

**SAN JOSÉ STATE  
UNIVERSITY  
ONE WASHINGTON SQUARE  
SAN JOSÉ, CA 95192**

**Amendment A to University Policy S19-2, Charge and  
Membership of University Committees**

**Legislative History:**

On April 14, 2025, the Academic Senate approved Amendment A to University Policy, Charge and Membership of University Committees in relation to SM-S25-1, presented by Senator Baur for the Organization and Government Committee.

**Action by University President:**

**Date:** May 30, 2025

**Signed and approved by:**   
Cynthia Teniente-Matson, President,  
San José State University

**University Policy**

**Amendment A to University Policy S19-2, Charge and  
Membership of University Committees**

**Rationale**

Starting around fall 2022, the Executive Committee of the Academic Senate restarted a conversation concerning Senate representation for SJSU staff. In AY 22/23, the Organization and Government Committee (hereafter “O&G”) in consultation with the Senate Executive Committee began considering the question of senate expansion to include staff representation in the senate. Given the scope and breadth of the senate expansion question, in spring 2023, O&G proposed a special committee be empaneled to review the prospects of additional senate seats for staff.

The special Committee on Senate Representation completed their review and analysis of the matter in fall of 2024. The question of additional senate seats for staff (AS 1876 and AS 1877) was submitted to the Academic Senate for a vote. Following the senate vote to support expansion, the proposed changes to the SJSU Constitution and By-laws were submitted to the SJSU faculty for a campus-wide vote in fall of 2024. With SJSU faculty voting in favor of staff representation, O&G became responsible for overseeing amending applicable SJSU By-laws and Constitution.<sup>1</sup>

At the same time that senate expansion was being considered, O&G began exploring challenges associated with the size and complexity of the Instructional and Student Affairs Committee (hereafter “ISA”). Though ISA has been able to discharge its responsibilities to the SJSU community, the size and composition of the committee has been a subject of discussion with the ISA Chair throughout AY 23/24 and AY24/25.

With its broad coverage of both instructional affairs and student affairs, ISA has had to expand its membership to encompass experts in a host of areas. In practice this means that referral discussions often fall outside numerous members' expertise and interests. This has led to a decline in engagement and attendance. Currently, ISA is staffed by 20 individuals from faculty, students, and administration.

Scholarly consideration of committee operation suggests that individual committee members become increasingly ineffective as committee size grows<sup>2</sup>. Empirical research on non-profit organizations suggests that large governing boards “tend to be inefficient and do not contribute positively to governance effectiveness” (Prybil et al., 2008, p. 5).<sup>3</sup>

In addition to its size, the volume and variety of referrals ISA receives is overloading the committee's ability to address referrals as expeditiously as the committee would prefer. The First Reading of AS1888 proposed splitting the ISA committee into two new policy committees. Feedback following the first reading resulted in O&G reconsidering its initial proposal. Rather than split ISA, O&G is reducing the number of seats on ISA. O&G analysis of the placement of new staff senators continues to support the addition of a staff senator to ISA<sup>4</sup>. Conversations with Chair Sullivan-Green<sup>5</sup> indicate that both instructional and student matters will remain equally well-served following removal of selected ISA seats.

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<sup>1</sup> [Senate By-law - 4.1.1](#) places overall responsibility for establishing committees and appointing its members to the Senate. Additionally, [SJSU Policy S19-2](#) assigns responsibility to O&G to review and make recommendations regarding charges, functions, creation or abolishment of university and senate committees.

<sup>2</sup> Karotkin, D., & Paroush, J. (2003). Optimum committee size: Quality-versus-quantity dilemma. *Social Choice and Welfare*, 20(3), 429–441. <https://doi.org/10.1007/s003550200190>

<sup>3</sup> Prybil et al. (2008). *Governance in nonprofit community health systems: An initial report on CEO perspectives*. Grant Thornton, LLP. Chicago, IL.

<sup>4</sup> The role of staff is crucial in supporting students' personal, academic, and social development. Staff typically perform a range of functions such as student support and counseling, academic advising, student activities and engagement, career services, health and wellness, residence life, crisis management, and leadership development.

<sup>5</sup> Chair Sullivan-Green has served as ISA Chair since 2017

O&G proposes to add a staff senator and faculty senator at-large to Curriculum & Research (C&R) and two staff senators added to O&G. Additional faculty senators necessary to maintain the balance of faculty to non-faculty required by Senate By-law 1.5 will be placed on Professional Standards (PS) (2 Faculty senators at-large, preference for one seat given to a Senior Lecturer Senator (as defined in S21-2) when possible), and the University Library Board (ULB) (1 Faculty senator at-large).

O&G continues to propose that the Associate Dean for Undergraduate Studies and the Associate Dean for Graduate Studies, both EXO positions on ISA and not currently granted full voting rights, be granted full voting rights consistent with Senate By-law 4.5.4.<sup>6</sup>

In consideration of the senate expansion and challenges associated with managing the ISA committee, O&G proposes that it be:

**RESOLVED** that SJSU Policy S19-2, Appendix A be amended as follows:

#### Instruction and Student Affairs Committee Description

Charge: Responsible for all matters relating to instruction and to student affairs, including recruitment, admission, retention, academic status, educational equity, rights and responsibilities. The Instruction and Student Affairs Committee may establish task forces in consultation with the Executive Committee of the Academic Senate to address specific matters that are beyond its ability or the ability of the Student Success Committee to address in a reasonable time period.

#### Membership

VP, Student Affairs or designee (EXO)  
SAVP, Enrollment Management or designee (EXO)  
Associate Dean for Undergraduate Studies (EXO)  
Associate Dean for Graduate Studies (EXO)  
1 faculty, College of Business  
1 faculty, College of Education  
1 faculty, College of Engineering  
1 Member, General Unit  
1 faculty, College of Health and Human Sciences  
1 faculty, College of Humanities & Arts  
1 faculty, College of Science  
1 faculty, College of Social Science  
1 Staff Senator (preference for SSP staff representative)  
AS President  
3 Student Senators (preference for at least one graduate student senator if available), and;

Organization and Government - Update to charge passed with SM-S-19-1. Note: original charge and membership (archived) superseded with the passage of SM-S-19-1.

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<sup>6</sup> <https://www.sjsu.edu/senate/docs/Senate%20Bylaws%202024.pdf>

Charge: Considers problems related to and prepares recommendations regarding governance of the University, including revisions of the Senate Constitution and By Laws, and the structure and purview of colleges and departments. This committee is also responsible for reviews and recommendations regarding the charges and functions and creation or abolishment of University and Senate committees along in consultation with the committee on committees where appropriate.

President's Designee [EXO]

- 1 Faculty, College of Business
- 1 Faculty, College of Education
- 1 Faculty, College of Engineering
- 1 Member, General Unit
- 1 Faculty, College of Health and Human Sciences
- 1 Faculty, College of Humanities & Arts
- 1 Faculty, College of Science
- 1 Faculty, College of Social Science
- 1 Student Senator
- 1 Emeritus Faculty Rep [EXO]
- 2 Staff Senators

Curriculum and Research – Update to membership passed with SM-S19-1.  
<http://www.sjsu.edu/senate/docs/SM-S89-3.pdf>

Charge: Responsible for all matters relating to curriculum and research and for development of an academic master plan.

Membership

- AVP, Research [EXO]
- Dean of Undergraduate Education [EXO]
- Dean of College of Graduate Studies [EXO]
- 1 Faculty, College of Business
- 1 Faculty, College of Education
- 1 Faculty, College of Engineering
- 1 Member, General Unit
- 1 Faculty, College of Health and Human Sciences
- 1 Faculty, College of Humanities & Arts
- 1 Faculty, College of Science
- 1 Faculty, College of Social Science
- 1 Student Senator
- 1 Staff Senator (preference for SSP staff representative)
- 1 Faculty senator at-large

Professional Standards - Update to membership passed with SM-S-19-1. Note: original charge and membership (archived) superseded with the passage of SM-S-19-1.

Charge: Responsible for all areas pertaining to faculty affairs and professional standards.

Membership

- Senior Vice Provost (EXO)
- 1 Faculty, College of Business
- 1 Faculty, College of Education

- 1 Faculty, College of Engineering
- 1 Member, General Unit
- 1 Faculty, College of Health and Human Sciences
- 1 Faculty, College of Humanities & Arts
- 1 Faculty, College of Science
- 1 Faculty, College of Social Science
- 1 Student Senator
- 2 Faculty senators at large

University Library Board - Update to charge. <http://www.sjsu.edu/senate/docs/S15-10.pdf>

Charge: The University Library Board advises and assists the Dean of the University Library on matters concerning the academic role of the library. The board serves as liaison between faculty and students and the Library administration, faculty, and staff; examines the relationships between the Library and the general faculty, the various colleges and the programs of the University, for the purpose of recommending improvements in Library services and policy, as well as the stature of the Library. The board recommends ways of assuring the stewardship of the library's various collections of materials in all formats. The board recommends ways of assuring that the library provide an atmosphere appropriate to quiet study and research, collaboration, student academic success, and thoughtful reading. The board widely consults representatives from all groups and disciplines who use the library's resources for curriculum and research, so as to advise the Dean of the University Library on campus needs for the Library's collections and academic services, and receives periodic reports on the library's progress and expenditures toward meeting those needs. Receives reports from the library Dean regarding any issues raised at the King Library Management Team meetings that affect the management of the King Library. The University Library Board may, in cooperation with the library, co-sponsor events within the library that bring members of the university community together with other citizens of the region for discourse on subjects of common scholarly and literary interest. The board conducts periodic reviews of this policy and makes recommendations to the Academic Senate for appropriate revisions.

#### Membership:

- Library Dean, ex officio, non-voting
- Past Chair of the Academic Senate or FAL to the Executive Committee
- 3 regular university library faculty (tenured or tenure-track) who represent different professional specializations.
  - 1 faculty, Business
  - 1 faculty, Education
  - 1 faculty, Engineering
  - 1 faculty, Health and Human Sciences
  - 1 faculty, Humanities and the Arts
  - 1 faculty, Science
  - 1 faculty, Social Science
- 1 faculty member from the School of Library and Information Science AS President or designee [EXO]
- 1 undergraduate student
- 1 graduate student
- 1 Faculty senator at-large

**Approved:** March 24, 2025

**Vote:** 7-0-0 (yea, abstain, nay)

**Present:** Baur, Buyco, Elahi, Jochim, Joshi, Madura, Pendyala

**Absent:** Lee, Muñoz-Muñoz

**Financial impact:**

O&G predicts no significant financial impacts from the proposed amendments.

**Workload impact:**

OG forecasts that workload impacts on current ISA members will likely improve. Reducing ISA's size will allow more targeted and efficient execution of committee responsibilities.

New staff seats will create additional burden for new staff senators. Newly elected staff senators will need the support of their supervisors, SJSU administrators, and the SJSU Senate to collaboratively organize their administrative and senate responsibilities. O&G recommends that campus administrative leaders encourage and support staff participation on the senate and collaboratively work with their staff on innovative approaches to meeting all responsibilities<sup>7</sup>.

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<sup>7</sup> Strategies to discuss might include task automation or AI-assisted work completion, for example.