds that the very best thinking by all parties to shared governance is brought to bear on institutional challenges.”4 This collaborative work manifests primarily as shared governance informed by robust consultation.

Shared Governance

In a manner consistent with shared governance as defined in HEERA,5 the CSU’s “Statement on Collegiality,”6 and “Shared Governance Reconsidered: Improving Decision-Making in the California State University,”7 as well as the American Association of University Professors’ “Statement on Government of Colleges and Universities,”8 the faculty and the President should consult robustly, and routinely seek opinions, recommendations, and advice. And as highlighted by the American Association of University Professors, “a substantive contribution can be made when student leaders are responsibly involved in the process.”9 At California State University, Dominguez Hills, our core values recognize the value of collaboration of all segments of the campus; thus, we include staff in our vision of shared governance.

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6 See “Collegiality in the California State University System,” approved by the Academic Senate of the California State University in March, 1985 and reprinted online at: http://senate.sonoma.edu/governance/resources/collegiality-california-state-university-system
7 See “Shared Governance Reconsidered: Improving Decision-Making in the California State University,” approved by the Academic Senate of the California State University on March 29, 2001 and reprinted online at: https://www2.calstate.edu/csu-system/faculty-staff/academic-senate/Documents/reports/SharedGovReport.pdf
In this context, shared governance refers to a process of joint decision-making and consultation between administration and faculty but also staff and students through our shared governance structures of the Academic Senate and the Associated Students, Inc. and related committee structures such as the University Budget Committee. As emphasized by the American Association of University Professors, “the faculty has primary responsibility for such fundamental areas as curriculum, subject matter, and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process” due to faculty expertise.

Robust consultation between the administration and the Academic Senate and the Associated Students, Inc. and when appropriate other related committees should provide consensus, and adverse review or final decision should be exercised only in exceptional circumstances, and for reasons communicated to the faculty, staff, and students. Faculty, staff, and students also are to be consulted on fiscal matters that affect the instructional program of the University as delineated through the University Budget Committee but also through appropriate shared governance structures.

At California State University, Dominguez Hills, the faculty and the administration have determined that the Academic Senate is the official representative body of the General Faculty and the Associated Students, Inc. is the official representative body of students on campus. Both representative bodies include membership of faculty, students, staff, and administrators. Consultation between the Academic Senate, Associated Students, Inc., and the administration regarding fiscal matters that affect the instructional program is achieved through Academic Senate and Associated Students, Inc. representation on, e.g., the University Budget Committee and other such committees in Academic Affairs and the colleges as they are constituted.

**Consultation**
Consultation, trust, and respect for each other’s roles and responsibilities are key components of effective shared governance. Consultation between the faculty, staff, students, 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 operations of those areas where primary responsibility rests with the faculty. Consultation is meaningful if input provided is able to

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10 See Our Mission, Our Vision, Our Core Values available at: [https://www.csudh.edu/about/history-mission-vision/](https://www.csudh.edu/about/history-mission-vision/)
11 “Faculty status and related matters are primarily a faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal. The primary responsibility of the faculty for such matters is based upon the fact that its judgment is central to general educational policy. Furthermore, scholars in a particular field or activity have the chief competence for judging the work of their colleagues.” Regarding faculty assessment AAUP goes further to say: “Determinations in these matters should first be by faculty action through established procedures, reviewed by the chief academic officers with the concurrence of the board. The governing board and president should, on questions of faculty status, as in other matters where the faculty has primary responsibility, concur with the faculty judgment except in rare instances and for compelling reasons which should be stated in detail.” See American Association of University Professors, “Statement on Government of Colleges and Universities,” Section 5. The Academic Institution: The Faculty available at: [https://www.aaup.org/report/statement-government-colleges-and-universities](https://www.aaup.org/report/statement-government-colleges-and-universities).
13 Membership of the University Budget Committee is to include representation of students, staff, faculty and administrators. See Presidential Memo 2014-04 available at: [https://www.csudh.edu/Assets/csudhsites/pm/docs/2014-04.pdf](https://www.csudh.edu/Assets/csudhsites/pm/docs/2014-04.pdf).
influence outcomes of decision-making and reflects the mutuality of all stakeholders’ efforts to ensure success. The consultation shall take place early and regularly, thus enabling the joint decision-making required by HEERA. "Exceptional circumstances" are understood to be limited to circumstances that can be reasonably agreed upon by all stakeholders as necessitating immediate action without sufficient time for meaningful consultation.

Effective and meaningful consultation, to which the Academic Senate, on behalf of the faculty, staff, students, and administration, must be characterized by openness and transparency, 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 to and respect for the process must be evident if consultation is to enable optimal outcomes for our university. Collectively these will create and foster the atmosphere of trust essential to the functioning and success of the university and its constituents. Effective leadership is a function of healthy, frequent and timely consultation, focusing always on the best outcomes for student success.

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Agreed by the CSUDH President on ____________________
Agreed by the CSUDH Provost on ____________________