Principles of Shared Governance

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⋂ FACULTY GOVERNANCE AT EASTERN WASHINGTON UNIVERSITY

Shared governance formally recognizes that the planning and development of university-wide policy is a responsibility delegated by the Board of Trustees to be shared between the administration and the faculty, and regular channels of communication must be maintained so that the Faculty Organization (FO), the United Faculty of Eastern (UFE), and the administration can discuss issues and concerns among themselves, together, and with the Board of Trustees and then articulate formal faculty positions.

THE FACULTY ORGANIZATION

The Faculty Organization is one part of Eastern's system of shared governance, the others being the United Faculty of Eastern (UFE) and the Administration of the university. The agreement which details Eastern's system of shared governance is outlined in **EWU Policy 101-02, University Governance** (https://sites.ewu.edu/policies/policies-and-procedures/ewu-101-02-university-governance/) of the University Governance System section of the Eastern Washington University Policies and Procedures manual. Faculty Organization is the name given collectively to the Academic Senate, its councils, committees, and subcommittees.

SHARED GOVERNANCE

The collegial model of shared governance, which was adopted by EWU in 1984, formally recognizes that the planning and development of university-wide policy is a responsibility delegated by the Board of Trustees to be shared between the administration and the faculty. The administration fulfills its part of this shared responsibility through the administrative hierarchy, which is designed to administer policy and programs through EWU's system of departments, schools and colleges.

The faculty fulfills its responsibility in two ways: 1) through a system of departments, schools, and colleges designed to plan, develop and implement policies and programs inherent to the unit and to express judgment on personnel matters; and 2) through the Academic Senate, which, by a network of representative committees and councils, articulates formal faculty positions on policy matters along with the United Faculty of Eastern.

Collegiality, a key principle in any system of shared governance, recognizes and encourages the distinction between policy development and policy administration. There are two other principles necessary to the shared governance system: consensus and communication. Rather than majority rule, the system demands that there be prior consultation based on full and adequate documentation of need for new or changed policies or programs. It also requires that all parties be informed and that there be communication to build the confidence of all parties in the judgments and decisions being made. Shared governance cannot succeed without open, uninhibited discussion among all parties concerned. In keeping with the principle of consensus, there shall be no unilateral action by any party in the absence of such discussion. Regular channels of communication must be assured so that the faculty organization, the UFE, and the administration can discuss issues and concerns within each unit, together, and with the Board of Trustees. While sufficient time must be allowed for full participation, all parties must agree to respond in a timely manner to the issues that are brought forward for faculty consensus.

The President of the Faculty Organization sits on the President's Cabinet and reports on faculty issues at each meeting of the Board of Trustees. Faculty members of the various Faculty Organization Councils interact with administrative officers and attend policy development meetings to assure that communications are ongoing between administration and faculty. This is where the structure of the Faculty Organization becomes important.

EWU 101-02: University Governance

Chapter 3 – Governance
3-1. Shared Governance

Eastern Washington University uses a collegial model of shared governance focused on timely communication and genuine dialogue. Shared governance is directed at matters pertaining to the planning or development of university-wide policy and not at the administrative implementation of such policy. Should a conflict exist between any provisions of this policy and the EWU/UFE Collective Bargaining Agreement (CBA), the CBA provisions will prevail.

A collegial model of shared governance formally recognizes a shared responsibility in the conduct of matters pertaining to the planning or development of university-wide policy. Legal authority rests with the board of trustees and is delegated to the administration and the faculty. The administration discharges its responsibility through its organizational structure, which administers the policies and programs of the university. The faculty discharges its responsibility (a) through a system of departments, schools, colleges and divisions designed to plan, develop and implement programs and policies inherent to the unit, and to express judgment on certain personnel matters, and (b) the Academic Senate, which, through a network of representative committees and councils, articulates formal faculty positions on policy matters.

The collegial nature of the academic community resides in the common functions and responsibilities of the faculty and the administration in effecting the educational work of the university. Collegial and peer review processes permit the coordination of professional effort in the development and presentation of an educational program.

It is essential for the effective functioning of a shared governance system to have a clear understanding of those university policies for which collegial decision making should hold. Collegiality does not preclude, indeed recognizes and encourages, the distinction between policy development and policy administration.

Effective collegial governance relies heavily upon prior consultation based upon full and adequate documentation of need. It demands leadership which seeks and evokes voluntary support of goals and objectives.

Collegial governance is not to be equated with government by majority rule, but it does place a great emphasis upon the need to develop consensus about the institutional mission, role, goals and objectives. The need for consensus implies that there is a need to inform, communicate and build the confidence of the other parties in the judgments and decisions made. Implicit in such a system is the acceptance of the principle that sufficient time must be allowed for full participation of all parties involved. Also implicit is the principle that all parties involved will respond in a timely manner.

Prudent management recognizes the desirability of delegating authority to the level within the university structure to which responsibility is assigned. Fundamental to the effective functioning of the shared governance model at all levels of determination is open, uninhibited discussion among all parties concerned and provision for each party to present its judgment in the form of recommendations or votes prior to decisions being made. There should be no unilateral action

by any single party in the absence of such discussion. Regular communication channels must be assured whereby both faculty and administration may discuss issues and concerns with the board of trustees.

Academic administrators occupy a special place in the governance structure. Therefore, it is necessary for such administrators to be responsive to the faculty and for the faculty to be substantially involved in the selection and evaluation processes for such administrators. However, it is recognized that these administrators must have a reasonable degree of latitude in carrying out their duties.

3-2. University Governance Bodies

The Faculty Organization and the Associated Students of Eastern Washington University are separate governance bodies within the university. These governance bodies articulate their own constitution and bylaws and are empowered to enact policy and take action within the confines and scope of their authority. They are also empowered to make recommendations on institutional strategies, policies and actions that extend beyond their scope.

All such recommendations of university governance bodies are subject to approval by the president of the university, who will transmit them to the board for review or action as the president deems appropriate, provided that the elected head of the Faculty Organization may convey to the president written recommendations of the Faculty Organization and/or the Academic Senate which shall be presented to the board of trustees (see section 1-3, Academic Policy 301-21).

The board of trustees may delegate to university governance bodies certain appropriate operating responsibilities, provided that such delegation shall in no way set aside the authority or final responsibility of the president of the university, nor the policies or authority of the board of trustees itself. All such delegated responsibility may be revoked by the board of trustees.

3-3. President's Executive Committee

a. Purposes

The role of the Executive Committee (PEC) is to advise the President, provide effective, responsive and informed leadership to the University, and provide penultimate review of recommendations on matters of broad institutional significance. The PEC helps to ensure that the University makes timely progress toward its goal of advancing in strategic directions and enhancing its quality by:

- ensuring that the University successfully meets its mission;
- focusing on the achievement of University strategic goals;
- inculcating the University's core values throughout the organization;
- setting professional, productive, ethical and behavioral expectations throughout the University's policies and practices;
- maintaining the institution's financial and legal integrity; and
- enabling successful leadership throughout the University that reflects trust, integrity, openness, accountability and timely responsiveness.

In practice, the PEC is a forum for discussion and analysis of operational and major policy issues affecting the University. The PEC offers recommendations on University-wide policies and practices, and it provides advice to other PEC members in decisions that are more specific to various programs and parts of the University.

b. Membership

The president shall appoint PEC members.

c. Responsibilities

The primary responsibility of each member of the PEC is to bring individual perspectives to issues of importance to the University in a collegial manner. The prevailing objective is to bring together the best ideas for the good of the University.

Although individual perspectives are shaped by many influences, including individual responsibilities, the PEC is not "representative" in the sense that members are expected to advocate from their positional responsibilities.

This focus on the value of perspective instead of representation enables PEC members to think and speak about issues in an open environment.

Thus, the greatest good for the University is the only criterion on which members offer intellectual contributions to the deliberations of the PEC .

3-4. Governance Statements

University governance statements are binding on the faculty, staff, students and board of trustees of Eastern Washington University. All university governance statements are subject to federal laws, the laws of the state of Washington and the authority vested in the board of trustees. Nothing in the governance statements shall be construed as an abrogation or an extension in any way of any responsibility or power vested in the board of trustees by the laws of the state of Washington. All provisions of this policy are subject to and superseded by the state of Washington's legislative enactments and executive and judicial orders. Policy development and management shall conform to the provisions of EWU Policy 201-01, Policy Management.