EXAMPLES OF SHARED GOVERNANCE AT CSUSB
March 21, 2018

Management is actively engaged with every campus constituency (Faculty Senate, academic and administrative departments, ASI and this past year, the Staff Council) on the development, planning and processes associated with university initiatives. Some examples include:

Strategic Plan 2015-2020: The membership of the Strategic Planning Advisory Committee (SPAC) was appointed after consultation with members of the cabinet, academic department chairs, senior faculty and the Faculty Senate Executive Committee (FSEC). On June 10, 2014 President Morales reviewed the proposed membership with the FSEC. The membership of the working groups were appointed by the SPAC. The SPAC was co-chaired by a Faculty Senator and was made up of six faculty members, of which three were academic department chairs, staff and the ASI President. The charge of SPAC was to collaborate with the working groups and engage the entire university community to develop recommendations to the President. All five working groups was co-chaired by a faculty member. The SPAC and working groups worked diligently, collecting feedback from campus constituents in developing a plan that would advance the academic mission of the university. It was recognized that the goals and objectives of the Strategic Plan were aspirational but achievable and, most importantly, ongoing over a five-year period. President Morales accepted every recommendation provided by the SPAC.

The largest new funding commitment in the Strategic Plan is for Faculty & Staff Success - $5,280,000 over 5 years, or 84% of the total new funding commitment for the implementation of the Strategic Plan, of which $4,850,000 is committed to increasing tenure track density (TTD) and reducing student faculty ratio (SFR). The Strategic Plan calls for the TTD to increase from 59.4% (2014) to 63.6% (2020), an increase in 45 new Tenure Track faculty lines based on assumptions made during the planning process. The rest of the committed funds

went towards the Faculty Center for Excellence, the Teaching Resources Center, faculty and student research and expansion of service learning.

The following colleagues served on the SPAC and working groups.
<u>Faculty members:</u> Co-Chair Terry Rizzo (FS), Student Success Co-Chair Jodie Ullman (past FS Chair, FSEC), Faculty Staff Success Co-Chair Monty Van Wart, Resource Sustainability and Expansion Co-Chair Stuart Sumida, Community Engagement and Partnerships Co-Chair Cherstin Lyon, Identity Co-Chair Astrid Sheil, Connie McReynolds, Jeff Tan, Jonathan Anderson, Kathryn Ervin, Laurie Smith, Barbara Sirotnik, Christopher Naticchia, Kim Cousins, Claudia Davis, Janelle Gilbert-Darius (FS), Stuart Sumida, Marc Fudge, Jim Charkins, Alexandru Roman (FS), Todd Johnson and Victoria Seitz
<u>Staff:</u> 26, <u>Students:</u> 6

2009 Strategic Planning Process: For comparison, the 2009 Strategic Planning Committee consisted of the following:
<u>Faculty members:</u> Dorothy Chen-Maynard (FS), Barbara Flores, Todd Johnson, Lloyd Peake and Jodie Ullman (Past FS Chair, FSEC)
<u>Staff:</u> 11 (including 10 MPPs), <u>Students:</u> 1

Campus Master Plan: In support of the CSUSB Strategic Plan and the academic master plan, new campus physical master plans were commissioned for both the San Bernardino and Palm Desert campuses. Steering committees for both plans were established, with faculty serving in extensive consultation roles, including those appointed by the Faculty Senate. In addition to the guidance provided by the Steering Committee, faculty also actively participated in three campus open forums for the San Bernardino plan and two campus open forums for the Palm Desert plan. The following individuals served on the master plans.
<u>Faculty members:</u> Co-Chair Jeff Thompson, Dorothy Chen Maynard (FS), Todd Jennings, Jake Zhu, Michael Salvador and Eric Newman
<u>Staff:</u> 25, <u>Students:</u> 6

50th Anniversary: The Executive Committee of the 50th Anniversary began working one year (2014) before the 50th and consisted of 15 people representing faculty, staff and students. Representatives from ASI, the Faculty Senate, faculty, Dean's Council, and emeriti faculty came together to facilitate the development of 150 events and celebrations during the 2015-16 academic year. Special subcommittees were developed around capstone events and marketing, which featured additional support from campus-wide faculty, staff and students.

Representatives included:
Faculty members: Co-Chair Jodie Ullman (Past FS Chair, FSEC), Kevin Grisham (FSEC), Erik Jester and Jean Peacock (faculty emeritus)
Staff: 10, Students: 1

University Budget Advisory Council: The University Budget Advisory Council (UBAC) meets regularly to solicit feedback and recommendations regarding the University's budget status and to discuss recommendations on resource allocation. Based on the recommendation of the faculty council members, when new resources are available for allocation, all divisions and colleges present top priority funding needs to the full Council. UBAC carefully considers and prioritizes these recommendations, producing a recommendation to the President to be considered for final approval. In total, recommendations on more than $2 million in 2017-18 were advanced to the President, with nearly all new final allocations following these recommendations. Representatives included the following.
Faculty members: Andrew Bodman (past FSEC), Mary Boland (past FSEC), Haakon Brown (FS Vice Chair, FSEC), Mark Groen (FSEC) and Karen Kolehmainen (FS Chair, FSEC)
Staff: 11, Students: 1

Quarter to Semester Conversion (Q2S): The FSEC played a primary role in appointing faculty members to the Q2S Steering Committee as well as appointing faculty to the various subcommittees. Almost all the recommendations made by the Q2S Steering Committee have been accepted by the President without exception. The composition of the Q2S committees are as follows.
Steering Committee:
Faculty members: Director, Kim Costino (approved by FS), Leslie Bryan, Lynne Diaz-Ricco (past FS), Kevin Grisham (FSEC), Karen Kolehmainen (FS Chair, FSEC), Marcia Marx (FS), Thomas Provenzano, Charles Stanton, Andrew Bodman (past FSEC), Rong Chen (FSEC), Dorothy Chen-Maynard (FSEC), Davida Fischman (FS), Joan Fryxell, Janelle Gilbert (FS), Terri Nelson and Alexandru Roman (FS)
Staff: 10, Students: 2
Subcommittees:
   Advising – Faculty: Co-Chair Dorothy Chen-Maynard (FSEC), Annie Buckley, Kim Costino, Lynn Diaz-Ricco (past FS), Jeremy Dodsworth, Kathryn Howard (6); Staff: 24; Students: 0
   Budget – Faculty: Co-Chair Alexandru Roman (FS), Kim Costino and

Judith Sylva (3); Staff: 6; Students: 0
Communication – Faculty: Co-Chair Terri Nelson, Leslie Bryan (2); Staff: 5; Students: 1
Curriculum Development – Faculty: Co-Chairs Kim Costino, Davida Fischman (FS), Janelle Gilbert (FS), Haakon Brown (Vice-chair FSEC), Todd Jennings, Karen Kolehmainen (FS Chair, FSEC), Chloe De Los Reyes, Tom Long, Jessica Luck, Marcia Marx (FS), Terri Nelson, Thomas Provenzano, Doug Smith (13); Staff: 7; Students: 0
Faculty Affairs – Faculty: Chair Andrew Bodman (past FSEC) (1); Staff: 0; Students: 0
Student Services – Faculty: Co-Chair Joan Fryxell and Kim Costino (2); Staff: 12; Students: 1

Collegiality Committee: Tri-Chaired by Karen Kolehmainen (FS Chair, FSEC) ASI President, Provost and more recently, a Staff Council representative, the Collegiality Committee was put together to develop a collegiality forum, discuss concerns, and develop recommendations to move forward. The Committee is comprised of:
Faculty members: Dorothy Chen-Maynard (FSEC), Allen Menton, Janine Kremling (FS, CFA Chair) and recently added Kathryn Ervin (faculty champion for collegiality)
Staff: 6, Students: 2

University Branding Initiative: The Branding and Identity Steering Committee drove one of the most detailed and comprehensive branding processes imaginable, literally engaging thousands of faculty, staff, students, alumni and community friends on both the San Bernardino and Palm Desert campuses in a series of exercises. Those include the RFP, search and acquisition of the consulting firm, the development of the discovery report, the creation of survey and focus groups, the analysis of proposed taglines, and orchestrating follow-up surveys/focus groups to determine the favored brand. That led us into our current implementation stage. Individuals that served on this Committee included:
Faculty members: Co-Chair Victoria Seitz, Haakon Brown (FS Vice Chair, FSEC) and Stuart Sumida
Staff: 1, Students: 1

University Enterprises Corporation (UEC) Board of Directors: The Board of Directors for the UEC play critical roles to govern the campus auxiliary, reviewing and approving resource allocation, policy, and program adoption.

Faculty Directors play vital roles with critical decisions of the Board, including serving as chair of the sub-committee on enterprise services, which evaluates new contracts from external service providers and determines their program priorities.
Faculty members: Chair Edward Teyber (faculty emeritus), Dorothy Chen-Maynard (FS), Josephine Mendoza and Barbara Sirotnik
Staff: 7, Students: 2

Philanthropic Foundation Board of Directors: The Philanthropic Foundation Board is comprised of volunteer directors, including community members, university leadership, faculty, staff and students. The directors provide CSUSB with expertise, regional knowledge, fiduciary oversight and advocacy focused on enhancing the role of private giving in achieving the mission of the university. Directors have equal voices on those decisions that impact the investment and return rate of CSUSB's $38+ million endowment, as well as serving as key ambassadors to advance giving throughout the region and across the country.
Faculty members: Dorothy Chen-Maynard (FS), Sung-Kyoo Huh, Paulchris Okpala (FS), Alexandru Roman (FS), and Edward Teyber (professor emeritus)
Staff: 7 (including April Lane, Staff Counsel Representative), Students: 1

Honorary Doctorate Committee: The Honorary Doctorate Committee convenes annually to assess qualified candidates and make nominations to the CSU Board of Trustees of distinguished individuals worthy of consideration to receive the CSU's highest honor – the honorary doctorate.
Faculty Members: Richard Addante, Crystal Huang, Stacie Robertson, Brent Singleton, Stuart Sumida.
Staff: 2 (Provost Shari McMahan, VP for Univ. Advancement Ron Fremont)

Associated Students, Inc. Board of Directors: The Associated Students Incorporated (ASI) is governed by a Board of Directors consisting of 15 students including 5 elected executive officers, 5 directors representing each of the colleges, and students-at-large. The Board also includes 3 staff members and 1 faculty member appointed by the Faculty Senate.
Faculty members: Angela Horner
Staff: 3, Students: 15

Administrative Council: The Administrative Council is an advisory body on all university policies.
Faculty member: Karen Kolehmainen (FS Chair, FSEC)
Staff: 24, Students: 1

Council of Diversity, Inclusion and Equity (formerly Diversity Council): This Council serves as an advisory board on topics related to diversity and diversity issues, with a focus on policies. Both faculty members are appointed by the FS.
Faculty members: Claudia Davis and Donna Garcia (FS)
Staff: 8, Students: 2

Graduation Initiative 2025: Faculty play an integral role in moving retention and graduation at the university forward. Examples include helping develop the Teaching Resource Center priorities or developing policies regarding curriculum.
Steering Committee:
Faculty members: Karen Kolehmainen (FS Chair, FSEC), Ryan Keating (past FS) and Davida Fischman (FS)
Staff: 10, Students: 0
Subcommittees:
> Progressive Pedagogy – Faculty: Chair Davida Fischman (FS), Lisa Bartle, Kimberly Collins, Kim Costino, Kareen Gervasi, Kevin Grisham (FS), Shawn McMurran, Mihaela Popescu and Iris Riggs (9); Staff: 4; Students: 0
> Rapid Data Analytics – Faculty: Tom Long, Mihaela Popescu, Chuck Stanton and Judith Sylva (4); Staff: 3; Students: 0
> Nurturing Student Engagement & Advising – Faculty: Kevin Grisham (FS) and David Marshall (2); Staff: 12: Students: 1
> Transparent Policies & Procedures – Faculty: Co-Chair Ryan Keating (past FS), Kim Costino, Kathryn Ervin, Sherri Franklin-Guy, Nancy Acevedo-Gil, Karen Kolehmainen (FS Chair, FSEC), David Maynard, Allen Menton and Brett Stanley (9); Staff: 1; Students: 0

JAWS - Enrollment Management Group (now Informed Enrollment Management): JAWS met on a regular basis to discuss admissions targets and strategies. The faculty representation on JAWS was appointed by FS. During the 2017-18 academic year, JAWS was merged under the Graduation Initiative 2025 and rebranded as Informed Enrollment Management. This group is co-chaired by the Provost and Vice President for Student Affairs.
> 2015-16: Faculty - David Riefer, Dorothy Chen-Maynard (FS), Mark Groen (FSEC) and Janine Kremling (FS) (4); Staff – 7; Students - 0
> 2016-17: Faculty – Dorothy Chen-Maynard (FS), Mark Groen (FSEC) and Janine Kremling (FS) (3); Staff – 10; Students - 0
> 2017-18: Faculty - Alexis Norris, Dorothy Chen-Maynard (FS) and Mark Groen (FSEC) (3); Staff – 10; Students - 0

IT Governance: The IT Governance Executive Committee (ITGEC) is co-chaired by Provost McMahan and has three faculty members appointed by the Faculty Senate. The Administration gladly accepted the recommendation of the Faculty Senate to add the third faculty member representing the Senate to the ITGEC this year. In addition, faculty member Terri Nelson also sits on the ITGEC representing the Teaching Resources Center.
Faculty members: Kurt Collins, Janine Kremling (FS), Terri Nelson and Beth Steffel (FSEC)
Staff: 14, Students: 1

The ITGEC subcommittees are co-chaired by faculty members, Jake Zhu, Joon Son and Mike Chao and has the following faculty members in committees: Jeff Thompson and Vipin Gupta.

The Academic and Distributed Technologies Committee is chaired and fully staffed by faculty members, all appointed by the Faculty Senate. Its composition includes:
Faculty members: Chair Janine Kremling (FS), Luz Elena Ramirez, Jonathan Anderson, Amy Leh, Teresa Dodd-Butera and Kimberly Costino
Staff: 2, Students: 0

All institutional technology decisions are first discussed at the IT Governance subcommittees before being taken to the ITGEC as a recommendation. Over the past four years, the ITGEC has enjoyed tremendous collaboration with the faculty community.

The Vital and Expanded Technologies Initiative (VETI): The VETI portion of the Student Success Initiative (SSI) funds for the expansion of vital technologies to enhance student success is deliberated and recommended by the VETI Committee which has three faculty members appointed by the Faculty Senate.
Faculty members: Kurt Collins, Mark Agars and Haakon Brown (Vice Chair, FSEC)
Staff: 2, Students: 6

Search Committees: Faculty, mostly appointed by the Faculty Senate, have provided critical leadership and guidance on all campus search committees to select university leadership. Some recent examples include:
        Dean, College of Natural Sciences

Faculty: 8, Staff: 5, Students: 1

Associate Provost and Deputy Provost for Academic Programs
Faculty: 5, Staff: 4, Students: 0

Associate Vice President, Facilities Planning and Management
Faculty: 1, Staff: 5, Students: 1

Assistant Director, Technology Support Center
Faculty: 3, Staff: 4, Students: 2

Director of Accounting
Faculty: 1, Staff: 7, Students: 0

Associate Provost for Academic Research
Faculty: 6, Staff: 3, Students: 0

Director of Development, Jack H. Brown College
Faculty: 2, Staff: 3, Students: 0

Ombuds Officer
Faculty: 3, Staff: 1, Students: 1

Director, Procurement Services
Faculty: 1, Staff: 2, Students: 1

Director of Intercollegiate Athletics
Faculty: 4, Staff: 5, Students: 1

Director of Alumni Relations
Faculty: 1, Staff: 5

Curriculum: The Faculty Senate plays a primary role in recommending curriculum changes, which to date have been accepted by the Provost and President without exception.

Faculty Administrative Manuel (FAMs): FAMs are policy recommendations from the Faculty Senate, which are sent to the Provost and President for approval. The President has approved an overwhelming majority of all FAMs presented to date.