

Shared Governance Policy

Shared governance is a basic tenet of higher education and ensures Doane's ability to carry out its mission. Effective governance is shared among the Board of Trustees, administration, faculty, staff, and students in an indispensable interdependence to make important decisions on the success of our students and the sustainability of Doane University. Each stakeholder has primary authority over certain areas of expertise and offers a valued voice in decisions affecting the programs, organization, and traditions of the institution.

Doane's system of shared governance begins with statements of values and principles to guide decision-making.

Values

Successful shared governance results from relationships, communication, and integrity.

- **Relationships:** Shared governance occurs in a relational system, so effective shared governance necessitates respect for and attentiveness to creating and maintaining relationships. Doing so requires respecting persons, their expertise, and the boundaries of decision-making responsibilities; and committing to the shared purpose of making the best possible decisions for Doane.
- **Communication:** Good communication includes clearly and consistently articulating to all stakeholders clear expectations about timelines, roles, decision scopes, updates, and all necessary information and context throughout the decision-making process using appropriate channels of communication; fully and honestly sharing the rationale and supporting evidence that support recommendations and decisions; and seeking out and listening to stakeholders in the spirit of broad inclusivity and collaboration.
- **Integrity:** Relationships and communication require people to act with integrity. Therefore, Doane values honesty, consistency in how we maintain relationships and communicate with each other, and holding ourselves as accountable to upholding shared governance and these values as we want others to be.

Principles of Shared Governance

Principle 1: Student academic excellence, as it aligns with the mission of the institution, is the overarching priority of all stakeholders: The Board of Trustees, administration, faculty, staff, students, and alumni.

Principle 2: A culture of communication nurtures an environment in which discussion occurs among all relevant stakeholders that is regular, meaningful, comprehensive, and constructive.

Faculty, staff, administration, and the Board all pledge a commitment to open, honest, timely, inclusive, and respectful dialogue while maintaining appropriate confidentiality.

Principle 3: Decisions should advance the mission, values, and purpose of the university. Strategic planning drives all decisions related to institutional priorities and resource allocation across the university and, therefore, reflects joint effort and shared governance by faculty, staff, administration, and the Board in developing a university-wide strategic plan and budget.

Principle 4: Approving the institutional budget is the responsibility of the Board of Trustees, with the President, Leadership Team, and other stakeholders having recommending and consulting roles.

Principle 5: Curriculum and academic decisions are primarily the purview of the faculty, with other stakeholders having recommending and consulting roles.

Principle 6: Employment decisions are primarily the responsibility of the President and the Board of Trustees. Handbooks articulate additional employment matters. Appointment and advancement recommendations of the faculty should generally be respected by the administration and the Board, and should follow best practices regarding the principle of academic freedom.

Principle 7: University operations decisions are primarily the responsibility of the President and the relevant administrative office but often have wide impact. Therefore, decisions with implications for other stakeholders should incorporate the consultations and recommendations of those affected.

Principle 8: Selection and ongoing review of the University President is the responsibility of the Board and shall be conducted in accordance with the Board's policies, with other stakeholders having consulting roles.

Principle 9: Selection and ongoing review of other key University Officers is the responsibility of the University President, with other stakeholders having consulting roles. For academic officers, a meaningful role for the faculty is imperative.

Principle 10: Continual review and adjustment of this document is an essential element of the shared governance process, and should be approached with a spirit of mutual respect. It is the duty of every member of the community to maintain the relevance of the ideals represented in these principles by reviewing this document annually, or more frequently if needed.

Operational Components

In order to operationalize the Principles and Values, the following components were developed and will be shared pending the approval of the Shared Governance Principles by the Board of Trustees in their October meeting.

- The Approve-Recommend-Consult (ARC) Decision-Making Framework lists decision-making areas across the university and the constituency groups involved in that decision. Additionally, the ARC Decision-Making Framework delineates the responsibilities of the groups related to the decision.
- The Violations Process describes how potential violations of the operational components of shared governance are to be addressed.
- The Update Process describes how changes to the operational components of shared governance will be addressed.
- A new University Shared Governance Committee (USGC) will be convened and is charged with reviewing potential violations as well as regularly updating the operational components of shared governance.