




MEMORANDUM

February 19, 2024

TO: Lynn Mahoney, President
San Francisco State University

FROM: Michael Goldman, Chair 
Academic Senate

RE: **Academic Senate Resolution #RS24-460 Resolution Affirming Shared Governance,
Curricular Integrity and Budget Transparency**

SOURCE COMMITTEE: Strategic Issues Committee

SENATE ACTION:

At its meeting on Tuesday, February 6, 2024, the Academic Senate approved **#RS24-460 Resolution Affirming Shared Governance, Curricular Integrity and Budget Transparency.**

Thank You.

ecc: Amy Sueyoshi, Provost and Vice President for Academic Affairs
Jeff Jackanicz, Vice President for Advancement
Jamillah Moore, Vice President of Student Affairs & Enrollment Management
Jason Porth, Vice President for University Enterprise
Jeff Wilson, Vice President of Administration and Finance, CFO
Beth A. Steffel, Chair, Academic Senate of the California State University
Academic Affairs Council
Deans, Depts. Chairs, School and Program Directors
SF State Faculty



Resolution Affirming Shared Governance, Curricular Integrity and Budget Transparency

RS24-460

Date: February 6, 2024

Rationale

Historically, the CSU system has experienced fluctuations in state funding, and currently faces ongoing challenges with regard to enrollment, budget outlook, and achieving its mission to “educate and equip students to thrive in a global society” and to “deliver academic excellence by pursuing knowledge, inspiring creativity, supporting our diverse community and advancing social justice and positive change in the world” (2022 University Strategic Plan and Academic Senate Resolution RF22-444).

The process of aligning SF State and program curricular design with enrollment and budget constraints is best achieved when information is shared and discussed among Senate, faculty, staff, students, and campus and community stakeholders in a timely manner, allowing for consideration of impact and alternatives. Policies and practices that significantly affect curriculum, when implemented without sufficient and timely discussion, can result in de facto curricular redesign and other undesirable unintended consequences.

The SF State Academic Senate “Resolution on Affirming Shared Governance and Budget Transparency in Times of Crisis” (RS21-417) addressed the importance of budget transparency in shared governance, but did not specifically address the effects of budget-driven policies and practices on curricular integrity at the university and program levels.

WHEREAS

the process of establishing and revising program course offerings, program learning outcomes, and paths through the major requires an extensive process of consultation, review and approval among program faculty, college deans, other campus programs, the Division of Undergraduate Education and Academic Planning, the Graduate Division, the Campus Curriculum Committee, the Academic Policies Committee, and the Academic Senate, in order to ensure alignment with the mission and educational goals of the program, college, university, and CSU system; and

WHEREAS

The implementation of budget reductions without transparency holds the real potential to cause irreparable harm to students and is inextricably intertwined with barriers to achievement they experience and University's goals for student success; and

WHEREAS

the Academic Senate of SF State (in RS16-342, RF17-363, and RS21-417) strongly advocates for communication mechanisms that a) provide stakeholders with access to budgetary information, b) enable stakeholders to raise questions and concerns about the budget and c)

encourages stakeholders and administrators to engage in a transparent decision-making process with respect to budgetary decisions; and

WHEREAS #RS21-417 states that “the Academic Senate of SF State calls for all divisions and colleges to be transparent and clear with their budgets, providing future planning scenarios, and highlighting major issues and initiatives”; and

WHEREAS #RS21-417 states that “Departments and equivalent units must play an essential role in budget decision making to establish priorities and serve student needs”; be it therefore

RESOLVED that the Academic Senate of SF State commends Academic Affairs’ and the University Budget Committee’s improved transparency and practices in updating budget systems and communication; and be it further

RESOLVED that the Academic Senate of SF State encourage the practice of building our campus’ budget literacy and systems literacy regarding the relationships between the CSU system, its campuses, the CSU Academic Master Plan, and the California state legislature; and be it further

RESOLVED that the Academic Senate of SF State reaffirm its commitment to maintaining the integrity of the curriculum through budget transparency; and be it further

RESOLVED that the Academic Senate of SF State reaffirms the use of student-centered and social justice priorities when considering budget decisions; and be it further

RESOLVED that the Academic Senate of SF State reaffirm its continuing support for, and advancement of, shared governance as a central element of decision-making on campus and on issues of the budget at all levels; and be it further

RESOLVED that the Academic Senate of SF State reaffirm that departments and equivalent units must play an essential role in budget decision making (including practices and policies implemented on the basis of budget outlook) to establish priorities and serve student needs; and be it further

RESOLVED that Academic Senators endeavor to communicate new and/or relevant information to the constituent groups they represent, and to bring feedback from those constituents to the Senate; and be it further

RESOLVED that the Academic Senate of SF State call for all divisions and colleges to be transparent and clear about their budgets by presenting budget planning information to their program chairs/directors and faculty for discussion and feedback, providing future planning scenarios, and highlighting major issues and initiatives, including practices and policies implemented on the basis of budget outlook; and be it further

RESOLVED that the Academic Senate of SF State solicit and consider information and perspectives from campus stakeholders beyond the Academic Affairs Office and the University Budget Committee, including but not limited to program, center, and institute chairs and directors, Staff Council, APC, CFA, CSUEU and other collective bargaining units and student organizations; and be it further

RESOLVED that the Academic Senate of SF State call upon Academic Affairs to inform the Senate regarding planned practices and policies that affect the integrity and delivery of our programs' curriculum, and, to do so *in advance of implementation* to allow for a full process of information-sharing and discussion in Senate, subsequent information-sharing and consultation with campus stakeholders, and follow-up discussion in Senate; and be it further

RESOLVED that Senate discussion of planned practices and policies that affect the integrity and delivery of our programs' curriculum include informational presentations and a question/answer period by campus community stakeholders including but not limited to program, center, and institute chairs and directors, Staff Council, APC, CFA, CSUEU and other collective bargaining units and student organizations, in order to cultivate a holistic understanding of the academic functioning of SF State and of the CSU.

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