

## POLICY ON ACADEMIC ORGANIZATION AND GOVERNANCE

### I. **ACADEMIC ORGANIZATION**

The general administrative organization of California State University, assumes: (1) the President is ultimately responsible for the administration of the university; (2) an Academic Senate that provides advice and consultation to the President; (3) Academic Affairs is divided into the instructional component of the university (i.e. colleges/schools) and, academically related units; each headed by a dean who reports to the Provost and Vice President for Academic Affairs (Provost) (4) colleges/schools are composed of instructional units of faculty headed by Department Chairs/Program Coordinators reporting to the dean and (5) library composed of faculty reporting to the Dean of Library Services.<sup>1</sup>

The academic organization is designed to plan and to deliver effective academic programs and services to students, to develop faculty resources and to create an environment for their constructive contribution; and to provide for efficient administration to support academic planning.

#### A. **PROVOST AND VICE PRESIDENT FOR ACADEMIC AFFAIRS**

1. The Provost reports directly to the President and serves at the pleasure of the President.
2. The President delegates to the Provost the responsibility for management of the Academic Affairs Area of the university. The Provost may approve, modify, or reject any or all recommendation(s) made. The Provost, as the chief academic officer, is principally responsible for the planning, development, coordination, quality, administration, and evaluation of the instructional and academically related units of the university and their faculties.
3. College/school deans, Dean of Graduate Studies, Dean of Extended Education, and the Dean of Library Services report directly to the Provost in a line authority capacity.
4. The Provost has an administrative staff composed of the Associate Provost and other administrators who may or may not have line authority capacity.

#### B. **COLLEGES/SCHOOLS**<sup>2 3</sup>

1. The instructional component of the university is divided into colleges and autonomous schools, each headed by a dean reporting to the Provost.<sup>4</sup>

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<sup>1</sup> Department heads in the library are not the equivalent to department chairs in instructional units.

<sup>2</sup> The terms "colleges" and "schools" are synonymous and also include "divisions."

<sup>3</sup> For purposes of this policy, includes other appropriate units such as a division and the Library.

<sup>4</sup> In all university documents, the term "school" refers to autonomous schools headed by a dean. "Schools" which are subunits of a college or an autonomous school and headed by a chair shall be referred to as "proto-schools" (viz. non-autonomous) and are subsumed under the term "departments" in university documents.

2. The dean is the chief academic/administrative officer of the college/school who reports directly to the Provost and serves at the pleasure of the President. The dean, as the chief academic administrative officer of the college/school is principally responsible for the planning, development, quality, coordination, administration, and evaluation of the instructional program of the college/school.
3. Under the dean's leadership, the college/school shall assume broad responsibility for developing, coordinating, and reviewing matters such as, but not limited to:
  - a. Development, maintenance, improvement, and delivery of the college/school curriculum, both graduate and undergraduate
  - b. General education and any other all-university requirements
  - c. Personnel allocations and recommendations
  - d. Budget and resource allocations
  - e. Program accreditation
  - f. Professional growth and development of the faculty of the college/school
  - g. Coordinate collegial relationships within the university, with students and the community
4. It is the responsibility of each college/school to cooperate with other units within the university to:
  - a. Develop faculty and staff that complement and support the academic goals of the college/school;
  - b. Establish and maintain course offerings consistent with the academic goals of the university as a whole
  - c. Allocate resources consistent with the overall objectives and budget of the university.

**C. Proto-Schools<sup>5</sup> [Non-Autonomous] /Departments / Programs**

1. Colleges and autonomous schools may be divided into departments, proto-schools, and freestanding programs recognized by the Provost.
2. Each department or proto-school (including Programs recognized by the Provost), hereinafter referred to as "department", shall have a Department Chair/Program Coordinator who serves at the pleasure of the President and is responsible to a college/school dean.
3. Under the leadership of the Department Chair / Program Coordinator, the department normally shall have primary responsibility for initiating and making recommendations on matters such as, but not limited to
  - a. Development, maintenance, improvement, and delivery of the departmental curriculum, both graduate and undergraduate
  - b. Personnel allocations and recommendations
  - c. Budget and resource allocations
  - d. Professional growth and development of the faculty of the department

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<sup>5</sup> in all university documents, the term "school" refers to autonomous schools headed by a dean. "Schools" which are subunits of a college or an autonomous school and headed by a chair shall be referred to as "proto-schools" (viz. non-autonomous) and are subsumed under the term "departments" in university documents.

- e. Coordinate collegial relationships within college/school and the university, with students and the community
4. It is the responsibility of each department to cooperate with other departments within the college/school to:
- a. Develop faculty and staff that complement and support the academic goals of the department
  - b. Establish and maintain course offerings consistent with the academic goals of the college/school and university as a whole
  - c. Allocate resources consistent with the overall objectives and budget of the college/school and university.

## **II. ESTABLISHMENT AND MAINTENANCE OF COLLEGES/SCHOOLS**

In order to establish and maintain an academic college or school headed by a dean, it shall be demonstrated that

- A. The academic scope of the proposed college/school represents a discrete, cohesive and clearly defined collection of disciplines
- B. The college/school will better provide proper and adequate nurturing for the academic disciplines represented than the structure that currently exists.
- C. The program of the college/school will make an integral and significant contribution to the university's academic mission; it offers viable degree programs; and that it advances the programmatic needs of the university.
- D. There exists strong evidence for the program's potential growth, vitality, and educational value.

## **III. ESTABLISHMENT AND MAINTENANCE OF DEPARTMENTS WITHIN COLLEGES/SCHOOLS**

In order to establish and maintain an academic department, it shall be demonstrated that

- A. The academic scope of the department represents a discrete and clearly defined discipline wherein
  - 1. There exists a substantial body of knowledge unique to the area concerned
  - 2. There exists recognized national, professional, academic, or occupational societies and/or organizations related to the academic scope of the department
  - 3. Accreditation (if appropriate) is in force or in the process of being established.
- B. The department will better provide proper and adequate nurturing for the academic scope than the structure under which it presently functions.
- C. The program of the proposed department will make an integral and significant contribution to the university's academic mission; it offers a viable degree; and that it advances the programmatic needs of the college/school and university.

- D. There exists strong evidence for the department's potential growth, vitality, and educational value.
- E. The projected full-time equivalent faculty in the proposed department will be at least seven of whom at least five will be full-time probationary and tenured faculty.

**IV. PROCEDURES FOR ORGANIZATIONAL CHANGES IN COLLEGES/SCHOOLS, DIVISIONS, AND DEPARTMENTS AND PROGRAMS**

- A. The Provost shall be notified of the intent to propose a change in organizational structure prior to any extensive discussions or actions being taken.
- B. Organizational changes shall refer to the following events:
  1. Creation, dissolution, restructuring or renaming of colleges/schools and divisions
  2. Creation, dissolution, restructuring or renaming of departments
  3. Reassignment of departments to a different college/school
- C. Proposals<sup>6</sup> relating to the creation, dissolution or restructuring of a college/school, other than internal restructuring of departments, shall be discussed among the affected units and reviewed through the consultative process within the college(s)/school(s); and then a formal proposal, if any, with supporting documentation, shall be forwarded to the Provost and the Academic Senate.
- D. Proposals relating to the merger of departments in two or more colleges/schools or the reassignment of a department to a different college/school shall be discussed among the affected units and reviewed through the consultative process within the college(s)/school(s); and then a formal proposal, if any, with supporting documentation, shall be forwarded to the Provost and the Academic Senate.
- E. Proposals relating to the creation or restructuring of departments within a college/school shall be discussed among the affected departments involved and reviewed through the consultative process within the college/school; and then a formal proposal, if any, with supporting documentation, shall be forwarded to the Provost and the Academic Senate.
- F. Proposals relating to the renaming of a college/school or department shall be discussed among the affected units involved and then a formal proposal, if any, forwarded to the Provost and Academic Senate.
- G. Proposals relating to the renaming of a department or the redesignation of a department as a proto-school shall be discussed among the affected units involved and then a formal proposal, if any, forwarded to the Provost and the Academic Senate. In those rare instances in which a department wishes to redesignate itself as a proto-school, the proposal shall discuss the way the name change will enhance the quality of the program(s) offered by the unit; demonstrate that the new designation conforms to prevailing disciplinary units of similar size at comparable institutions; and identify and clarify budgetary and/or other anticipated implications of the proposed redesignation.

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<sup>6</sup> Proposals may be generated from a variety of sources.

## H. REVIEW OF DEPARTMENTAL STATUS INCLUDING DISSOLUTION <sup>7</sup>

1. A review of a department's status shall occur if
  - (a) A college/school dean or the Provost requests that the status of a department be reviewed, **or**
  - (b) If a department has fewer than seven (7) full-time equivalent faculty including five (5) probationary and tenured faculty, **and** one of the following conditions: <sup>8</sup>
    - i. Has declining enrollments over a five year period totaling a fifteen (15) per cent decline in overall FTES, or
    - ii. Has declining majors / minors over a five (5) year period totaling a fifteen (15) percent decline in enrollment,
2. The dean of the college/school in consultation with the Provost, shall appoint, convene and chair <sup>9</sup> an ad hoc committee to review the status of the department.
3. The ad hoc committee shall be composed of
  - a. Two department chairs from within the college/school other than the chair from the affected department and
  - b. The chairs of the college/school Executive, Curriculum, Budget and Personnel committees <sup>10</sup>
4. This panel shall consult <sup>11</sup> with the involved faculty and the department chair.
5. This panel may also elicit other pertinent information.
6. The dean in consultation with the Provost shall provide the ad hoc committee with a schedule for the review including the date for the expected submission of a final report.
7. The ad hoc committee shall make a recommendation to the Provost and the Academic Senate via the dean. The recommendation will be one of the following:
  - a. Maintain the status quo; or

<sup>7</sup> These procedures do not apply when there is a general reorganization of a college/school or the university.

<sup>8</sup> Upon the recommendation of the dean and the approval of the Provost, a department may be exempted from this trigger.

<sup>9</sup> The dean may designate the associate dean to chair the committee

<sup>10</sup> Should the individual be from the affected department, another member of the appropriate college/school committee shall be designated to represent the committee in this review.

<sup>11</sup> See Constitution of the Academic Assembly, Article I Section 7B

- b. Maintain the department, contingent upon the department's meeting the conditions specified in the report of the panel in an acceptable manner and within a specified time; or
- c. Consolidate the department en toto with another department; or
- d. Dissolve the department, with a recommendation on the disposition of resources and the reassignment of probationary and tenured faculty and staff.

## V. ORGANIZATION OF FACULTY GOVERNANCE

### A. Trustee Policy on Collegiality

As stated in the Trustee Statement on Collegiality appended to this document, faculty shall be consulted on academic matters. In order to facilitate this consultation, academic governance is established through the Academic Assembly and its entities.

### B. Academic Assembly

1. Subject to the statutes and regulations of the State of California and the policies of the Trustees of The California State University, the Academic Assembly, or entities to which it delegates specific authority shall have the power to make recommendations to the President of the university on all university-wide academic issues.
2. The Academic Assembly, or its entities to which it delegates its powers, shall have, in consultation with the President of the university, the authority to establish those committees or task forces necessary for the fulfillment of its duties.
3. The Constitution of the Academic Assembly <sup>12</sup> describes in detail the organizational structure of faculty governance.
4. The by-laws of the Academic Senate describe in detail the membership, responsibilities and relationships of various standing committees of the Academic Senate.
5. Other committees are appointed as appropriate and generally make reports to the Academic Senate or to its standing committees and the appropriate administrative officers.
6. No policies and/or revisions thereof proposed by the Academic Assembly shall become operative without the approval of the President.

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<sup>12</sup> APM 127-1

**C. Academic Senate**<sup>13</sup>

1. The Academic Assembly shall elect an Academic Senate to which it shall delegate the powers and responsibilities of the Academic Assembly.
2. Any action of the Academic Senate may be reviewed at a general Academic Assembly meeting in accordance with procedures specified in the Constitution.
3. The Academic Senate shall recommend campus-wide personnel policies and procedures to the President in order to implement the policies of the Board of Trustees including the Collective Bargaining Agreement.<sup>14</sup>
4. No policies and/or revisions thereof proposed by the Academic Senate shall become operative without the approval of the President.

**D. Colleges / Schools**

1. Each college/school shall have Articles of Governance that provide for faculty consultation consistent with the provisions of the Constitution of the Academic Assembly and within the framework of university policies.
2. Each college/school shall create an organizational structure that allows and facilitates the participation of all full-time faculty in the development of its policies and procedures.
3. No policies and/or revisions thereof proposed by a college/school assembly shall become operative without the approval of the dean.<sup>15</sup>

**E. Establishment or Revision of Articles of Governance for Colleges/Schools**

1. The Articles of Governance shall be approved by two-thirds of the full-time faculty of the college/school who cast a ballot. Approval by the dean and by the Provost shall be required prior to submission to the Executive Committee of the Academic Senate with attached comments, if any, by the parties.<sup>16</sup>
2. Prior to reviewing proposed Articles of Governance and/or subsequent revisions, the Executive Committee shall forward the proposed Articles of Governance, and/or revisions, to the Personnel Committee of the Academic Senate.
3. The Personnel Committee shall review the proposal only in terms of its conformity to university policies and law. The Personnel Committee shall return the proposal to the Executive Committee. The Personnel Committee shall include a statement of concerns, if any.

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<sup>13</sup> APM 128-1

<sup>14</sup> A copy of the current Collective Bargaining Agreement for Unit 3 (Faculty) can be found on the Academic Personnel Services website.

<sup>15</sup> Acting on behalf of the President, the dean exercises the authority granted to the President in Title 5 while managing the college/school.

<sup>16</sup> Proposed revisions of a college/school's Articles of Governance must follow these approval procedures as well.

4. The Executive Committee shall afford interested parties a two week comment period prior to its review.
5. The Executive Committee may then recommend adoption by the President.
6. However, if the Executive Committee has concerns, the proposed Articles of Governance or revisions shall be returned to the college/school for further review and resubmission.
7. No Articles of Governance and revisions thereof may become operative without the approval of the President.

**F. Governance of Proto-Schools/Departments/Programs**

1. Within the framework of college/school and university policies each department shall develop procedures/policies that are consistent with the general provisions for faculty consultation and governance.
2. Each department shall create a supporting committee structure to ensure the participation of all full-time faculty members in the development of departmental policy and procedures.
3. Departmental policies shall be approved by a majority of the full-time faculty of the department who cast a ballot.<sup>17</sup>
4. Departmental policies shall take effect only after (a) being reviewed by the appropriate college/school committee solely for consistency with college/school and university policies and law; and (b) the approval of the dean.

**References:** Constitution of the Academic Assembly (APM 127)  
By-Laws of the Academic Senate

Recommended the Academic Senate	September 2001
Approved by the President	October 5, 2001
Amended	December 17, 2001

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<sup>17</sup> This provision requires that a quorum of the eligible full-time faculty have voted.



**CSU BOARD OF TRUSTEES****STATEMENT ON COLLEGIALTY**

Academic governance is a complex web of decision-making and responsibility that translates academic goals and values into university policy or action. Authority in the modern public university derives from two quite different sources: (a) from the power vested by law and administrative code in governing boards and administrators and (b) from the knowledge of the subject matter and from the pedagogic expertise of the faculty.

Collegiality consists of a shared decision-making process and a set of values which regard the members of the various university constituencies as essential for the success of the academic enterprise. It incorporates mutual respect for similarities and for differences in background, expertise, judgments and assigned responsibilities; and involves mutual trust based on experience.

Collegial governance allows the academic community to work together to find the best answers to issues facing the university. 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. Collegiality rests on a network of interlinked procedures jointly devised, whose aim is to assure the opportunity for timely advice pertinent to decisions about curricular and academic personnel matters.

The governing board, through its administrative officers, makes sure that there is continual consultation with appropriate faculty representatives on these matters. Faculty recommendations are normally accepted except in rare instances and for compelling reasons. The collegial process also recognizes the value of participation by the faculty in budgetary matters, particularly those directly affecting the areas for which the faculty has primary responsibility.

Central to collegiality and shared decision-making is respect for differing opinions and points of view, which welcomes diversity and actively sponsors its opinions. The collegium must be the last public bastion of respect for individuals, whether they are members of the faculty, students, staff, alumni, administration or Board of Trustees.

The Board of Trustees wishes to maintain the statewide Academic Senate and campus senates/councils separate and apart from collective bargaining. It is the intention of the Board to maintain its efforts to promote collegiality and to support the continuing efforts of the Academic Senate to preserve collegiality in the CSU.

**N.B. This statement is intended to apply to campus personnel matters, in general, and not to apply to individual personnel decisions. Specific cases involving appointment, promotion and tenure decisions must be decided on their own merits and are not subject to normative statements such as that contained in paragraph 4. The statement should in no way be used in the grievance process as a limitation on the good judgment of a president in any specific case. (Adopted August 18, 1985.)**