

CALIFORNIA STATE UNIVERSITY, BAKERSFIELD
ACADEMIC SENATE

**CSUB Position Statement on Open Search for President and
Call for Campus Community Engagement**
RES 171801

EC

RESOLVED: That the Academic Senate express its conviction that an open search process for campus presidents is the most appropriate; and be it further

RESOLVED: That the Academic Senate strongly urge the California State University Board of Trustees (BOT) to conduct an open search to fill the presidential vacancy at California State University, Bakersfield (CSUB); and be it further

RESOLVED: That the Chair of the Trustees Committee for the Selection of the President (TCSP), Mr. John Nilon, and the members of the Advisory Committee to the Trustees Committee for the Selection of the President (ACTCSP) be invited to meet with the Academic Senate; and be it further

RESOLVED: That the Academic Senate request the faculty representatives to the ACTCSP share the concerns and issues contained in this resolution with the members of the TCSP.

RATIONALE: It is the judgment of the Senate the reason for closed searches cited most often—the desire to have a robust candidate pool—does not outweigh the following problems associated with a closed search process.

- The inability of candidates to get a broad introduction to CSUB.
- Feedback on the candidates coming from a very small subgroup of campus and community constituents. This is especially worrisome given our desire to mount our first capital campaign to coincide with our upcoming 50th anniversary (in 2020).
- Unequal approach to presidential searches relative to other important positions on campus.
- The challenge faced by the successful candidate of being viewed as a representative of the BOT rather than the legitimate campus leader.
- A closed process is inconsistent with university values of transparency and full participation in decision-making.

Furthermore, this resolution is consistent with previous CSUB Academic Senate resolutions (see attachments).

Distribution List:

CSU Board of Trustees
Chair, ASCSU
Campus Senate Chairs

President, CSSA
President, CSUB ASI
President and Executive Director, CSUB Alumni Association
CSUB President's Advisory Council
President CSU Staff Forum

Approved by the Academic Senate October 12, 2017
Sent to the President for approval October 18, 2017
Response from President received October 27, 2017

Board of Trustees Policy for the Selection of Presidents

Responsibility for Appointment of Presidents

The Board of Trustees of the California State University, in partnership with the Chancellor, is responsible for the recruitment, selection and appointment of CSU campus presidents. There is a deep commitment throughout the process to the principles of consultation with campus and community representatives and diversity. The ultimate decision and responsibility for the transition of executive leadership rests with the Board. The Chancellor designates staff to support the process.

The Trustees Committee for the Selection of the President

The Chair of the Board appoints a Trustees Committee for the Selection of the President (TCSP) for any campus with an impending vacancy. The TCSP is composed of the Chair of the Board, four Trustees, and the Chancellor. The Chair designates a Trustee as chair of the TCSP.

The TCSP determines the attributes desired for a successful candidate, approves the final campus and job descriptions, and any advertising copy, and reviews and interviews candidates. Although the TCSP is the ultimate body to make the final decisions, including the advancement of candidates to the full Board, the process is to be conducted in a manner that includes the campus representatives. The Chancellor may indicate his or her ranking of final candidates before the Board. The Board Chair and the Chancellor may use executive search firms to assist on specific tasks related to the selection process. The Chancellor is responsible for background and reference checks of the final candidates advanced to the Board.

The Advisory Committee to the Trustees Committee for the Selection of the President

The Chair of the Board also appoints an advisory group to the TCSP, known as the Advisory Committee to the Trustees Committee for the Selection of the President (ACTCSP). The ACTCSP is composed of the Chair of the Academic Senate on the campus, two faculty representatives selected by the campus faculty, one member of the campus support staff selected by the staff, one student selected by the duly constituted representatives of the campus student body, one member of the campus Advisory Board selected by that board, one alumnus/alumna of the campus selected by the campus Alumni Association, and one Vice President or academic Dean from the campus, and the President of another CSU campus selected by the Chancellor. Each of the campus representatives shall be determined according to procedures established by the campus. If the campus has a standing policy on campus representation to the ACTCSP that does not call for open election by each constituency, that policy shall be reviewed at the start of a new presidential search, and ratified or amended. The Chair of the Board or the Chancellor may appoint up to two additional members from constituent groups to the ACTCSP to strengthen its capacity to cope with the complex requirements of a specific search, including diversity of the campus, the service area or the state.

The ACTCSP provides advice and consultation regarding the position and campus descriptions and any advertisement of the position. Members of the ACTCSP may also suggest potential candidates with the leadership qualities, administrative ability, academic qualities and other talents appropriate to the position. The ACTCSP reviews and comments

on all candidate applications, participates in candidate interviews and the deliberations that lead to the selection of the final candidate(s). The consultative procedures are to be conducted in a manner designed to generate confidence in the selection process and garner local support for the eventual appointee.

Confidentiality and Professionalism

To ensure that the search process respects the professional needs of candidates and is conducted with integrity, strict confidentiality must be maintained by members of the TCSP and the ACTCSP, the Chancellor and staff. Only the Chair of the TCSP or the Chancellor will act as spokesperson for the committees during the presidential search process. After providing a notice of violation and an opportunity for a meeting, the Chair may dismiss a member of the TCSP or the ACTCSP if confidentiality is determined by the Chair to have been violated, or if the behavior of a member is determined by the Chair to have been unethical, unprofessional, disruptive to the conduct of business, or if a member is determined by the Chair to have ignored or failed to follow these rules and procedures.

The Presidential Selection Process

The TCSP meets initially, together with the ACTCSP, to discuss the needs of the campus, and the desired attributes of the new President. The committees also receive information from the campus and the community on these subjects. After these initial sessions, advertising copy is developed, candidates are invited to submit applications, and a broad pool is developed. The Chancellor and the Chair of the TCSP confer and evaluate whether any additional internal CSU candidate(s) is/are a good fit for the position to be added to the pool and considered for the position. The TCSP and the ACTCSP then meet again, review all candidates and decide whether to interview internal candidates, internal and external candidates, or external candidates. After consultation with the TCSP and the ACTCSP, the Chancellor and the Chair of the TCSP determine whether to schedule campus visits, which are optional, or to schedule campus visits on a modified basis, depending on the circumstances of the search.

Deviations from These Procedures

The Board of Trustees will normally confine itself to the names presented by the TCSP. In rare instances and for compelling reasons, the Board reserves the right if, in its judgment, circumstances warrant to depart from the recommended candidate(s) or from the procedures outlined in this policy.

Adopted September 20-21, 2011
CSU Board of Trustees

CALIFORNIA STATE UNIVERSITY, BAKERSFIELD
ACADEMIC SENATE
2011-2012 0001
CSU PRESIDENT SEARCHES

EC

RESOLVED: That the Academic Senate of California State University, Bakersfield (CSUB) urge the CSU Board of Trustees to continue to have finalists for campus presidencies meet with campus constituencies in on-campus visits as a part of the selection process except in those rare cases when there is consensus among the members of the campus Advisory Committee to the Trustees Committee for the Selection of the President that the campus would be better served by forgoing campus visits by one or more finalists, and be it further,

RESOLVED: That this resolution be distributed to Chancellor Reed, the CSU Board of Trustees, the Council of Senate Chairs and the Academic Senate of the California State University.

Rationale: The Board of Trustees has changed the policy on the selection of presidents. Historically, finalists in presidential searches have visited the campus for which they were candidates and have held targeted meetings with administrators, faculty and staff and also held open forums for the campus community.

The loss of campus visits by finalists provided for in the proposed policy changes would greatly diminish the role of the campus community in the presidential selection process by eliminating the ability of candidates to meet all members of the campus community, including administrators, faculty, staff, students and community members, who enhance candidates' understanding of the issues and challenges they might face in the role.

Campus presidents are presented with a wide variety of difficult challenges, and clearly the California State University should take advantage of any opportunity to allow new presidents to build support in their respective communities. Arriving on campus without having the support and legitimacy provided by such a process would put the chosen candidate at a significant disadvantage in building a successful transition.

APPROVED BY THE ACADEMIC SENATE ON OCTOBER 6, 2011
SENT TO CHANCELLOR REED, CSU BOARD OF TRUSTEES, COUNCIL OF SENATE CHAIRS AND THE
ACADEMIC SENATE OF THE CSU ON OCTOBER 7, 2011

CALIFORNIA STATE UNIVERSITY, BAKERSFIELD
ACADEMIC SENATE

OPEN AND TRANSPARENT CSU PRESIDENTIAL SEARCHES
RES 151601

EC

Resolved: That the California State University, Bakersfield Academic Senate calls for open and transparent search processes for the four CSU presidential searches in 2015-16, in which finalists' names are publicly announced and official campus visits for them are scheduled; and be it further

Resolved: That this resolution be distributed to the Chair of the Board of Trustees, the Chancellor, the Chairs of the 2015-16 Trustees Committees for the Selection of the President (TCSPs), the Academic Senate CSU and campus senate chairs.

Rationale

In 2015-16, the California State University will conduct searches for new presidents at four campuses, Sonoma State University, San Jose State University, CSU Channel Islands and CSU Chico. CSU presidential searches are governed by the Board of Trustees Policy for the Selection of Presidents. The Trustees Committee for the Selection of the President (TCSP) recommends final candidates to the Board. The campus Advisory Committee to the Trustees Committee for the Selection of the President (ACTCSP) participates in the search process, including interviews and deliberations that lead to the selection of a final candidate(s). On the one hand, the policy expresses a welcome "deep commitment" to consultation with campus and community representatives. On the other hand, rather than mandating an open search process, the policy provides that the Chancellor and the Chair of the TCSP together decide whether to schedule campus visits for presidential finalists.

The California State University, Bakersfield Academic Senate strongly urges that campus TCSPs conduct open and transparent search processes. Forgoing announcing finalists' names publicly and scheduling official campus visits for them would mean less transparent search processes and less confidence in the outcomes on the part of the university community and the public. The thoughts of CSU Sacramento's new president are instructive in this regard. In his Fall 2015 Address, President Robert S. Nelsen frankly expressed his dislike for the search process for new presidents. He spoke to the absence of an on-campus interview and who actually selects the president. In his words, "I hate that I didn't get the opportunity to meet all of

you during the search and that I am only meeting you now. And I don't like it that you are only meeting me now and that the huge majority of you had no say in whom [sic] your next president would be."

(http://csus.edu/sacstatenews/Articles/2015/08/documents/FallAddress2015_AsPrepared.pdf)

Meaningful consultation means open campus visits where all members of the university community have the opportunity to meet finalists and ask them questions in a public forum. Such visits give the university and public insight into finalists' knowledge of the campus and their ability to unify and lead students, faculty, staff and administrators. They also give finalists insight into the university community they aspire to lead.

Approved by the Academic Senate on October 8, 2015

Sent to the President as information on October 9, 2015