

Statement on Shared Governance and Consultation at California State University, Sacramento

An effective system of shared governance within a university recognizes that the president ultimately has authority and responsibility for decisions affecting the institution.^{1,2} The same system recognizes that shared governance benefits from a process of joint decision making, consultation and a spirit of collegiality wherein mutual respect and mutual responsibility are essential.

Shared Governance

In areas where primary responsibility rests with the faculty, the faculty's opinions, recommendations and advice are routinely sought by and conveyed to the President in a manner consistent with shared governance, as defined in HEERA,¹ the CSU's "Statement on Collegiality,"³ and "The Responsibilities of Academic Senates in a Collective Bargaining Context."⁴ Shared Governance refers to a process of joint decision making and consultation between administration and faculty on matters pertaining to admission and degree requirements, the curriculum and methods of teaching, academic and professional standards, and the conduct of creative and scholarly activities. The faculty also is to be consulted on fiscal matters that affect the instructional program of the University.

At California State University, Sacramento, the faculty and the administration have determined that the Faculty Senate is the primary consultative body for instructional and academically-related professional matters on campus. Consultation between the Faculty Senate and the administration regarding fiscal matters that affect the instructional program currently is achieved *primarily* through Faculty Senate representation on the University Budget Advisory Committee⁵ and the *Academic Affairs Budget Advisory Committee*⁶.

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 operation of those areas where primary responsibility rests with the faculty. The consultation shall take place in a timely manner before final decisions are made.

Effective, meaningful consultation, to which the Faculty Senate, on behalf of the faculty, and administration must be committed, should be characterized by openness and transparency, civility and 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 and respect for the process must be observed if consultation in the context of shared governance is to be successful.

¹ "Higher Education Employer-Employee Relations Act (HEERA)" in *Principles and Policies: Papers of the Academic Senate, The California State University*, p. 22-24. (www.calstate.edu/AcadSen/Records/Reports/pp.pdf)

² Sections 1, 2, 4(e) of Chapter III of Standing Orders of the Board of Trustees

³ "Collegiality and The California State University System" in *Principles and Policies: Papers of the Academic Senate, The California State University*, p. 31-40.

⁴ "Responsibilities of the Academic Senates Within a Collective Bargaining Context" in *Principles and Policies: Papers of the Academic Senate, The California State University*, p. 25-27.

⁵ Senate action FS 07-27

⁶ Senate action FS 09-06