


The College of Social and Behavioral Sciences

	Policy:	
	<h2>Guidelines for Shared Governance</h2>	
	Revision:	Effective:
	8 September 1997	8 September 1997

Policy

Memorandum of Understanding Entered into by the Faculty and Administration Passed in the Faculty Senate September 8, 1997

INTRODUCTION

This memorandum of understanding agreed to by faculty and administration outlines principles of shared governance at The University of Arizona and is entered into freely by a faculty and an administration committed to a common vision of the mission of the University. In an era of significant educational change, the success of the University and the positive morale of the faculty and administration are dependent upon continued use of the collective intelligence of the university community in planning and decision-making. Shared governance involves mutual participation in the development of policy decisions by both faculty and administration, and requires shared confidence between faculty members and administrators. This confidence extends to short- and long-range financial priorities for the University, the creation and elimination of programs and units, and a shared understanding that faculty representatives and administrators have the support of the faculty. The following guidelines are intended to elaborate further details in the way the faculty and administration address certain issues. These guidelines express a mutual desire to work together. They do not constitute a legal contract. It is intended that these guidelines be consistent with and not supersede Arizona Board of Regents Policies, including the Conditions of Service and Arizona Board of Regents Policies 6-910 and 6-20(J); the applicable provisions of the Constitution of the Faculty of The University of

Arizona (1); the Revised Statutes of the State of Arizona (2); and other documents as described in Section II. H.

STRUCTURE AND PROCESS FOR SHARED GOVERNANCE

A. Selection and Review of Academic Administrators and Academic Vice Presidents

The faculty and administration will play a collaborative role in the recruitment, selection, five-year review, and retention decisions as a result of such review of heads of departments or academic unit directors, deans, vice provosts, and vice presidents. The expectation is that these personnel decisions will take place only after full consultation of the faculty has occurred. With respect to the selection or retention of a head or academic unit director, the position of the faculty shall be determined through procedures decided by the faculty of the respective department or unit. With respect to such decisions relating to academic deans, vice provosts, and vice presidents, the faculty shall be represented through faculty chosen by way of an elected faculty committee on committees at the respective college and university levels. Faculty representatives shall comprise half or more of each search committee and each review committee. Extraordinary reviews shall be conducted by procedures outlined in the *University Handbook for Appointed Personnel*. It is the responsibility of all committees to ensure open faculty input, including the input of the appropriate elected faculty body.

B. Budget and Strategic Planning

With respect to budgetary and financial matters, the projected budget of University funds will be formulated by the administration with faculty participation, publicized to both the faculty and public, and then reviewed by faculty representatives, chosen by way of accepted faculty governance procedures. A committee on the budget and long-range strategic planning, comprised of faculty, administrators, and other section of the University community as appropriate, shall be the university-level forum for obtaining full consultation of the faculty on the projected budget. At least half of the committee will come from the faculty, chosen by way of accepted faculty governance procedures. The committee will receive full and timely input from the Faculty Senate and regularly report back to the Faculty Senate. University budgets and records of University expenditures will continue to be open to all members of the faculty and the public, as required by law.

C. Position Searches

All tenured, tenure-eligible, continuing, and continuing-eligible faculty, academic administrative and vice-presidential appointments will be made following open competitive searches with selection based on merit and due consideration of intellectual and cultural diversity. This statement is not intended to prohibit target-of-opportunity appointments.

D. Faculty Representation

Representation of the faculty at all levels of University governance will be carried out by members of the faculty who have been elected directly by their faculty peers or selected by a committee on committees or other faculty body which has been elected directly by the faculty at the University I college, or unit level. Faculty members have the responsibility to participate in shared governance. In work assignments and performance reviews, their participation shall be recognized as service and given the weight necessary to ensure the success of shared governance.

E. Academic and Academic Personnel Policies

Academic and curricular policies rest primarily with the faculty. The creation and elimination of programs and units, policies relating to student affairs and admissions, faculty personnel policy, and the guidelines on faculty and administration salary policy also are among those included within the jurisdiction of shared governance. An initial proposal to change academic or academic personnel policy may come from any source, but the formal consideration and development of such policy changes shall always be undertaken through shared governance arrangements.

If a substantial minority of any shared governance committee disagrees with any action taken by the committee, their position should be stated with the committee's recommendation. These recommendations then will go through the normal procedure of the Faculty Senate, which is the ultimate representative of the faculty in these areas. The Faculty Senate and administration will work to resolve any differences they may have so as to attain an outcome that is mutually agreeable to both in the end. When mutual agreement on a policy is reached, the administration will suggest the steps it intends to take to implement the policy and provide a timeline so as to assure proper implementation of the policy and appropriate faculty review. Except for review and monitoring,

shared governance does not extend to management decisions, that is, to the carrying out and implementation of policy that stays clearly within the guidelines of that policy.

Until the point that mutual agreement is reached between the administration and the faculty, the status-quo ante prevails. Only on those unusual occasions where mutual agreement between the faculty and administration cannot be reached and where the President deems action is clearly necessary in order to protect or advance interests vital to the University shall the President or designees act unilaterally.

F. Shared Governance Review Committee

With the purpose of enhancing the smooth operation of shared governance, a review committee composed of the Chair of the Faculty, the Presiding Officer of the Senate, three Senators (elected by the Senate), the Provost, and two other members of the administration shall be established. Its purposes are to address issues regarding the implementation and functioning of the procedures contained in this document, to recommend a process to review compliance with this agreement, and to make recommendations toward more effective working of shared governance.

G. Involvement of Students, Staff, and Professional Personnel

Students, classified staff, and professional personnel should participate in the shared governance process where appropriate and in a fitting manner. A task force shall be appointed to develop further details of this participation for consideration by the Faculty Senate and the administration. This task force should include one representative selected by each of the following groups: Appointed Personnel Organization Council, Staff Advisory Council, ASUA, GPSC, Faculty Senate, and the Provost's Office. The recommendations of this task force should be submitted to the Senate and the administration for further action by the end of the first year of the start of the implementation of the shared governance process.

H. Consistency With Other Documents

It is intended that these guidelines be consistent with and not supersede the applicable provisions of the Arizona Revised Statutes, Arizona Board of Regents policies, the Constitution and

Bylaws of the Faculty of the University of Arizona, and the *University Handbook for Appointed Personnel*.

However, the guidelines are built upon principles of shared governance developed after the Constitution and UHAP were instituted. Therefore, these guidelines are designed to provide a framework for revising those documents, which may be amended to conform with the principles set forth in this document.

I. Continuing Structure and Process

Shared governance on the above-mentioned policies shall also be implemented within the colleges and units, as appropriate to the circumstances of each college and unit, but consistent with the aims and objectives of shared governance. The Faculty Senate and the administration shall jointly continue to consider the further development of this memorandum of understanding, and make arrangements to implement the provisions as adopted.

Peter Likins
President

Jerrold E. Hogle
Chair of the Faculty

10/6/97

October 6, 1997

Date

Date

NOTES:

1) From The Constitution of the Faculty of the University of Arizona: "The general faculty has fundamental responsibilities in the areas of academic personnel policy, instruction and curriculum policy, research policy, student affairs policy, ethics and commitment, advice on budget, and university support, and acts on such matters affecting the welfare of the University as are brought for consideration in accordance with University policy."

2) From Arizona Revised Statute 15-1601B: "The Universities shall have colleges, schools and departments and give courses of study and academic degrees as the Board (of regents) approves. Subject to the responsibilities and powers of the Board and the University Presidents, the faculty members of the Universities, through their elected faculty representatives, shall share responsibility for

academic and educational activities and matters related to faculty personnel. The faculty members of each University, through their elected faculty representatives, shall participate in the governance of their respective Universities and shall actively participate in the development of University policy."

Knowledge