
Plan for Extending Shared Governance

*Proposed by the UA Task Force on Extending Shared Governance
and*

*Approved by the Shared Governance Review Committee and the Faculty Senate
April 27, 1998*

All of the following is hereby added to the "Guidelines for Shared Governance" of September 8, 1997.

Overall Principle:

The Task Force assumed a stance of inclusion rather than focus on exclusion. This was predicated on a sense of community. Inclusion occurs when all affected constituents are represented on all relevant committees. Representation assumes full and equal voting rights for all committee members.

The Task Force came to agreement early in its discussions that The University of Arizona is more than a community of faculty and administrators. Students, classified staff, and appointed personnel are part of the community of The University of Arizona and without their contributions, help, and assistance, the University would be a poorer community. In principle, every member of the community has a voice and that voice should be respected, heard, and acknowledged within the community.

As an extension of the Shared Governance Agreement, this document acknowledges the responsibility for final decisions within the University rests with the President and the President's designees. The responsibility of the President and the President's designees is to open and to increase the access of the University community to the governance process.

Charge to the Task Force

The "Guidelines for Shared Governance" document, passed by the Faculty Senate and signed by President Likins and by Chair of the Faculty, Jerrold Hogle, on September 8, 1997, included a section calling for appointment of a task force charged to extend participation in shared governance to professional personnel, staff, and students.

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.

Recommendations:

Two specific groups of recommendations arose from the work of the Task Force. The first group (Recommendations 1-4) is consistent with our charge. A second group is a pair of recommendations (Recommendations 5-6) to explore and address problem areas encountered by the Task Force in examining the involvement of all members of the University community in its governance. In implementation of any recommendations, the minimal mandate must be to retain the current voice in governance of all groups. Optimally, the goal is to expand the voice and participation of all members of the University community.

Recommendation 1:

All members of the University community should be involved in the governance and operation of the University of Arizona where and when appropriate. The timing and appropriateness of the involvement should be driven by the nature of the issue at hand and by the adoption of the general principle of inclusion rather than by rigid mandate. The intent of this recommendation is the inclusion and involvement of members of the University community at all organizational levels, from the unit level through the President's Office.

Many areas of governance and operation at all levels of the University have an impact on students, classified staff, and appointed personnel

as well as on faculty and administrators. The following are examples of areas in which representation should normally include, where appropriate, appointed personnel, classified staff, graduate and undergraduate students as well as faculty and administrators:

- Policy-making bodies at the unit through University level dealing with issues such as sexual harassment, salary equity, and affirmative action
- Any body at the unit through University level recommending the creation, development, or elimination of programs or units
- Any body at the unit through University level involved in the selection and review of administrators
- Any strategic planning and budget body at the unit through University level, including the Strategic Planning and Budget Advisory Committee
- Academic, personnel, and curriculum policy bodies at the unit through University level

Recommendation 2:

The Shared Governance Review Committee is charged with oversight of the process of shared governance within the University, as described in Section F of the original document.

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.

Following from Recommendation 1, there should be representation by all members of the University community within the Shared Governance Review Committee. This would involve adding to the eight members described above one representative from the classified staff, one representative from appointed personnel, and one representative each from undergraduate and graduate students. These representatives would be put forward by the respective governance mechanisms for each of the groups. In making these selections, significant care should be taken to insure the involvement and inclusion of representative members from these groups. For example, traditional students may have very different perspectives on a variety of issues than non-traditional or new-traditional students. Similarly, student perspectives on issues vary between undergraduate students and graduate students.

Recommendation 3:

To demonstrate the seriousness of and commitment to shared governance at The University of Arizona, reporting on adoption of and success in shared governance activities will be a required part of the annual reporting process now required of all units. Reporting on adoption of and success in shared governance activities will be a part of all review processes for administrators.

Recommendation 4:

The adoption of shared governance for the University community will require a commitment on the part of the University administration and the Shared Governance Review Committee to examine and propose solutions to implementation problems. The Task Force recommends that the President commits to and takes a leadership role in smoothing the way for shared governance at all levels.

Additional Recommendations:

In examining the issues before it, the Task Force determined there are some problems outside its charge but which have a significant impact on governance within the University.

Recommendation 5:

The communication structure throughout the University is fragmented and, in too many places, nonexistent. The University needs a clear and dependable communication mechanism if shared governance is to operate in an efficient manner. A task force should be formed to

address the ways in which the University can communicate better among all its members.

Recommendation 6:

We recommend that a Task Force undertake a comprehensive examination of the status of appointed personnel at the University and their role in shared governance.

Task Force on Extending Shared Governance
(now dissolved)

Membership List, 1997-98

Jerrold Hogle, CHAIR, Faculty Center
Joyce Baum, Staff, University Animal Care
Laura Casper, Undergraduate Student, ASUA
Eileen DeLauer, Staff, Humanities Program
Elizabeth Ervin, Academic Affairs, Provost's Office
Alexis Hernandez, Appointed Personnel, Dean of Students Office
Charlie Hurt, Faculty Senate, School of Information Resources & Library Science
Anne Marie Jones (alternate SAC rep), Campus Agricultural Center
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