

Shared Governance Handbook

Board of Trustee's Approval

September 15, 2017

Arkansas State University- Jonesboro Shared Governance Handbook

Preamble

The concept of shared governance is unique to institutions of higher learning. It is based in the belief that since the faculty, staff, students, and administration of a college or university have a shared responsibility in the fulfillment of the institution's mission, they should also have an appropriate role in its governance.

This document sets out the mode of operation for shared governance at Arkansas State University. The institution should never forget that the spirit of successful shared governance does not live in a document. It draws its breath from a commitment from the entire university community for it to work; it requires that shared governance be an essential part of the institutional cultural fabric.

In order to have shared successful shared governance that will well serve the institution's mission two imperatives must exist. One is that every constituency group have an appropriate voice through true representation in the process. The other is that the Chancellor must be the ultimate champion for governance at Arkansas State University and dedicated to honoring the process.

This document or the shared governance process will be preserved within the Chancellor's office and can only be edited, changed, or corrected by the Arkansas State University Board of Trustees following an appropriate vetting via the shared governance process.

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I. Shared Governance Handbook

The university operates on the basis of a shared governance system in which administrators, faculty, staff, and students participate in the governance of the institution. Shared governance consists of a defined role for administration, faculty, staff, and students in proposing or influencing important policy and other decisions that affect the institution. Because all constituent groups depend on each other to advance the goals of the university, this participation must be real and based on the principle that each group has the largest influence in matters that concern it most. For example, faculty should be involved in areas of strategic and budget planning, faculty and staff welfare, creation and elimination of academic programs, selection of academic and administrative officers, campus planning and development, and organizational accountability. These functions are exercised primarily through stake holders and shared governance committees.

The following shared governance guidelines in this *Shared Governance Handbook* are intended to elaborate details in the way that stakeholders address certain issues and make recommendations to the Chancellor, the System President, and the ASU Board of Trustees concerning university policies and practices. Stakeholders include faculty, staff, students, administration, and the Board of Trustees. The spirit and intent of shared governance principles shall govern all persons participating in the process.

The Board of Trustees is charged by the Constitution of the State of Arkansas to manage and control the university and has ultimate responsibility for the institution. The Board of Trustees sets university policy. Nothing in this *Shared Governance Handbook* or in any other policy document of the university is intended, nor shall it be construed, to waive or change any of the Board of Trustees' governing board authority. The provisions of this handbook shall not be interpreted to change the rights of the Board of Trustees as an employer under Arkansas employment law. Ordinarily, the trustees do not involve themselves in the day-to-day operations of the university. Rather, operating responsibilities and the authority to act are delegated to the President of the Arkansas State University System, who is selected by the Board. It is primarily through the President that the trustees monitor the university activities.

The President in turn delegates the chief executive officer duties to the Chancellor. The Board of Trustees retains the right to make any decisions regarding any activities on any campus of the Arkansas State University System or to delegate decision-making authority to others who are responsible to the Board of Trustees. The Board of Trustees does not delegate its fiduciary responsibility for the academic integrity and the financial health of the Arkansas State University System. Committees of the Board of Trustees are not part of the shared governance system.

II. Stakeholders and SGOC Membership

II.A. Stakeholders

II.A.1. Stake Holders in the Shared Governance Process:

Faculty,
Staff,
Students (both undergraduate and graduate),
Departmental chairpersons,
Deans,
Provost, and
Chancellor

II.B. Membership and Responsibilities

II.B.1. Membership of the SGOC

Membership consists of the President of Faculty Senate; the President of Staff Senate; the Chair of the Academic Deans Council; a Co-Chair of the Chairs Council; the President of Student Government Association; and the President of Graduate Student Council; one member of the executive council who possessed tenure in an academic department or college who is selected by the Chancellor and who will serve in an ex-officio non-voting capacity; six senior faculty senators appointed by Faculty Senate in a manner that assures one senior faculty representative from each of the six academic colleges; six staff senators appointed by Staff Senate of which three are representative of classified staff and three are representative of non-classified staff. Members of the SGOC may not serve more than six consecutive years without rotating off the committee for at least one year.

The SGOC elects a chair, a vice-chair, and a secretary at the beginning of each academic year. In the event that any officer is unable to serve in that position, a new election for that position will be held. The chair and the vice-chair of the committee may not serve more than two consecutive years in their respective positions without rotating out of the position for at least one year. It is required that at least one faculty member and at least one staff member shall be elected officers of the SGOC each year.

In accordance with the guiding principle of shared governance on a university campus that those with the most direct interest in an issue affecting their constituency group should have the most input regarding that issue, the SGOC will defer to the majority view of the members of that group when reviewing or acting on issues primarily affecting that group in the unlikely event there is disagreement among the committee members on how to handle a particular issue.

II.B.2. Responsibilities of the SGOC

The SGOC manages the shared governance process. It serves as the entry point and the exit point for all shared governance proposals and also serves as the shared governance liaison to the Chancellor. The committee reviews shared governance procedures, insures shared governance committee performance, and responds to possible violations of the shared governance process.

Any committee or constituent that experiences a possible violation of shared governance principles or procedures (but not specific actions, decisions, or recommendations by individual committees in the discharge of their duties) may ask the SGOC to review the issue. The SGOC has 21 calendar days after a direct request is received to make a recommendation in writing to the Chancellor.

The Chancellor shall render a final decision on the recommendation and communicate that decision in writing to the chair of the SGOC with explanation of support, modification, or non-support within 21 calendar days after receipt of the SGOC's recommendation.

The SGOC also functions as a committee on committees. Retention of existing committees, discontinuation of existing committees, and recommendations for new shared governance committees or changes in membership or representation are reviewed by the committee. This committee is responsible for the annual review of the shared governance process and for a survey, to be conducted every three years, to assess campus community satisfaction with the shared governance process and present recommendations to the Chancellor.

The SGOC oversees shared governance proposals by establishing the type of review (expedited, full, or extended), assigning tracking numbers, and forwarding the proposal to the appropriate shared governance committee. The determination of expedited, full, and extended review will be made by considering the complexity of the issue, the urgency, and the availability of constituency groups during the summer months or periods when the university is closed for business.

II.C. Issues/Proposals

Any individual stakeholder is eligible to raise an issue in the form of a proposal. Proposals will be vetted through the shared governance process as long as they have a reasonable justification and are signed by the originating author. In the event the proposal requires a change to the Shared Governance Handbook, it will include the current language and the proposed new language as appropriate. Proposals can be channeled into the shared governance process directly through the shared governance oversight committee (SGOC), the various constituency groups, or via a shared governance committee.

II.D. Shared Governance Principles

- Communication and Accountability
- Accurate and timely multidirectional communications.
- Procedural Integrity
- Complete accountability from all or the proper execution of their roles.

II.E. Shared Governance Process

The SGOC has two weeks (14 days) from the time the Chair of the SGOC receives a proposal to meet and establish the disposition of a proposal except in those cases where an expedited review is requested. In the event of an expedited review request the Chair of the SGOC will disseminate the proposal electronically to the SGOC within three business days. A majority vote of the SGOC is needed to approve an expedited review which must be completed within an additional four business days. Meetings can be electronic at the discretion of the Chair.

II.E.1. Establishing the Proposal's Disposition:

The process of establishing a dispositions proposal is a series of decisions to be made by the SGOC regarding the proposal and include the following:

- Is the proposal a shared governance issue?
- If yes, will the review be expedited, full or extended?
- Which shared governance committee will serve as the responsible committee for the proposal?
- Which constituency group(s) will review the proposal?

II.E.2. The Review Process:

II.E.2.a) Once the disposition is set, the Chair of the SGOC will disseminate the proposal to the constituency groups opting to review the proposal as well as the Chair of the responsible shared governance committee. A review timeline, as determined by the type of review, will be included in the dissemination.

II.E.2.b) Upon receipt of the proposal, the individual responsible for the constituency group will forward the proposal with the review timeline to the members of the constituency group or their elected representatives.

II.E.2.c) At a time within the adopted timeline the constituency group(s) will meet to review the proposal. These meetings can be electronic if the

constituency group prefers to conduct business electronically and all representative members have electronic access.

II.E.2.d) Following review of the proposal the constituency group(s) should report one of three possible outcomes back to the chairs of the SGOC and the responsible committee. Those possible outcomes are 1) support; 2) support with qualifications and 3) failure to support. Support with qualification implies that if the proposal was amended then support would follow and should include the language necessary for the qualified support. In the event a constituency group fails to meet the disposition timeline it will be reported that they were silent on the proposal. Regardless of the option exercised by the constituency group(s) the report of their deliberations should include the vote count.

II.E.2.e) In the event all reviewing constituency groups support the proposal, the chair of the responsible committee will report these findings back to the SGOC within the timeline. Likewise, should all reviewing constituency groups fail to support the proposal with no qualifications those results will be reported by the chair of the responsible committee within the timeline. Finally, if there is mixed approval with qualifications, the entire SGOC will meet to decide if the proposal should be edited to include the qualifications. If the decision is no the results will be sent on to the Chancellor. If the SGOC feels the edits will enhance the likelihood of the proposal's acceptance then the chair of the responsible committee will draft an edited proposal and disseminate it back to the various constituency groups for one final up or down vote. Once the SGOC has the results of the up or down vote the chair of the SGOC and the chair of the responsible committee will prepare a final report to the Chancellor.

II.E.2.f) Once the Chancellor has received the proposal with its review outcome he will have the option of recommending the proposal to the Board of Trustees for approval should the proposal require an amendment to the Shared Governance Handbook. Regardless of the Chancellor's final decision regarding the proposal he will report his decision, along with his rationale, to the campus community.

II.E.3. Timetable and Routing for Proposal Review

Please see Appendix A. for flowchart of proposal routing, review and timelines.
Shared Governance Oversight Committee Proposal Routing for Extended and Full Review

II.F Shared Governance Committees

Through the work of committees stakeholders are provided the opportunity for constituent participation in university governance. The spirit and intent of shared governance will guide all committees. The shared governance committee designation

implies the committee will perform their assigned duties and responsibilities, provide a vehicle for submission of new policies or proposed changes to existing policies, and may be designated by the SGOC as the responsible committee for ushering proposals through the shared governance process. . Shared governance committees responsibilities relating to the proposals review process are set out in the Book of Committees.

Appendix A

Proposal Timelines and Routing

Flowchart of proposal routing, review and timelines. Shared Governance Oversight Committee Proposal
Routing for Extended and Full Review

Shared Governance Process	Date Received	Date Forwarded	Type of Review (extended or full)	Action
SGOC Chairperson convenes SGOC to set disposition			5 or 3 days	Establish type of review and forward to SGC
SGC Chairperson/SGC Constituency Chair/Constituency Groups			21 or 14 days	Forward comments to SGC
SGC			21 or 14 days	Prepare final draft for voting and forward to SGOC or recommend to SGOC the proposal be Withdrawn
SGOC			5 or 3 days	Return to Constituency Groups for Up/Down vote
Constituency Groups			21 or 14 days	Vote and notify SGOC of vote
SGOC			5 or 3 days	Tally vote results from Constituency Groups and make final report to Chancellor
Chancellor			10 days	Inform Campus Community of support and forward to President as appropriate or if unsupported, inform Campus Community of rationale for decision