

Principles for SHARED GOVERNANCE

For Faculty and the Administration of The University of Arizona

Shared governance at the University of Arizona serves to ensure informed decision making and success within the framework of growing complexities for institutions of higher education. We define shared governance as meaningful participation in institutional governance, emphasizing the importance of faculty involvement in selecting, hiring, and reviewing faculty and academic administrators, informing budgetary policy and strategy, and establishing academic and curricular policies. These principles guide and inform our processes for decision-making as it relates to institutional priorities, policies, strategic planning and budgeting.

A. Governing Laws, Policies and Statements (see also, Appendix A)

Arizona Revised Statute [§ 15-1601](#)

Arizona Board of Regents: [ABOR Policy Manual, Conditions of Faculty Service](#)

University of Arizona: [University Handbook for Appointed Personnel \(UHAP\)](#);

University of Arizona, applicable provisions of the [Constitution of the Faculty of the University of Arizona](#)

[AAUP: Statement on Government of Colleges and Universities, 1966](#)

B. University of Arizona Principles for our Shared Governance

- There is a special relationship between the faculty and administration [defined by State, Board of Regents](#) and [Faculty Constitution](#).
- We are committed to collaboration and communication while recognizing our complex interests and our common goals: a thriving student body; an engaged and productive faculty that is sought out, heard, seen, and has adequate support to excel in our mission areas (instruction, research, service, clinical and extension); and an institution characterized by excellence within (student-, faculty- and staff-facing) and without (community-, nation-, and global-facing)
- Faculty and administration therefore commit to providing each other relevant and prompt information and consultation.
- Formally, shared governance is realized through the Faculty Senate and the Strategic Planning and Budget Advisory Committee (SPBAC) working with the President and Provost and their designees. Shared governance is also expected at the College and Unit level.
- The Faculty Senate, as the elected representatives of the faculty, serves as a partner to the President and the Provost.
- SPBAC has the vital role of advising the administration on long-range and university-level strategic planning, budget preparation and the distribution of funds.

- Shared governance includes solicitation of input from all stakeholders on campus including faculty, staff, students and administrators – and honoring the expertise and lived experience of all of us. This leveraging of our collective wisdom, with faculty and administration particularly committing to open channels of communication with staff and students, frequently requires ad-hoc committees that represent different constituencies and focus on particular issues and timely concerns.
- Effective shared governance requires of our interactions:
 - a joint commitment to ensuring that the academic operations of the university are governed efficiently and effectively,
 - open and transparent communication between all parties, focused on institutional success,
 - clarifying and affirming the different roles, responsibilities, and accountabilities of stakeholders,
 - balancing consultation and timely decision making, with special consideration for the need to ensure regulatory compliance,
 - seeking and including a diversity of faculty expertise for issues under consideration, including faculty of all ranks, and terms of service.
- Our shared governance principles should be periodically reviewed, at least every 5 years.

III. University of Arizona Rules of Engagement for Shared Governance

A. Process

All shared governance matters, to include policies, academic issues, significant budgetary matters and any substantive structural changes are at a minimum shared by the administration with faculty at Faculty Senate and SPBAC meetings and discussed there. Issues and challenges are shared at a minimum by the members of the Faculty Senate and SPBAC with the administration at Senior Leadership Team and President's Cabinet meetings and discussed there. The Faculty Senate, SPBAC, and the President and Provost also interact on these matters with other individuals and organizations, including University Staff, the officers of the Associated Students of the University of Arizona, and the officers of the Graduate and Professional Student Council.

B. Disagreements

In cases of disagreement between faculty and administration, governing documents should clearly state how disagreements are addressed and by whom.

C. Review

The Shared Governance Review Committee is responsible for:

- Continuous monitoring of the health of shared governance at the University through active engagement with all stakeholder communities.
- Creating action plans for improvement where warranted.

- Reporting to the administration and faculty at least once per semester.

Appendix A. Excerpts from Governing Laws, Policies, Statements

State Law: *“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.”*

ABOR Policy Manual, *Conditions of Faculty Service*: *“The Board recognizes that Arizona universities have long adhered to the honorable tradition of academic freedom in teaching, research and service and reaffirms that the process of faculty participation and consultation in matters of academic policy is a valuable tradition that must be preserved. The faculties of the respective universities have a correlative duty to share in the responsibilities and obligations of governance and administration.”*

UHAP: *“The appointed personnel of the University of Arizona -- faculty members, professional staff, and administrators -- assume the chief responsibility in the University's pursuit of its objectives. Ultimate control of the University is vested in the Arizona Board of Regents”*

Faculty Constitution: *“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 other matters affecting the welfare of the University as are brought for consideration in accordance with University policy and Shared Governance Guidelines and Agreements as may be entered into from time to time.”*