

Preamble:

The Faculty is the collective members of the General Assembly whose responsibilities derive from their academic mission of teaching, research and service. Teaching and research can be coupled as teaching for the creation and transfer of knowledge. Service is the requirement of all members of the Faculty as stated by the American Association of Professors. It is the independent decision of members of the Faculty to fulfill the service as members of the administration. However, as stated by the AAUP, “According to the AAUP’s 1966 Statement on Government of Colleges and Universities, governance in higher education should result from cooperation and interdependence between and among the administration, governing board, faculty and (to a lesser degree) other constituents.” It is essential that all members of the Faculty recognize the roles of each member and the necessity for the mutual respect in pursuing the highest standards of academics through a system of shared governance.

Principles of Shared Governance:

- 1. Mutuality, Collegiality & Collaboration:** The Faculty recognize interrelationships of members of whose responsibilities are in administration, teaching, research and service and exhibit a mutuality of respect for these responsibilities to promote a climate of trust and cooperativeness that fosters the expression of views without negative consequences. The members of the Faculty view themselves as partners in decision making and engage in good faith dialogue and negotiations with those members who serve in the administration. Faculty and those members serving in the administration publicly acknowledge importance of shared governance. The academic unit provides rewards to all members of the Faculty for collegial participation in shared governance.
- 2. Transparency:** Members of Faculty and those serving the administration foster openness of communications and diversity of opinions is encouraged. The unit has interpersonal and other channels for two-way communications to allow timely sharing of information. The academic unit has formal processes for accurately representing views of the Faculty.
- 3. Representative Participation:** The academic unit uses democratic processes to ensure participation represents the views of the Faculty.
- 4. Mutual accountability: Members of the** Faculty and those members serving in administrative roles respond expeditiously to requests for information and consultation. All members of the Faculty and those in the administration value accountability for shared governance and have established methods for regular mutual evaluation of the shared governance process.
- 5. Clarity of Roles:** The academic unit has clear guidelines for separate and mutual areas of faculty and administration responsibility for determination, recommendation and consultation for matters of educational policy, curriculum design and review; faculty status including appointment, retention, promotion and tenure; and student life. Unit has due process rules for resolution of issues of responsibilities.

6. **Formal Structures:** The academic unit has formal processes and mechanisms for facilitating above principles of shared governance

Policy

1. Each academic unit shall establish specific written guidelines for its operation within the context of the principles of shared governance as set forth in this document.
2. Each academic unit shall approve guidelines by a majority approval of the Faculty.
3. Each academic unit shall establish the instrument for communication of the guidelines which reflects the principle of transparency.
4. Each academic unit shall establish guidelines that delineate the responsibilities of each member of the Faculty, members serving as administrators and members serving in other capacities.

Potential Mechanisms for Achieving Principles

1. Mutuality, Collegiality & Collaboration

- a. Administration publicly voices support for shared governance.
- b. Faculty and administration express support for responsibilities of one another.
- c. Unit provides resources for shared governance responsibilities.
- d. Either faculty or administration can call meetings of unit.
- e. Unit has a joint process for setting priorities for unit resources.
- f. Faculty and administration collaborate on setting agenda for meetings.

2. Transparency

- a. Unit has regular information/opinion seeking processes.
- b. Faculty and administration regularly report to one another.
- c. Unit has processes that establish open meeting requirements.
- d. Unit has timely announcement of meetings/agenda.

3. Representative Participation:

- a. Unit elects representative for committees.
- b. Committees elect own chairs.

4. Mutual accountability:

- a. Unit engages in regular evaluation of timeliness of responses to requests for information and consultation.

- b. Unit regularly assesses effectiveness of shared governance and makes modifications where necessary.

5. Clarity of Roles:

- a. Unit has policy for area of faculty/administration responsibilities for determination, recommendation and consultation
- b. Unit has due process rules for resolution of issues regarding responsibilities

6. Formal Structures:

- a. Unit has established formal processes for implementing above principles through such means as a jointly endorsed constitution, bylaws, memoranda of understanding, and/or policy manuals.
- b. Unit has an elected body that represents faculty views.