

## 13/AS/16/SEC CSU Stanislaus - Joint Statement on Shared Governance

An effective system of shared governance within a university recognizes that the President ultimately has authority and responsibility for decisions affecting the institution. The same system recognizes that the university benefits from a process of joint decision-making, consultation, and a spirit of collegiality wherein mutual responsibility is essential. This collaborative work manifests primarily as shared governance informed by robust consultation.

### **Shared Governance**

in a manner consistent with shared governance as defined in HEERA<sup>1</sup>, the CSU's "Statement on Collegiality," and "The Responsibilities of Academic Senates in a Collective Bargaining Contract," the faculty and the President should consult robustly, and routinely seek opinions, recommendations, and advice. In this context, shared governance refers to a process of joint decision-making and consultation between administration and faculty. In matters pertaining to curriculum, academic personnel and other academic concerns, the faculty voice has primacy. Robust consultation between the administration and the Academic Senate should provide concurrence, and adverse review or final decision should be exercised only in exceptional circumstances, and for reasons communicated to the faculty<sup>2</sup>. The faculty also is to be consulted on fiscal matters that affect the instructional program of the University.

At California State University, Stanislaus, the faculty and the administration have determined that the Academic Senate is the official representative body of the General Faculty on campus. Consultation between the Academic Senate and the administration regarding fiscal matters that affect the instructional program is achieved through Academic Senate representation on, e.g., the University Budget Advisory Committee and the Faculty Budget Advisory Committee.

### **Consultation**

Consultation is the key component of effective shared governance. Consultation between the faculty and the administration within this context is defined as a mutual exchange of information, ideas, opinions, and recommendations from initial formulation to final determination of policy and procedures affecting the operations of those areas where primary responsibility rests with the faculty. The consultation shall take place early and regularly, thus enabling the joint decision-making required by HEERA.

Effective, meaningful consultation to which the Academic Senate, on behalf of the faculty, and the administration must be committed should be characterized by openness and transparency, respectful dialogue, mutual responsibility, evidence-based problem-solving, and a commitment to being informed about and prepared to discuss relevant issues. Above all else, a mutual commitment to and respect for the process must be evident if consultation is to enable optimal outcomes for our university.

---

<sup>1</sup> Higher Education Employer-Employee Relations Act of 1984

<sup>2</sup> American Association of University Professors. "Policy Documents and Reports." Johns Hopkins Press, 2015.