



**San José State**  
UNIVERSITY

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Academic Senate Office

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SM-F99-1

At its meeting of November 1, 1999, the SJSU Academic Senate passed the following Senate Management Resolution presented by Annette Nellen for the Senate Special Committee on Improving Communications of the SJSU Academic Senate.

**SENATE MANAGEMENT RESOLUTION  
ADOPTION OF REPORT OF SPECIAL SENATE COMMITTEE:  
"IMPROVING COMMUNICATIONS OF THE SJSU ACADEMIC SENATE"**

WHEREAS, On April 5, 1999, the Senate passed SS-S99-4 calling upon the Executive Committee to form a special committee to derive plans to improve the Senate's communications with various constituencies.

WHEREAS, An Improving Communications Committee was formed and completed the charge of SS-S99-4 and issued a report to the Executive Committee in September 1999.

RESOLVED: That the Senate adopt the attached report of the Improving Communications Committee entitled "Improving Communications of the SJSU Academic Senate; and be it further

RESOLVED: That each Senate Policy Committee and Senate officer review the report and develop plans to complete the tasks required of them; and be it further

RESOLVED: That the Improving Communications Committee continue to operate during the 1999/2000 academic year to oversee and assist with implementation of the activities recommended in the report, including seeing that the tasks listed under "measurable objectives" are completed and the results reported to the Executive Committee. In addition, the Organization and Government Committee will consider the formation of an External Relations Special Committee.

## **Improving Communications of the SJSU Academic Senate**

### **I. Introduction**

#### **A. Purpose**

The need to improve communications of the SJSU Academic Senate stem from two sources:

1. *Senate Resolution*: SS-S99-4 called for the Executive Committee to form a special committee to (a) derive plans to improve upon the Senate's past communication efforts of mailing resolutions to CFA, the Statewide Academic Senate, the Trustees, and the Chancellor, and (b) to make recommendations to the Executive Committee on how the Senate can improve upon its work with respect to communications with faculty and administration. Senators Gorney-Moreno, Nellen, and Stacks volunteered to serve on this committee (the Improving Communications Committee) and drafted this report for the Executive Committee in Summer 1999.
2. *Accreditation Report*: The 1994 WASC report recommended that SJSU should continue to improve the effectiveness of shared governance by increased participation in faculty governance and improved communication about key issues discussed in the Senate.

This report makes suggestions for how the SJSU Senate can improve its communications with various constituencies: faculty, administration, Associated Students, Statewide Academic Senate and other CSU senates, CSU Trustees, CFA, and perhaps, California legislators connected to the campus and education issues. The report also notes the recommended priority of each suggestion for Academic Year 1999/2000 (low, medium, high), who in the Senate would have primary responsibility for carrying out the task, the timing of implementing or carrying out each measure, and whether there are any costs involved.

#### **B. Expected Outcomes of the Senate's Communications Improvements**

1. An increased awareness and understanding of University policies and resolutions that would result in fuller implementation of University policies.
2. A wider base of input to the Senate as more members of the campus community provide feedback to the Senate, Senators, and Senate committees so that the Senate becomes more representative of the campus community.
3. Committees would function better and have fewer vacancies due to an awareness of University policies and their impact on University operations.
4. The CSU Administration is better informed on issues of concern to our campus community.
5. The Senate is better informed of items of concern to faculty, students, CFA, CSU Administration, and legislators, and has an open line of communication for exchanging information in a timely and effective manner with these groups.
6. The Senate is more frequently consulted by members of the SJSU community for matters pertaining to policies and practices that affect faculty and students.

### **II. Suggestions for Improving the Senate's Communications with Specific Persons and Groups**

**Interpretive notes:** *Reference to the Senate Chair in this report generally includes assistance provided by administrative staff in the Senate Office. In addition, in most situations, reference to the Chair could also mean his or her designee from the Executive Committee. Finally, all of these suggested measures for improving communications should begin in the 1999/2000 Academic Year. A designation as "low" priority for an item only means that time should be spent on it after working on*

*the items of higher priority. While this document includes several specific suggestions, it is intended to serve as the foundation for a continuing effort to identify ideas for improving communications and to modify ones included in this report as deemed appropriate by the responsible parties. The category "possible costs" refers to additional direct costs and does not refer to indirect costs such as faculty time.*

## A. General Senate Operations

The focus of this report is on improving communications with various groups and several specific techniques are presented. The Senate can change some of its general operations that should improve communications by raising the profile of the Senate on campus. These suggestions are listed below.

1. *Increased Interaction among Senators:* Under the current meeting arrangement, Senators have very little opportunity to get to know each other. The Fall Senate retreat may be a good opportunity to include an activity to enable senators to meet. The Executive Committee should solicit suggestions additional ideas from the Senate.

Priority:	High
Responsible person(s):	Senate Vice-Chair
Timing:	Fall 1999 Retreat
Possible costs:	none

2. *Introduction to the Senate:* An "Introduction to the Senate" workshop should be held each semester to explain the senate structure and procedures, its purpose, the role of Senators, the importance of communicating with their college or unit about senate agenda items, etc. This workshop should be open to the entire campus community. The Senate Chair should strive to have new senators attend, as well as possible visitors to the Senate.

Priority:	High
Responsible person(s):	Senate Chair and Vice-Chair
Timing:	Started Fall 1999
Possible costs:	none

3. *Increased Profile of the Senate and Senators:* To help members of the campus community meet their senator, a web page should be created with the name and contact information for each senator (including the e-mail link), as well as their term of office. We should strive to get photos added as well. Every effort should be made to maintain the current Senate Office location because it is a location with high visibility in the Administration Building.

Priority:	Medium (Web page) High (Senate office location)
Responsible person(s):	Senate Chair and webmaster
Timing:	1999/2000 AY
Possible costs:	May need web design assistance in Senate office

4. *Semester Summary Report:* A one-page summary of the actions taken by the Senate for the semester and likely agenda items for the next semester should be prepared, with URLs to get more information. Preferably, an easy-to-read newsletter (such as with bullet points, rather than much prose) should be distributed to faculty, administrators, trustees, etc. This newsletter can also list the URL for the list of currently open Senate and committee seats and how to apply for them, as well as information on how to contact policy committee chairs. Consideration should be given to whether this can be included as an insert to an existing SJSU publication, such as *On Campus*. As use of e-mail improves on campus, consideration should be given to also sending the brief newsletter electronically.

Priority:	High
Responsible person(s):	Senate Chair and Chairs of Policy Committees
Timing:	Fall 1999
Possible costs:	Duplication and distribution costs

## B. Faculty

1. *Support Communications by Senators with Their Colleges, Departments, or Units:* Senators should be encouraged to make brief presentations to colleagues at college and department meetings. The Senate Chair can assist by providing Senators with a brief "script" that notes Senate actions of the past few months, upcoming agenda items, open committee assignments, and information on how to communicate with the Senate. Ideally, deans, associate deans and chairs would initiate regular scheduled time for the college senators at all college meetings.

Priority:	High
Responsible person(s):	Senate Chair
Timing:	Started Fall 1999
Possible costs:	none

2. *Encourage Use of the Senate Web Site by Faculty:*

- a. The Senate Web page should be set up such that it is easy to find all policies, information on open seats and how to obtain one, the current Senate agenda, the referral form and how to submit it, and e-mail links to policy and operating committee chairs. New or revised policies for the Academic Year should be listed with a brief explanation and the link to the full text. Some of this information already exists on the Web site.
- b. The Senate Web page of policies should be reorganized to better tie to the four policy committees. Resolutions should be listed as well and categorized. This will also help faculty and students interested in participating on a committee to understand that committee's work. The chronological listing of policies should be retained and a search engine feature added. The chairs of the policy committees should be given the responsibility to ensure that their policies are included in the appropriate places on the Web site.
- c. The Senate Chair should periodically (once a semester) send an e-mail to all faculty with a note about an item of potential interest that also reminds them to visit the Web page.
- d. To better coordinate the above suggestions, as well as to ensure that the Senate Web page is most useful to the campus community, a task force should be formed for AY 1999/2000 to review the current Web page and make recommendations on how to improve the effectiveness of the page, within limited resources. The committee should consist of one member from each Policy Committee, someone from Public Affairs, and volunteers. Volunteers should be found by adding a link to the Web page asking users if they are interested in working to improve the usefulness of the site. The Executive Committee should appoint members to the task force if volunteers do not represent the campus community (staff, students, administrations, emeritus faculty, etc.).

Priority:	High
Responsible person(s):	Senate Chair, Policy Chairs
Timing:	Work on in AY 99/00
Possible costs:	Need assistance in Senate Office, logistical issues of forming and scheduling the Web Review Task Force

3. *Senate Hotline:* A "Senate Hotline" link should be added to the Senate Web page and publicized among faculty, staff and administrators. The Hotline should be used for questions about Senate policies, committee openings, or Senate agendas. A one-week turnaround should

be promised for most inquiries. Categories of questions could be added to the hotline so that the e-mail can be sent to the proper policy committee chair or Senate office. A page of frequently asked questions can be added to the Senate Web site to list questions and replies, as appropriate.

Priority:	Medium
Responsible person(s):	Senate Chair, Policy Chairs
Timing:	Work on in Fall 1999
Possible costs:	Need web page development assistance in Senate Office

4. *Periodic and Regular Contact by the Senate Chair:* Periodic and brief e-mails or letters should be sent to interested faculty, staff, administrators and students by the Senate Chair to alert them to items of interest (such as was done with the letter about the new FMI procedure at the end of Spring 1999).

Priority:	Medium
Responsible person(s):	Senate Chair
Timing:	Continue in AY99/00
Possible costs:	Copying cost (unless e-mailed)

5. *Spartan Daily:* Because many faculty members read the *Spartan Daily*, the Senate Chair should make periodic contact with the reporter covering the Senate.

Priority:	Low
Responsible person(s):	Executive Committee
Timing:	Aim to get something published by end of Spring 2000. The Senate Chair should make contact with the reporter assigned to the Senate in early Fall 1999.
Possible costs:	none

6. *Open Invitation Reminder:* Faculty should be aware that they are welcome to attend Senate meetings as observers (a link on the Web page for "Faculty Participation" can state this, as well as the Chair's letter included in the Faculty Handbook). Senators should also remind their colleagues that they are welcome to attend and observe Senate meetings.

Priority:	Medium
Responsible person(s):	Senate Chair and all Senators
Timing:	Begin in AY99/00
Possible costs:	none

7. *New Faculty Orientation:* The Senate Chair should make a presentation at the new faculty orientation conducted by the Office of Faculty Affairs to introduce faculty to the work of the Senate, how they can be involved, and how to make use of the Senate Web site.

Priority:	Medium
Responsible person(s):	Senate Chair
Timing:	Discuss with OFA in Spring and Summer 2000
Possible costs:	Getting time on the agenda

8. *Committee Member Recruiting:* To assist faculty and students in understanding the work of the policy, operating and special committees, an informational/recruitment forum should be held by the Senate before preference forms are distributed. At the forum, the chairs of the policy and operating committees (or their designees) can explain what their particular committee does. This would also be a good opportunity to let faculty and students know what each committee accomplished during the year and what they plan to do for the next academic year. The forum should be held twice to best accommodate faculty and students with MW and TTh schedules.

Priority:	High
Responsible person(s):	Senate Chair, Secretary, Policy Committee Chairs
Timing:	Plan to coordinate with next solicitation of Senators and committee members (Spring 2000)
Possible costs:	Costs involved in promoting and running the event.

9. *Improved Communications with Operating Committees:* Every effort should be made by the Senate Chair and appropriate Policy Chairs to meet with each chair of the operating committees (ideally four meetings - one for each set of operating committees within the policy committee structure). Issues to be discussed should include: the role of the operating committee and chair within the Senate structure, the need to have active communication with the policy committee chairperson, the need to periodically review old policies and explore new areas that should be addressed, and the need to periodically review the function of the committee to be sure it is appropriate.

Priority:	Medium
Responsible person(s):	Senate Chair and all committee chairs
Timing:	Plan to hold meetings starting in early Fall 2000; have Policy Committee chairs set up communication structure with Operating Committees now (if not already in existence)
Possible costs:	none

10. *Improved Contact with Department Chairs:* The Senate Chair should keep Department Chairs apprised of Senate agenda items of potential interest to them (such as the drop policy) and to solicit input for the relevant committee. The communications could take place via e-mail or by a presentation to the University Council of Chairs and Directors (of which the Senate Chair is a member).

Priority:	High
Responsible person(s):	Senate Chair and seek assistance from current Senators who belong to UCCD
Timing:	Discuss with UCCD by end of Spring 2000
Possible costs:	none

11. *Periodic Forums:* The Senate and Executive Committee should either sponsor or co-sponsor forums to disseminate information about a new policy to faculty or obtain input from faculty. For example, the September 8, 1999 forum co-sponsored by the Office of Faculty Affairs, CFA, and the Senate to address questions about the Agreement. Standing Rule 15 already allows for Senate-sponsored forums when called for by "Sense-of-the-Senate" resolution. Rule 15 prohibits the Senate from spending funds on forums.

Priority:	Low
Responsible person(s):	Executive Committee
Timing:	Consider for AY99/00 if appropriate issue arises
Possible costs:	May need to modify Standing Rule 15 as it is almost impossible not to spend money (such as staff time or photocopying); consider changing to impose a limitation and need for prior approval of budget by Executive Committee

## C. Administration

1. *Seek Assistance with Communications*: The Executive Committee should work more closely with the President on the issues we are bringing to the attention of the Trustees. For example, the Senate should have worked more closely with President Caret to communicate the Senate resolutions dealing with the salary gap and cost-of-living concerns.

Priority:	Low
Responsible person(s):	Executive Committee
Timing:	As needed.
Possible costs:	none

2. *Review and Planning Meeting in Summer*: Prior to the start of the academic year, the incoming and outgoing Senate chairs should hold meetings with campus leaders to discuss results of the prior academic year and items of mutual interest and concern for the coming academic year. These meetings should be held with the President, Provost, Vice-Presidents, and CIO. If appropriate to the agenda, a policy committee chair or other member of the Budget Advisory Committee should also attend.

Priority:	High
Responsible person(s):	Current and past Senate Chairs
Timing:	Process began Summer 1999
Possible costs:	none

3. *Informal Meetings*: To increase the opportunities for administrators to meet with the Senate Chair and members of the Senate, the Senate Chair should strive to schedule periodic informal meetings with administrators to share current senate developments and request input regarding campus policy needs for future Senate action. These informal meetings could be for coffee or a meal and the Chair should rotate who is invited from the Senate or Executive Committee.

Priority:	Medium
Responsible person(s):	Senate Chair
Timing:	As appropriate
Possible costs:	none

## D. Associated Students

1. *Review and Planning Meeting in Summer*: Prior to the start of the academic year, the incoming and outgoing Senate chairs should hold meetings with the incoming and outgoing Associated Student Presidents. Discussion of results of the prior academic year, items of mutual interest and concern for the coming academic year would be appropriate, and orientation of new student senators and new student committee members. The incoming and outgoing chairs of Instruction and Student Affairs should also be involved.

Priority:	High
Responsible person(s):	Current and past Senate Chairs
Timing:	Process began Summer 1999
Possible costs:	none

2. *Relationship with Spartan Daily*: The *Spartan Daily* has a reporter assigned to cover the Senate. The Senate Chair should strive to meet this reporter, provide information on the upcoming agenda - highlighting issues of most relevance to students, and answer questions.

Priority:	Medium
Responsible person(s):	Senate Chair
Timing:	Contact already made in Fall 1999
Possible costs:	none

## E. Statewide Academic Senate and other CSU Senates

1. *Notification of Resolutions of Interest:* Any policy or resolution to be distributed to the Statewide Senate or other CSU Senates should be e-mailed as an attachment or its URL noted. The e-mail should also indicate whether it is okay for the recipient to link or post it at their Web site. A brief explanation of the document sent also should be included. Resolutions or policies that may be of interest to the Statewide Senate or the Senates at other CSU campuses can be e-mailed to them via the Statewide Senate listserve. The following e-mail address can be used to reach all CSU Senate chairs as well as staff: *campussen@calstate.edu*.

Priority:	High
Responsible person(s):	Senate Chair
Timing:	As needed
Possible costs:	Additional time commitment by Senate Chair and Senate Office staff

2. *Coordination:* The SJSU representatives to the Statewide Senate should keep the Senate Chair and Policy Committee Chairs informed of agenda items of the Statewide Senate which may impact the Senate or Policy Committee, or for which input is sought from the campuses.

Priority:	Medium
Responsible person(s):	Statewide Senators
Timing:	As appropriate
Possible costs:	none

## F. CSU Trustees

1. *Notification of Resolutions of Interest:* When a resolution indicates that it be sent to the CSU Trustees, it should be mailed to each individual trustee and accompanied by a cover letter from the Senate Chair. Cover letters should be addressed to each individual trustee, clearly state what is enclosed, and contain a one to two sentence summary of the message being delivered. Contact information should also be included, as well as the Senate URL. In addition, the letter should ask for a response to the resolution, as appropriate depending on what was sent. The following individuals should be copied on items mailed to trustees: Executive Vice Chancellor, Associate Vice Chancellor, Assistant Vice Chancellor, and the SJSU President. If no response is received within two months, the Senate Chair should follow up on the request.

Priority:	Medium
Responsible person(s):	Senate Chair
Timing:	As appropriate
Possible costs:	none

2. *Invitations to Visit Campus:* The Senate should work along with SJSU administration, CFA, and Associated Students to extend an invitation to trustees to visit the campus - perhaps sending them a letter at the start of the Fall semester. The inviters need to have a plan to ensure that the visiting trustee gets an opportunity to meet with faculty, staff, students, and administrators. Such a plan could include visiting classes, labs, unique programs, and a chance to meet with both students and faculty in small discussion groups (separately). We should be sure that the



visitor has an opportunity to view both best practices and challenging situations. The invitation should request input from the trustee as to what he or she would like to see during the visit, as well. The Organization and Government should consider establishing an External Relations Committee or Task Force (or adding such work to an existing committee, if appropriate) to plan and coordinate visits by trustees, legislators (see later suggestion), and others.

Priority:	Low (for Senate invitations) High (for visits already scheduled by someone else)
Responsible person(s):	Executive Committee and possible new committee (see below)
Timing:	A trustee is visiting on 10/22/99 and the BOT is meeting at SJSU on March 14-15, 2000 (neither visit scheduled by Senate)
Possible costs:	Senate should consider forming an External Relations Committee or Task Force to plan and coordinate such visits Costs of providing food

## G. CFA

1. *Correspondence*: Any correspondence for the Statewide CFA should be sent to the SJSU CFA President with instructions to forward it to the statewide organization. Generally, e-mail should be used so that the information could be more easily disseminated. If appropriate, the correspondence should also seek a response to the item sent. If no response is received within two months, the Senate Chair should follow up on the request.

Priority:	Medium
Responsible person(s):	Senate Chair
Timing:	As appropriate
Possible costs:	none

2. *Occasional Meetings*: Occasional informal meetings with the Senate Chair and CFA campus leadership should occur to keep each apprised of any issues or topics that pertain to faculty affairs. Prior to the start of the academic year, the incoming and outgoing Senate chairs should meet with the CFA campus leaders to discuss results of the prior academic year and items of mutual interest and concern for the coming academic year. Additional informal meetings should occur throughout the year, as appropriate. The Senate Chair should invite one or more Senators to join him or her at these meetings.

Priority:	High
Responsible person(s):	Senate Chair and Past Chair
Timing:	Already started in Summer 1999
Possible costs:	none

3. *More Regular Interaction*: The SJSU CFA President currently receives the same agenda package that Senators receive. The Senate Chair should also encourage the CFA President (or designee) to attend each Senate meeting. The SJSU CFA leaders meet every other Tuesday on campus from 11:30 a.m. to 1:00 p.m. A member of the Executive Committee should attend each of these meetings (perhaps on a rotation basis). The SJSU CFA President or designee should continue to attend the Professional Standards meetings. The Chair of Professional Standards and the Senate Office should be sure to copy the SJSU CFA President on any correspondence going out to members of the Professional Standards Committee.

Priority:	High
Responsible person(s):	Senate Chair and Chair of Professional Standards
Timing:	Already initiated Fall 1999
Possible costs:	none

4. *CFA Communications to the Senate*: The Senate Chair should encourage the SJSU CFA leaders to provide copies of a brief summary of CFA activities that can be made available to Senators at the monthly Senate meeting.

Priority:	Medium
Responsible person(s):	Senate Chair
Timing:	Fall 1999
Possible costs:	none

## H. Elected Officials and Staffs

The Improving Communications Committee met in September with Stacey Morgan, District Manager for Assemblyman Cunneen. We discussed the types of information the Senate and legislators/staff could and should be exchanging and ways to engaging in dialog. Members of the Committee also discussed this topic with President Caret and Beth Pugliese, Executive Assistant to the VP of University Advancement. Based on these discussions, the Committee recommends that the Senate undertake the following:

1. *Visit to Sacramento*: Once every March or April, the Senate should assemble a group of Senators to visit each of the legislators representing SJSU in their Sacramento offices in collaboration with the Statewide Academic Senate Legislative Day or the CSU Legislative Day. This would be an opportunity to provide input on matters of particular concern to SJSU or matters for which we have a particular view or expertise. It would also be an opportunity to find out from our members what issues they are dealing with that affect SJSU or areas where they might want more information from us. It would also serve to keep lines of communication open for exchanges during the year.
2. *Invitation to Visit SJSU*: Once a year, we should extend an invitation to all of our local legislators and their staff, as well as councilmembers and the mayor of San Jose and their staffs to visit SJSU. This should occur either in Fall or a Friday at the beginning of the calendar year when the legislature is not in session. We should seek input from the invitees as to anything in particular they want to see or discuss during their visit. An External Relations Committee or Task Force\* should plan and coordinate the event to include: a campus tour, opportunities to hear from and meet a variety of representatives of the campus community, a presentation of information on a particular topic that may be of interest (such as how year-round school would affect SJSU), and a time for informal meetings (such as a reception). The visit should be viewed as an opportunity to show some of our best practices, some of our challenges, and to engage in a two-way sharing of information.

\* The Organization and Government Committee should determine whether a new committee or task force is needed, or whether the tasks can be delegated to an existing committee.

3. *Talking Points Document*: The Senate should create a document identifying and briefly explaining the top concerns of the SJSU campus community. This document can be used in communicating with legislators and local officials, as well as communicating with other constituencies, as appropriate.

Priority:	Medium
Responsible person(s):	Executive Committee and IC Committee
Timing:	Prepare to visit Sacramento on either the CSU Legislative Day (March 6, 2000) and/or the

Possible costs:	<p>Statewide Legislative Day (April 12, 2000) and plan to continue this practice in future years.</p> <p>Senate should consider forming an External Relations Committee or Task Force to plan and coordinate the above events</p> <p>Entertainment costs (although we should seek to share these with other groups on campus that would join in the campus visit).</p>
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## **I. Surrounding Community**

There are many constituencies on campus with active involvement and interaction with appropriate groups in the community. At the university level, there is regular contact with a local Town and Gown Committee, as well as three ethnic advisory councils. While much of the Senate's work is not of direct interest to the off-campus community, occasional topics will arise that are of interest, such as issues involving the joint library or parking. The Senate's planning of a program to introduce the Joint Venture Vision 2010 goals to the campus community will involve interaction with the community. It is recommended that any External Relations Committee or Task Force (or existing committee to whom such duties are delegated), determine whether further interaction is warranted by the Academic Senate, and if so, bring the suggestion to the Executive Committee.

## **III. Review of Senate Structure and Operations**

The issue of how to improve communications by the Senate highlights a larger area to explore, namely, a review of the Senate structure and operations. The Senate Constitution and By-Laws were drafted many years ago and only relatively minor changes have been made since that time. In addition, the 1994 WASC report stated: "The Team recommends that SJSU deal with the faculty governance issues in two ways: 1. Streamline the committee structure so that faculty spend less time, but more directly impact, governance, and 2. Invite appropriate segments of the faculty to make recommendations to improve faculty participation in governance. The Team also believes it would benefit SJSU to assume that faculty governance is an evolving issue, rather than a settled matter."

A referral should be made to O&G Committee to review the Senate structure and operations. O&G should be encouraged to seek input not only from its members, but also from faculty with and without Senate experience, as well as faculty outside of SJSU. Areas to be evaluated include, but are not limited to,

- i) whether realignment of policy and operating committees is warranted;
- ii) whether any university policy matters are not covered by the existing committee structure;
- iii) whether the current designation of Senators represent the various campus constituencies that best fits with the mission of the Senate (e.g., should staff be represented on the Senate and its committees);
- iv) whether task forces should be formed for specific projects to reduce the workload of committees and if so, how they should be formed; and
- v) having policy and operating committees re-evaluate and, if appropriate, revise their charge and membership structure.

Priority:	Medium
Responsible person(s):	Executive Committee and O&G Committee
Timing:	In Fall 1999, the Executive Committee should work to develop a more specific referral to O&G.
Possible costs:	none

#### **IV. Measurable Objectives**

To determine whether the Senate has improved its communications by implementation of the activities described in Section III of this report, the following measurements should be obtained.

1. Add a counter to the main Senate Web page and the chronological list of policies page as soon as possible. Monitor the number of hits in Fall 1999 and see if the number of hits increases by at least 20% by Fall 2000.
2. Prepare a short survey for Senators to complete by May 1, 2000. Questions should include how many times they spoke at college or department meetings and how that compared to a prior year (if any), the types and frequency of other contacts they had with colleagues in their colleges, the views of colleagues on e-mails and other communications from the Senate, and suggestions for further improvements. The chairs of policy committees should also be asked how often they received comments from Senators and others on policy revisions and how often they were consulted by SJSU administration, CFA, deans, and chairs on matters affecting faculty and students.
3. Prepare a short survey for SJSU administrators and the CFA leadership at SJSU to complete by May 1, 2000 to determine if they think the Senate improved its communications and where further improvements could be made.
4. Have the Chair of Committees on Committees begin to prepare yearly reports indicating the number of committee vacancies and at-large seats and identify trends, if any, with respect to the affected committees.

Priority:	High
Responsible person(s):	Improving Communications Committee and all Senators
Timing:	Arrange for a Web counter ASAP and have survey instruments completed by April 2, 2000 for review by the Executive Committee
Possible costs:	Web page assistance + copying of surveys