

**Table 19: University Decision-Making Goals, Strategies, and Measurables**

| Goals  | Strategies   | Measurable (Benchmark)   | Current Value      | Time Frame     | Lead Responsible Person/Group  |
|--|--|--|--------------------|----------------|--|
| XIXa. HSU will ensure that authority for participation in shared governance by faculty, students, and administrators is clear, accepted, and respected.                            | XIXa1. Reaffirm acceptance of the AAUP Statement on Government of Colleges and Universities as the foundation for decision-making structure and procedures (Appendix B, Faculty Handbook). | Distribution of AAUP statement to all faculty, staff, administrators, and student leaders  | Not done.          | 2004-05        | President Executive Committee, Provost Council, ASEC and AS  |
|  | XIXa2. Define various forms of decision-making processes (shared governance, joint action, consultation, and discussion).  |  |                    | 2005-06        |  |
|  | XIXa3. Avoid unilateral administrative decisions affecting the academic life of the university by consulting widely, frequently, and authentically.  |  |                    | Immediately    |  |
|  | XIXa4. Clarify authority roles and responsibility, e.g., clearly define difference between administrative and university committees.   |  |                    | May, 2005      |  |
|  | XIXa5. Provide early Senate/AS involvement in issues to work collaboratively with administrators to sell solutions to problems.  |  |                    | Immediately    |  |
| XIXb. HSU will make it clear that differing perspectives are tolerated and respected such that all members of the university community treat one another with respect and honesty. | XIXb1. Publicize the 1985 CSU Academic Senate position paper on Collegiality to build trust and respect.   | Evaluate administrators on how effectively they work in a shared governance system. Provide faculty with an important role in this evaluation. | Fair               | December, 2004 | President Executive Committee, Provost Council, ASEC, and Staff Council.                               |
|  | XIXb2. Adopt or adapt recommended strategies in CSU Academic Senate Shared Governance Report.  | Evaluate faculty on how effectively they work in a shared governance system.   |                    | December, 2004 |  |
| XIXc. HSU will ensure that committee structures recognize the need to balance thoughtful deliberation and action with the time commitment of those who serve.                      | XIXc1. Assess the effectiveness and efficiency of current committee structures to reduce redundancy or duplication of efforts.   | Improved decision making, measured by decisions' acceptance, timeliness, and effectiveness.  | Needs Improvement. | May, 2005      | Provost Council, Staff Council and ASEC; Ad Hoc task force (or possibly Senate Appointments Committee) |
|  | XIXc2. Develop training and orientation programs to help faculty and administration become familiar with roles in shared governance at the system as well as campus levels.                |  |                    | May, 2005      |  |
| XIXd. HSU will encourage broad student participation in shared governance.   | XIXd1. Encourage efforts to recruit new student participants in governance and train them in effective participation.  |  | Fair               | December, 2004 | AS   |

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| XIXe. HSU will promote effective participation of all appropriate stakeholder groups in decision-making, including external as well as internal stakeholders. | XIXe1. Construct and maintain a web-page for posting all university committee meeting times/agendas/minutes for public viewing.   |  | Needs Improvement | May, 2005           | President Executive Committee, Staff Council and ASEC                      |
| XIXf. Participation in governance activities will be an expectation of all members of the university community.   | XIXf1. Address the importance of participation in shared governance and how this relates to workload/ RTP issues.   |  | Needs Improvement | May, 2005           | President Executive Committee, Provost Council, ASEC                       |
|   | XIXf2. Provide more opportunities for non-senate faculty to participate in, and to become informed about, governance activities.  |  |                   | May, 2005           |  |
|   | XIXf3. Recognize, reward and support the accomplishments and hard work of faculty, students, and administrators in shared governance.   |  |                   | Immediately         |  |
| XIXg. The decision-making environment of HSU will emphasize mutual problem-solving characterized by constructive input.                                       | XIXg1. Reinforce that idea that the HSU culture strives for cooperation and collaboration and frowns on confrontation.  | Improved decision making; reduction of complaints, grievances, and general malaise as measured by satisfaction survey. | Fair              | Immediately         | President Executive Committee, Provost Council, Staff Council, ASEC        |
| XIXh. There will be open and full communication at and between all decision levels at HSU.  | XIXh1. Hold at least one summer meeting of the Senate, including a Senate agenda setting retreat for greater continuity and to accommodate year round operations of the university. |  | Needs Improvement | Summer, 2005        | President Executive Committee, Provost Council, ASEC, Staff Council and AS |
|   | XIXh2. Ensure that adequate Institutional Research is available to enhance decision-making.   |  |                   | Immediately         |  |
|   | XIXh3. Utilize orientation activities, training, retreats, and hiring processes to foster inter-level communication.  |  |                   | December, 2004      |  |
| XIXi. HSU will encourage informal interactions between faculty and administration as a mechanism to build trusting and respectful relationships.              | XIXi1. Create a informal gathering place (lounge) for faculty/ administration.  |  | Needs Improvement | When budget permits | President Executive Committee and ASEC                                     |
|   | XIXi2. Survey esprit d'corps (What are people thinking, feeling about decision-making structures?) after some strategies have been implemented.                                     | Administer a pre- and post-implementation Satisfaction Survey  |                   | December, 2004      |  |