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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Goals	Strategies	Measurable (Benchmark)	Current Value	Time Frame	Lead Responsible Person/Group
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	