San José State University
Academic Senate
Resolution from the Floor
December 10, 2018
Final Reading

Sense of the Senate Resolution
Supporting the Adoption of the Tenets of Shared Governance
by the Academic Senate of the California State University

Legislative History: None

Whereas: The issuing by the Chancellor's Office (CO) of Executive Orders 1100 and 1110 in the summer of 2017 was widely perceived across the CSU to have been rushed through with insufficient consultation with the Academic Senate of the CSU (ASCSU) or with the campuses, and

Whereas: this was seen on all CSU campuses as an abrogation of the principles of shared governance on which the CSU has long relied, and

Whereas: there ensued a breakdown of trust and a deterioration of the working relationship between the ASCSU and the CO, and

Whereas: during the course of the 2017/18 academic year the ASCUS Executive Committee and senior management in the CO worked hard to reestablish trust and repair working relationships through the development of a joint agreement titles “The Tenets of Shared Governance” (the Tenets) that represents a commitment by both sides to respect the principles shared governance and set out a framework by which shared governance will be conducted in the CO’s dealings with the ASCSU, therefore be it

Resolved That the Academic Senate of San Jose State University expresses its appreciation to the ASCSU Executive Committee and the CO for their work on the Tenets, and be it further

Resolved That the Academic Senate of San Jose State University encourages the ASCSU and the CO to continue working towards a more collegial and constructive approach shared governance, and be it further

Resolved That the Academic Senate of San Jose State University expresses support for adoption if the Tenets by the ASCSU.

Rationale: In the summer of 2017, the Chancellor’s Office (CO) issued two executive orders, EO 1100 and EO 1110. Not only did both require a significant overhaul of a number of courses, they were both issued over the summer
which and without adequate faculty consultation. Faculty on all 23
campuses were upset by the way these orders had been issued.

In response the Chancellor’s Office agreed to work with the Academic
Senate of the CSU (ASCSU) to reach a common understanding of how
shared governance at the system level would be implemented moving
forward. The ASCSU delegated the task of developing this joint
understanding with the CO to its Executive Committee (Exec). The CO
and the Exec spent negotiated on a monthly basis over the Fall and
Spring semesters and agreed to the Tenets document (see the link in
Appendix A).

At the Exec's final meeting with the CO, the Chancellor asked all the
members of the Executive Committee if they were in agreement with what
had been developed; none demurred. However, when the Tenets
document was brought to the ASCSU for ratification, the incoming Senate
chair, who was herself on the Exec Committee, unexpectedly admitted
that she had "reservations". That blindsided the Chancellor and the
Senate Chair and allowed a small but vocal minority to derail the Tenets'
adoption.

This matters because in the absence of trust, disagreements have to be
metaphorically litigated and that raises the cost and reduces the
productiveness of collaboration.

To be clear, the Tenets document on it own is no guarantee of successful
shared governance and it's by no means perfect; but it's a reasonable first
step and, perhaps more importantly, it demonstrates a joint commitment to
a collaborative process.

While it is early days, I suggest that the work done with the CO last year is
beginning to bear fruit. This fall the CO shared the drafts of three EO
revisions, 1080, 1081 and 1082 with the ASCSU (and we have shared
with you) so that you have an opportunity to provide input before they are
finalized. That suggests a change in the way the CO is working with the
faculty.

A rejection of the Tenets document, on the other hand, signals a
repudiation of the process by which they were developed and indicates a
preference for adversarial bargaining over collaboration.

If the CO concludes that attempts at dialog and consultation with the
ASCSU are unproductive, any consultation is likely to be perfunctory at
best. That, I’m sure you would agree, would be less than ideal.

Appendix A “The Tenets of Shared Governance”
LINK TO THE TENETS OF SHARED GOVERNANCE

https://drive.google.com/file/d/12VsV9Z9-I9UZji_4swY8c9fHVCtOnlJE/view