

ACADEMIC SENATE RETREAT
October 18, 2002

TABLE FACILITATORS FOR MORNING SESSION

Educational Issues:

Ken Curtis, History
Emma Daugherty, Journalism
David Huckaby, Biological Sciences
Margaret Merryfield, Chemistry and Biochemistry
Sue Stanley, Family and Consumer Sciences

Personnel Issues:

Simeon Crowther, Economics
Elaine Haglund, Educational Psychology, Administration, & Counseling
Mike Hassul, Computer Engineering & Computer Science
Kelly Janousek, University Library
Jalal Torabzadeh, Mechanical & Aerospace Engineering

Resource Issues:

Lesley Farmer, Educational Psychology, Administration, & Counseling
Mat Kaplan, UCES, Director, Technology/Distance Learning
Janaki Santhiveeran, Social Work
Praveen Soni, Marketing
Mark Wiley, Faculty Center for Professional Development

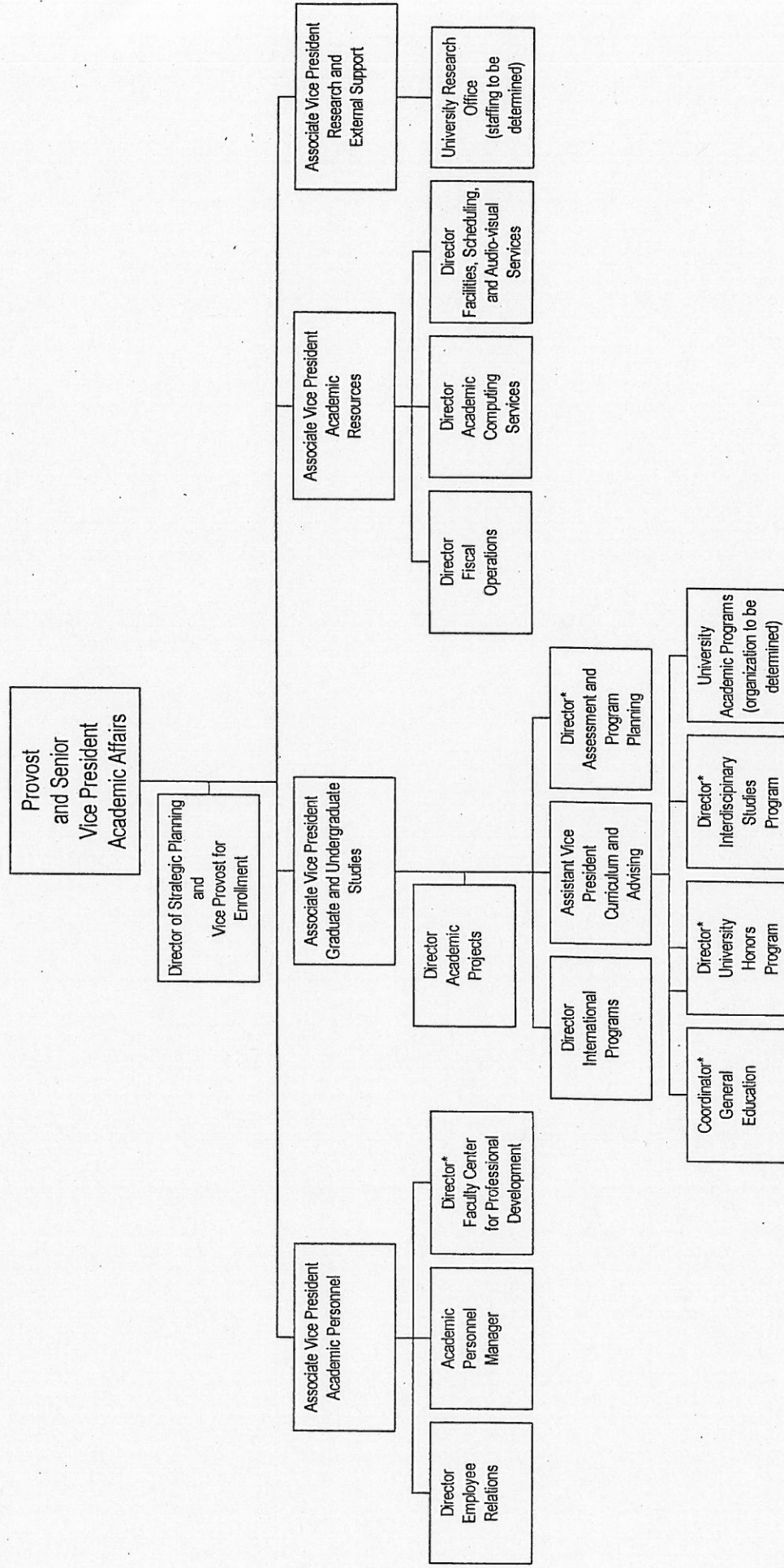
**QUESTIONS AND ISSUES FOR CONSIDERATION BY THE
AD HOC COMMITTEE ON
ORGANIZATION OF THE OFFICE OF ACADEMIC AFFAIRS**

April 2002

Assuming the basic premise that the overarching objective of the Division of Academic Affairs is to foster an academically sound educational experience for students, how should the major administrative assignments in the Office of Academic Affairs be shaped and defined in order to make the best possible progress toward such specific objectives as the following:

- *Ensure appropriate connections between assessment of program strengths and accomplishments (as reflected in the Program Review process), Division planning, and Division budgeting*
 - *Related: ensure focused responsibility in the Division office for Program Review and for other functions that may overlap different areas/offices within the Office of Academic Affairs*
- *Create a unified budget management process for the Division that addresses and leverages all Division revenue and resources*
- *Help to build a collaborative inter-division model for addressing high-priority Division objectives that are related to academic resources (including staff support, information technology, instructional and programmatic space, and facilities)*
- *Coordinate efforts within the Division and with other divisions (in particular, Student Services and Enrollment Services) that are necessary to promote student success/retention*
- *Maximize efforts by individuals, academic units, and the Division as a whole to secure external funding, including research support as well as other types of support*
 - *Related: provide appropriate Division-level support for community outreach activities*
- *Provide appropriate Division support for faculty professional development, including support for scholarly/creative activities and research, instructional improvement, and assessment*
- *Ensure an appropriate balance of administrative support for (and commitment to) undergraduate studies and graduate studies,*
 - *Related: ensure the visibility of—and student access to—the offices responsible for undergraduate studies and graduate studies, respectively*

Attachment 1 - Office of Academic Affairs
Organization. Effective July, 2003



*faculty assigned time position



CALIFORNIA STATE UNIVERSITY, LONG BEACH

OFFICE OF ACADEMIC AFFAIRS

October 1, 2002

To: Senior Management Council

FROM: Gary W. Reichard *GWR*
Provost and Senior Vice President for Academic Affairs

SUBJECT: REORGANIZATION OF THE OFFICE OF ACADEMIC AFFAIRS

I am pleased to announce a reorganization of the Office of Academic Affairs, to be effective July 1, 2003. This announcement follows consideration of the recommendations that have been submitted by the Ad Hoc Committee on Organization of the Office of Academic Affairs, suggestions and comments on those recommendations that have been forwarded by faculty and staff, and advice from the deans.

The New Organization

An Organization Chart describing the new management structure is attached (Attachment 1). As reflected on that Chart, there will be five senior positions reporting directly to the Provost/ Senior Vice President for Academic Affairs:

- Director of Strategic Planning and Vice Provost for Enrollment
- Associate Vice President for Academic Personnel
- Associate Vice President for Academic Resources
- Associate Vice President for Graduate and Undergraduate Studies
- Associate Vice President for Research and External Support

The position of *Director of Strategic Planning and Vice Provost for Enrollment* has already been established, following consultation with the vice presidents, the deans, and the Academic Senate Executive Committee. As previously announced, this is a full-time appointment, currently held by Dr. David Dowell. As Director of Strategic Planning, Dr. Dowell reports to the President; as Vice Provost, he assists the Provost in developing a comprehensive Division enrollment plan and provides leadership for campus enrollment planning efforts.

The responsibilities of the *Associate Vice President for Academic Personnel* remain essentially unchanged, with the exception that this individual will no longer be responsible for assessment.

Reporting to the Associate Vice President, as is currently the case, will be the Director of Employee Relations, the Academic Personnel Manager, and the Director of the Faculty Center for Professional Development.

The *Associate Vice President for Academic Resources* will be responsible for leadership of the unified budget management process for the Division and for developing policy related to the effective use of Division resources, including information technology, in support of teaching and learning. Reporting to the Associate Vice President will be the Director of Fiscal Operations, the Director of Academic Computing Services, and the Director for Facilities, Scheduling, and Audio-visual Services. This position represents a slight revision in the position of Associate Vice President for Planning and Academic Resources that was created on an interim basis in July 2002.

The position of *Associate Vice President for Graduate and Undergraduate Studies* represents a reconfiguration of the current position of Associate Vice President for Instructional Programs (and, in 2002-2003, Research). Of primary importance to the reconfigured position is its focus on *policy* related to both graduate and undergraduate programs. This emphasis will be particularly important because there will no longer be deans for graduate studies and undergraduate studies, respectively. The management positions reporting to the Associate Vice President will be defined *functionally*, with each having responsibilities at both the graduate and undergraduate levels. These positions will be: Assistant Vice President for Curriculum and Advising, Director of International Programs, and Director of Assessment and Program Planning. The positions of Assistant Vice President for Curriculum and Advising and Director of Assessment and Program Planning are new; the latter will be a twelve-month, assigned time faculty-based position, similar to the Director of the Faculty Center for Professional Development. The position of Director of International Programs represents an expansion of function for the current Director of the Center for International Education. The Director of Academic Projects will continue to report to the Associate Vice President. Organization of the advising programs reporting to the *Assistant Vice President* remains to be determined.

The *Associate Vice President for Research and External Support* will be a new position. The Associate Vice President will be the operational director of the University Research Office and will also have responsibility for policy development in the area of research, as well as for coordination of research programs across the Division of Academic Affairs. In addition, the Associate Vice President will be expected to seek out and act upon funding opportunities at the Division level and across colleges. As recommended by the Ad Hoc Committee, this individual will also perform a liaison function with the Division of University Relations and Development with respect to initiatives that cross public-private lines. The precise organization of the University Research Office remains to be determined, pending results of a study currently underway.

Consistent with the parameters that were given to the Ad Hoc Committee, the reorganized Academic Affairs structure reflects *no increase in the number of management positions in the Division office*. Attachment 2 shows the distribution of management positions in the new structure, compared to the structure in 2001-2002.

Searches

The new structure will be effective July 1, 2003. National searches will be conducted during the current (2002-2003) academic year to fill all senior management positions reporting to the Provost/Vice President, with the exception of the Associate Vice President for Graduate and Undergraduate Studies. The latter position will be assumed by Dr. Keith Polakoff, currently Associate Vice President for Instructional Programs and Research. A national search will also be conducted to fill the position of Assistant Vice President for Curriculum and Advising.

The positions of Director of International Programs and Director of Facilities, Scheduling, and Audio-visual Services represent reconfigurations of existing positions; the incumbents in these positions will be invested with the new titles and responsibilities as soon as is feasible.

Acknowledgments

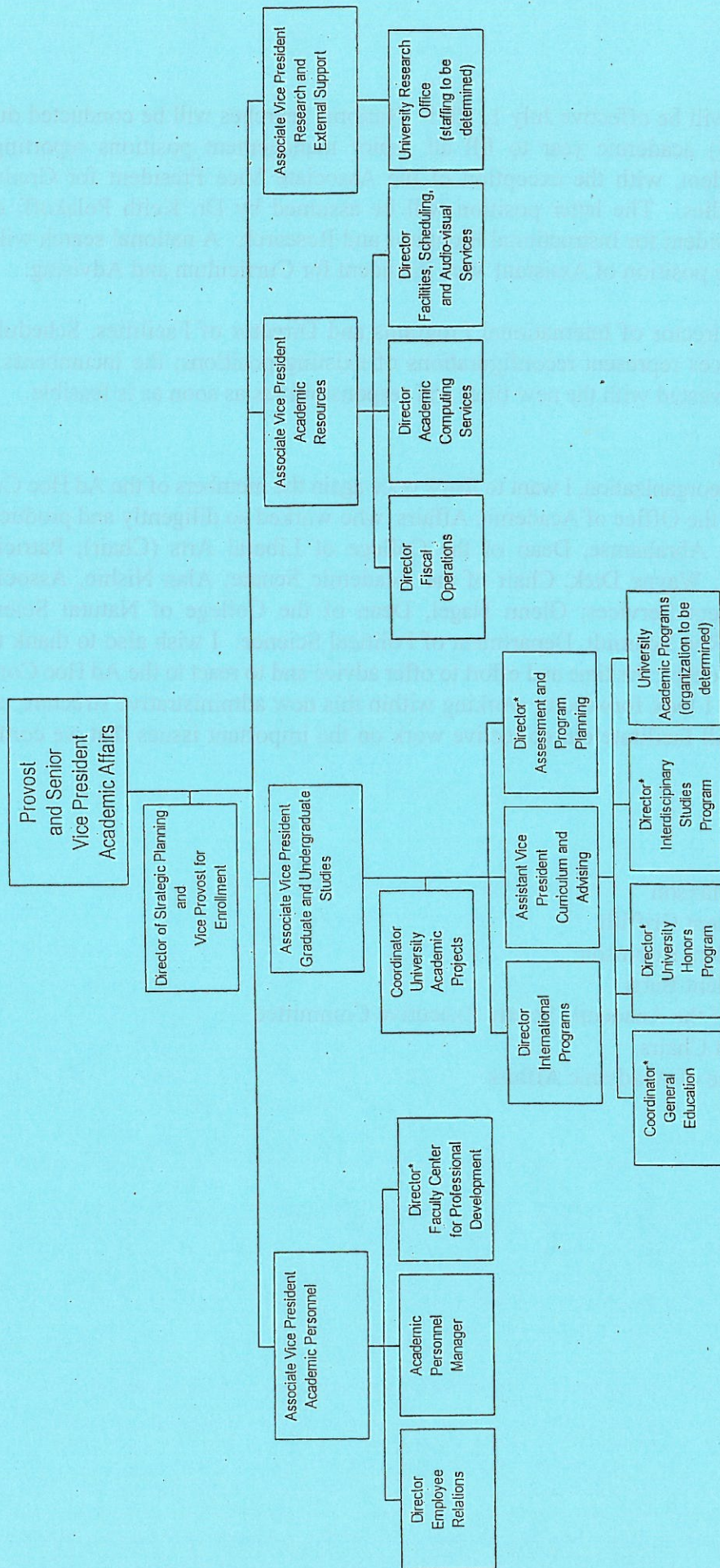
In announcing this reorganization, I want to thank once again the members of the Ad Hoc Committee on Organization of the Office of Academic Affairs, who worked so diligently and productively on these issues: Dee Abrahamse, Dean of the College of Liberal Arts (Chair); Patricia Clark, Department of Art; Wayne Dick, Chair of the Academic Senate; Alan Nishio, Associate Vice President for Student Services; Glenn Nagel, Dean of the College of Natural Sciences and Mathematics; and Ron Schmidt, Department of Political Science. I wish also to thank the many faculty and staff who took the time and effort to offer advice and to react to the Ad Hoc Committee's recommendations. I look forward to working within this new administrative structure, and I feel confident that it will facilitate our collective work on the important issues that we confront as a campus.

Atts.

C: President Maxson
 Vice President Griffith
 Vice President Robinson
 Vice President Bersi
 Members of the Academic Senate Executive Committee
 Department Chairs
 Staff, Office of Academic Affairs

Attachment 1

Office of Academic Affairs Organization, Effective July 2003



* faculty assigned time position

Attachment 2

Office of Academic Affairs CURRENT AND NEW MANAGEMENT POSITIONS

2001-2002	Effective July 2003
Provost and Senior Vice President	Unchanged
Associate Vice President Academic Personnel, Planning and Assessment	Associate Vice President, Academic Personnel
Associate Vice President Instructional Programs	Associate Vice President Graduate and Undergraduate Studies
Associate Vice President Academic Information Technology	Associate Vice President Academic Resources
Associate Vice President Graduate Studies and Research	Associate Vice President Research and External Support
Assistant Vice President, Operations	Director of Strategic Planning* and Vice Provost for Enrollment
Dean Undergraduate Studies	Assistant Vice President Curriculum and Advising
Director Employee Relations	Unchanged
Fiscal Operations Manager	Director Fiscal Operations
Director Center for International Education	Director International Programs
Director Academic Computing Services	Unchanged
Director University Research Office	Title and responsibilities to be determined
Administrative Services Manager Academic Computing Services	Director Facilities, Scheduling, and Audio-visual Services

*funded by the Office of the President

NEW STRUCTURES FOR NEW TIMES

EIGHTEENTH ANNUAL ACADEMIC RETREAT

October 18, 2002

A G E N D A

8:15 – 9:00 Continental Breakfast

9:00 **Welcoming Remarks:**

Robert C. Maxson, President of the University

Gary W. Reichard, Provost and Senior Vice President for Academic Affairs

Wayne E. Dick, Chair, Academic Senate

Session I – Higher Education in the Age of Technology

9:25 **Hybrid Courses Are Here – Administrative Perspective**

Richard Outwater, Associate Vice President for Planning and Academic Resources

9:35 **Political/Social/Policy Perspective**

Wayne Dick, Chair, Academic Senate, Computer Engineering and Computer Science

9:45 **Table Discussion – Educational Policy Issues, Personnel Issues, and Resource Issues**

Introduction: Gerry Hanley, Senior Director Academic Technology Support, Office of the Chancellor

10:40 **B R E A K**

10:50 --11:30 **Identify Proposals to Address Issues – Gerry Hanley**

11:30 – 11:50 **Report Out – Gerry Hanley**

12:15 – 1:15 **L U N C H – Italian Buffet – Salon ABC**

Session II – Governance for Today and Tomorrow

1:15 – 1:45 **Reorganizing for What?**

Gary W. Reichard, Provost and Senior Vice President for Academic Affairs

1:45 **Adjusting Governance to Fit The Beach**

Wayne Dick, Chair, Academic Senate

1:50 **New Visions**

Simeon J. Crowther, Economics, Executive Committee Member-at-Large

David Hood, History, Chair, Financial Affairs Council, Statewide Academic Senator

Joan McCauley, University Library

Margaret Merryfield, Chemistry and Biochemistry, Vice Chair, Academic Senate

2:05 – 2:30 **General Discussion**

2:30 – 3:00 **Wrap-Up – What's Next?**

ACADEMIC SENATE RETREAT PLANNING COMMITTEE
Eighteenth Annual Retreat
October 18, 2002

Crista Copp	Academic Computing Services Instructional Technology Manager
Simeon Crowther	Economics, Member-at-Large Executive Committee
Betsy Deeyk	Philosophy/Psychology, Secretary, Academic Senate
Wayne Dick	Chair, Academic Senate, Computer Engineering and Computer Science
David Hood	History, Statewide Academic Senator
Ed McBride	Director, Academic Computing Services
Joan McCauley	University Library
Mary McGraa	Academic Senate
Margaret Merryfield	Vice Chair, Academic Senate, Chemistry and Biochemistry
Sharon Olson	Chair, Staff Council, University Academic Projects
Richard Outwater	Associate Vice President for Academic Affairs – Planning and Academic Resources
Mark Wiley	Director, Faculty Center for Professional Development

Academic Senate Retreat

Higher Education in the Age of Technology

Script

9:00 a.m. Welcome/Introduction—President Maxson/Gary Reichard
 9:20 a.m. Remarks—Wayne Dick

9:25 a.m. Administrative perspective—Richard Outwater
 Hybrid courses are here

9:35 a.m. Political/Social/policy perspective—Wayne Dick

9:45 a.m. **Table Discussion Introduction** (Explanation of this round—Gerry Hanley) *Identify issues that need to be addressed in the next two years.*

1. Educational Policy Issues—curriculum, academic integrity, assessment of learning outcomes, course approval and review, course content management

2. Personnel Policy Issues—rewards, RTP, evaluation/review (risk taking), contracts, professional integrity

3. Resource Issues—faculty development (awards, assigned time), teams (collaborations in course development), instructional designers, technical resources

10:40 a.m. **Break** *Identify Proposals to Address Issues*

10:50 a.m. **Report Back**—Gerry Hanley

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~~11:50~~ a.m. *Report Out*
Closure—Wayne Dick

¹⁵
 12:00 p.m. **Lunch**

1:35 -

Roll Out of Reorganization Plan - Gary
Framing - Brainstorming
Communications
Currency - Revisions
Charge

Changing Mission
Changing Structure

Wayne

1:45 -

2:00 -

3:00

1:50

1:50 - 2 New Visions

2 - 2:30 Discussion (all)

- What's important?

- What's functions belong together

- Coping with phoned governance - how can we do it all?

2:30 - 3 Wrap Up - What's next?

September 18, 2002

Dear Council/Committee Leader,

This year the Academic Senate at Long Beach will examine its governance system so we can adjust to the changing academic environment. With a major reorganization of our local academic administration, the massive turnover of tenured faculty, the redefinition of the status of lecturers as a result of collective bargaining, the impact of technology and the very real external pressure of assessment and accountability, many of our documents and structures seem inadequate. Some things only require a simple update to reflect the current reality, but others elements of governance require significant adjustment. Some basic issues we have identified so far are:

1. Who is a member of the faculty?
2. What is and should be the "flow" of governance on campus? How does this affect our workload and workflow? Can we reduce the amount of work involved in governance?
3. How do we balance the competing demands of a rapidly changing educational environment and thoughtful governance?
4. What are the lines of authority, both within governance structures and across the borders into administration. Who's in charge? What are administrative responsibilities and what are faculty responsibilities?
5. How do we communicate effectively within university government? How do the committees, councils and the senate stay appropriately connected?
6. How can governance at all levels, university, college and department, be connected in a more active way. In particular, what connections are needed with governance in the colleges to improve this system?

This year we will examine these and related issues in the afternoon session of the Academic Senate Retreat on Friday October 18 at the Long Beach Airport Marriott. As Chair of the planning committee for that session, I am asking you to take a few minutes to answer the following questions. We invite you to consult the members of your committee either at a regular meeting or by email. Please return your answers to Mary McGraa

electronically at MLMcGraa@csulb.edu no later than Wednesday October 9. Your answers will help us frame this important discussion.

The questions:

Considering your committee's charge and its activities:

- What work needs doing?
- What work doesn't need doing?
- What work needs to be done, but isn't being done now?
- What is in your charge that isn't being done?
- Are you doing work that isn't in your charge? If so, what?
- Are there bottlenecks that slow down the work of your group or make it less effective? If so, what are they?
- Does your council or committee have other organizational issues that were not addressed in the preceding questions?

To read the actual text of your committee charge you can go to the Academic Senate web page for councils and committees, <http://www.csulb.edu/~senate/councilsindex.html>. Then click on the charge for your council or committee.

As an officer of a university council or committee, you are an invited to the retreat. We hope you are able to attend the retreat and can stay for the afternoon session that will consider these important issues. As a governance leader, you have a direct interest in this discussion. Thank you for your time spent as a good campus citizen. We are looking forward to your responses.

Sincerely, Wayne Dick
Chair, Academic Senate, CSULB

ACADEMIC SENATE COUNCILS AND STANDING COMMITTEES

Educational Policies Council
Faculty Personnel Policies Council
Financial Affairs Council
Graduate Council
Program Review and Academic Planning Council
Assessment Committee
Campus Climate Committee
Committee on Athletics
Committee on Committees
Educational Resources Committee
Emergency Committee
Grade Appeals Committee
Scholarly and Creative Activity Committee
Student Affairs Committee
Teacher Preparation Committee
University Organization and Services Committee

UNIVERSITY BOARDS/COMMITTEES NOT AFFILIATED WITH THE ACADEMIC SENATE BUT TO WHICH THE ACADEMIC SENATE RECOMMENDS APPOINTMENTS

Advisory Committee to Discrimination Complaint Officer
Associated Students' Senate
Financial Aid Advisory Committee
Forty-Niner Shops Board of Directors
Institutional Review Board for the Protection of Human Subjects
Instructionally Related Activities Fee Advisory Board
Panel on Professional Responsibility
Review Committees for Academic Administrators
Search Committees for Academic Administrators
Space Allocation Committee
Staff Council
Student Union Board of Directors

COMMITTEES TO WHICH THE EXECUTIVE COMMITTEE and/or ACADEMIC SENATE AND THE PROVOST and/or PRESIDENT MAKE JOINT APPOINTMENTS

Academic Computing Services Advisory Committee
Academic Integrity Committee
Advisory Committee on Enrollment Management
BATS Committee
Centers and Institutes (Unit) Review Committee
Committee on Honorary Degrees
Committee on Native American Burial Remains
University College Advisory Committee

Personnel Issues

In the next two years Long Beach will introduce several hybrid courses. These courses reduce classroom time by combining online with traditional elements. This will cause qualitative change in the composition of faculty work. We will need to recognize the new workload and adjust RTP, Range Elevation, Post Tenure Review, sabbatical leave and assigned time decisions to accommodate the change.

There are many dangers and opportunities. On the negative side, the new organization of work will create significant new chances for unethical conduct at all levels of the institution. That will need serious attention. There are also positives. We will create entirely new methods of presentation, discussion, group interaction and evaluation. We will interact in learning communities that were not possible prior to Internet technology. Faculty and students will telecommute—let the electrons do the driving. Two-day schedules may be routinely possible for faculty and students, without diluting educational quality. Personnel policy will need to change to monitor and protect faculty, staff, and students.

Managing this change requires imagination and careful planning. Where do we begin? How do we respect the personnel needs of individuals who choose to stay in a traditional mode and still provide support and structure for those who change? How do we stay honest, healthy and productive as we move traditional to a hybrid?

Wayne Dick

- Rewards
- RTP
- Evaluation/review (risk taking)
- Contracts
- Professional integrity

Resource Issues

Framing Some of the Resource Issues Surrounding Hybrids

Technology is not simply a new toy that might make our professional lives easier. As it is increasingly explored and adapted toward the pedagogical goal of making teaching and learning more effective, technology also creates problems faculty have not previously had to confront. Please consider some of these issues as you collectively sort through the implications of education in cyberspace.

Technology is not cheap. If we spend more money on it, what do we fear may be underfunded? What kinds of technical resources (equipment, rooms, maintenance, etc.) will be necessary? What kinds of professional development activities and support will faculty need as they transform their courses for online implementation? Should that support be provided at the department, college, and/or university levels? What kinds of awards should faculty receive for developing and using technology effectively in their teaching? Should the university organize instructional design teams (IDT's) that might include faculty and technical support staff? If so, how would such teams be funded and coordinated? How do we ensure that rewards and opportunities to develop technology-enhanced courses are distributed and shared equitably among all faculty? Finally, how do we prevent creating a two-class system based on those who use and those who prefer not to use technology?

Mark Wiley

- Faculty Development (awards, assigned time)
- Teams (collaborations in course development)
- Instructional designers
- Technical resources

Michelle Stemm
Sara Sluss
Nora Dunbar
Mark Wiley
Leelie
Farmer

Issue Worksheet:
Educational Policy Issues

We ask each person at the table to identify a personal priority issue relating hybrid courses development to **educational policy issues**. Record those issues here with your name. As a table try to identify as many issues as possible.

First and Last Name	Priority Issue in Academic Technology
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	

Next, as a table, identify the one or two of the most important issue to be dealt with in policy making. Try to identify issues that can be that can be dealt with in a one to two year time span. In the next table session you will propose a brief action plan to address your highest priority issues.
