

Resolution of No Confidence in President Harrison

Prepared by ad hoc Faculty Senate Committee (11-26-2018)

Background

- At the October 25, 2018 Faculty Senate meeting, a motion was put forward to form a committee to write a resolution of no confidence in President Harrison.
- The motion was approved with 53 senators voting in favor of forming the committee and 6 senators voting against the motion.
- The committee collected data and received information from a wide range of sources including documentation from meetings of chairs, meetings and discussions with faculty, staff, administrators and students that go back more than a year.
- Data/information received included documents and descriptions of incidents, events, conversations and actions that have occurred as well as the absence or lack of actions on the part of President Harrison and her administration.
- Some data/information are publically available while some were provided in confidence; if further details are needed, we advise speaking to colleagues.
- The data/information support claims made in the resolution and indicate patterns over the last years.

Purpose and Consequences of Resolution of No Confidence

- A resolution is a main motion expressed formally in writing, which communicates a special or elevated level of importance.
- A resolution follows a particular form. “Whereas” statements are preambles, which provide reasons that lead to the “Resolved” statements.
- “Resolved” statements authorize or direct certain action(s).
- Resolutions of No Confidence, like all motions, are **intended to open debate, discussion and deliberation.**
- Resolutions of No Confidence do not—based on the particularity of the form—contain examples and in-depth explanations.

Resolution of No Confidence in President Harrison

- Resolution of No Confidence in President Harrison emanates from a deep concern for our students, our institution, and the continued mission and legacy of CSUN.
- Resolution of No Confidence in President Harrison **is intended to bring attention to and accountability for the pattern of failed leadership at CSUN.**
- Resolution of No Confidence in President Harrison **is a call to restore transparency, accountability, and democracy at CSUN.**
- A vote of “no confidence” does not, itself, remove a person from her/his position.
- A Resolution of No Confidence does deliver a clear and strong message to the Board of Trustees and Chancellor of the CSU.

Pattern of Failed Leadership

- **Vacuum of Academic Leadership**
 - The President removed Provost Hellenbrand without explanation; created a leadership vacuum, which weakened working relations and disintegrated network of respect among faculty and academic admin.
 - Rushed search was filled by Provost Li who was unprepared, ineffective, and lacked support and mentoring from the President, which resulted in her removing him two years later.
 - There has been high turnover of Deans in 6 colleges over last five years.
 - There has been cronyism and manipulated search processes for administrative positions.
 - High turnover indicates poor decision-making and questionable management practices; lack of leadership and skills to select, mentor, retain, and develop academic leadership.
 - Athletics—Director and Coach fired amidst ethical scandal; no explanation; no accountability; new Athletic Director hired at \$400,000+, which the President claimed was a bargain at the Faculty Senate meeting in spring 2018.
 - Pattern of hiring and resources disproportionately allocated to Athletics and Advancement instead of Academics.

- **Lack of Leadership, Due Diligence, and Accountability**
 - President has failed to lead and supervise her administration
 - Student Success Initiative as implemented at CSUN focuses only on statistical data—retention and graduation rates—with no focus on assessment of QUALITY of education.
 - Efficient education (speed to graduation) is prioritized over effective education (quality education in timely manner for participation in workforce and democracy)
 - President Harrison’s lack of leadership/accountability has led to underserving students in developmental math and writing
 - Despite the Faculty Senate vote “to not participate in the implementation of the EOs” in September and October 2017 and despite the opposition of the Department of Mathematics to EO 1110 as bad policy, President authorized the implementation of EO 1110 in April 2018.
 - During the intervening six months—Oct 2017 to April 2018—neither the President nor administrators provided leadership or direction to the Department of Mathematics on how to move forward in serving the 3,000 incoming freshmen taking Math in fall 2018. Due to lack of leadership by the President and her administration and no fault of the Department of Mathematics, the courses offered in fall 2018 were not vetted through the appropriate process with EPC, which again was a violation of the Faculty Senate vote.

- Assessment of students in Stretch Writing indicates students need MORE help and support not less; yet, EO 1110 implementation at CSUN pushes underprepared students into GE required courses and passes students who are insufficiently prepared.
- Failed leadership of President Harrison led to decisions in 2016-2017 to NOT send feedback to the Chancellor's Office (CO) regarding EO 1100R. While some senate executive members stated it was imperative to send feedback to the CO, President Harrison, Undergraduate Studies and Faculty Senate leadership disregarded this advice and did not send feedback.
- President Harrison's did not advocate for CSUN's Ethnic Studies and comparative cultural studies programs based on their value to our students and campus as well as the hard-fought, faculty-vetted legacy, which is unconscionable. President Harrison's failure of leadership resulted in CSUN being the only one of 23 campuses that did not respond. Had our campus sent feedback in a timely manner, it could have changed some issues in EO 1100 that have created such turmoil on our campus.
- After purposefully excluding key stakeholders in a meeting with the Chancellor's Office in summer 2018, the President authorized the implementation of EO 1100R in August 2018. Her action invalidated the roles, goals, and outcomes of the CSUN Task Force on GE Recommendations, which she commissioned in February 2018 based on an agreement with Chancellor White as a path forward to resolve the impasse at CSUN regarding EO 1100R. The Task Force recommendations fulfilled the charge—to align CSUN GE requirements with the CA Ed Code and maintain Section F; yet, through her authorization, President Harrison dismissed and rejected the work of the Task Force she had commissioned.
- In the August 28, 2018 memo, President Harrison stated, "Miscommunications, mistakes and assumptions have been made on all sides, including my own and others' misunderstanding of the relationship between the California Education Code, Title V requirements and the executive orders that further establish our requirements when I communicated parameters to the Task Force on GE." These "mistakes" like other "mistakes" such as the failure to respond to the original request for feedback from the Chancellor's Office are travesties with deep and enduring implications for the campus.
- The leadership culture of compliance fostered by the President and some administrators would have resulted in the loss of Section F with negative long term impacts to CSUN students, curriculum, and departments—particularly but not exclusively to Ethnic Studies, Gender and Women's Studies, and Queer Studies. In fact, it took the organizing and activism of students and faculty in Fall 2017 to get

President Harrison and the Chancellor's Office to recognize the uniqueness and value of Section F at CSUN.

- President Harrison authorized the implementation of EO 1100R with the CSUN exception to "save" Section F in August 2018; yet, neither she nor her administration conducted an in-depth impact study. The onus to conduct such a study fell on concerned faculty, which, when completed, demonstrated that if implemented in its strictest form, EO 1100R with the CSUN exception would NOT "save" Section F; instead, it would decimate upper division Section F and departments that depend heavily on Section F GE such as Ethnic Studies, Gender and Women's Studies, and Queer Studies at CSUN. Only through the activism and impact analysis offered by faculty and students at CSUN have "options" emerged that maintain upper division F.
- President Harrison authorized the implementation of EO 1100R and Faculty Senate has taken up a range of "options" to decide which option has the least negative impact on CSUN students, curriculum, and departments; every "option" alters the structure of CSUN GE, specifically, upper division GE, in ways that are not faculty driven and that violate the Faculty Senate vote to "not participate in the implementation of the EOs."

Authoritarian and Undemocratic Management

- President Harrison refused to meet with faculty to discuss EO 1100R/EO 1100, to rebuild trust, and to collaboratively develop a path forward
- President Harrison excluded key stakeholders consistently and intentionally from meetings
 - Faculty from most impacted departments regarding decisions pertaining to EO 1110/EO 1100R
 - Chairs from critical decisions regarding EO 1110/EO 1100R
 - Administrators from key decisions regarding their admin areas
 - Staff from decisions affecting staff
 - President removed herself from the program at 2018 New Student Convocation and will not engage with concerned students
 - Meeting with CSUN faculty and CO on Oct 3rd structured as spectacle not meaningful discussion; intentionally not recorded to avoid transparency
- Intolerance of alternative perspectives
 - Dismisses and denigrates administrators, faculty, and students in public
 - Silences dissent
 - Under-resources/under-supports programs intended to support faculty and students
- Administrators under President's supervision
 - Refusal to provide data requested by faculty
 - Refusal to consult with chairs regarding key departmental issues

- Misuse of institutional power to pressure faculty and Associate Students regarding EOs

Campus Climate and Culture

- President Harrison's failure of leadership and authoritarian/undemocratic management have created a culture of mistrust and fear
- There has been and is a major breach of trust between faculty and President/administration
- There has been and is a major breach of trust between students and President/administration
- The President takes credit for diversity at CSUN yet, she and her administration refuse to meet with faculty of color and students of color
- The President fails to act to address racist practices and under-resources initiatives directed at diversity
- The President models and rewards non-inclusive, non-transparent, authoritarian management among administration

Undermining Mission of CSUN and Faculty Governance

- Student learning should be central to the mission of the university. CSUN should value education, diversity, respect for all people, inclusion and cooperation as a community; yet, President Harrison's authoritarian and undemocratic management, failed leadership, cultivation of compliance, fear, and mistrust and her authorization of EO 1110 and EO 1110R undermine CSUN's mission.
 - CSUN is one of the nation's first universities to establish departments and programs in Ethnic Studies, Gender and Women's Studies and Queer Studies, one of the first CSU's to establish Educational Opportunity Program (EOP) and the only CSU campus with a stand-alone GE Section F Comparative Cultural Studies requirement. Yet, President Harrison authorized the implementation of EO 1100R with the CSUN exception, which does NOT "save Section F." Instead of advocating for our programs, her compliance negatively impacts and significantly diminishes our Departments of Ethnic Studies, Gender and Women's Studies, and Queer Studies Program; thus, forcing compliance with institutional racism, sexism, etc.
 - Neither the President nor any administrator at CSUN has provided data that support the claims that EO 1100R will improve graduate rates and address the achievement gap. The President supports the Chancellor's Office in "standardizing" GE in the name of "equity." However, standardization violates the demands of equity by imposing a "one-size-fits-all," Eurocentric approach to the CSU GE curriculum for 23 different universities and over 480,000 students. To force implementation of EOs unsubstantiated by data, disregarding the educational needs of our diverse student population, undermines the mission of CSUN.

- Without the Coalition to Restore Democracy at CSUN, students and faculty organizing against the implementation of EO 1110 and EO 1100R, the President would have implemented a GE structure that would have undermined the mission of CSUN.
- California State University (CSUN) has an established history of faculty governance, faculty leadership, and upholding the primacy of faculty in curriculum development. Faculty Senate voted in September and October 2017 “to not participate in the implementation of EO 1110 and EO 1100R.” Yet, President Harrison undermined faculty governance in April 2018 by authorizing the implementation of EO 1110 and in August 2018 by authorizing EO 1100.
- Having authorized the implementation of EO 1100R with the CSUN exception, the President and her administration have given Faculty Senate an ultimatum—either vote on an option that does the least amount of damage and minimizes the negative impact of EO 1100R on our students, departments, and programs or the administration will implement EO 1100R. Thus, President Harrison is forcing Faculty Senate to be complicit in undermining its authority and primacy over curriculum in shared governance—a pattern and precedent which should be deeply disturbing and concerning to all faculty and faculty senators.
- To force the implementation of policies that undermine the integrity of our students’ higher education, undermine the integrity of faculty governance over curriculum, and undermine CSUN’s mission is failed leadership.