

## **Preamble to Shared Governance Decision Making Matrix**

The University of the Pacific (‘University’) recognizes that shared governance is a process of aligning priorities, creating a culture of mutual responsibility, and establishing a system of check and balances to ensure that the University stays mission centered. As an institution, we are committed to transparency and open communication, and we consider the wisdom gained from past successes, challenges, and failures to be essential for shaping future endeavors. The purpose of the Shared Governance Decision-Making Matrix (‘Matrix’) is to provide direction and clarity for the University community in determining who has the authority to make and approve decisions and who is to be consulted and offer recommendations. The product of a joint effort by Regents, administration, and faculty, the Matrix is intended to serve as a guide for optimal decision-making that is consistent with the University Bylaws and aligned with the Faculty Handbook.

According to University Bylaws, ultimate authority for the financial health and welfare of the University resides with the Board of Regents (‘Board’) through its general, academic, and financial policy making functions. When appropriate, the Board may delegate certain decisions to other key stakeholders, including University officers, administration, and faculty.

Shared governance is often conducted through administrative, faculty, and joint committees, whose members are tasked with representing their constituents and facilitating dialogue between governance bodies. Though not all constituents will be engaged in every decision represented in the Matrix, the University recognizes that diversity of opinion is essential to a culture of inclusion and accountability.

### **Roles in Shared Governance Decision Making**

**Approve:** The Approve role is reserved for the Board of Regents. As the governing body of the University, they are responsible for authorizing key decisions made by the President, as well as for maintaining the overall welfare of the institution through their general, academic, and financial policy making functions.

**Decide:** The Decide role serves as the single point of accountability in the decision making process. This individual or group brings the decision to closure by resolving any impasses and committing the organization to implementing the decision. In some cases, the decision is not final until it is approved by the Board.

**Recommend:** The Recommend role is for those who gather relevant input, provide expertise, analyze data, and propose a formal course of action—sometimes including alternative courses, complete with pros and cons—to ensure that the decision-maker has choices that are as clear, simple, and timely as possible.

**Input:** The Input role is strictly advisory and is responsible for providing relevant information so that the Recommender and Decider can evaluate the facts and make the best decision.

**Conflict Resolution:** When a decision of major consequence results in disagreement, a protocol must be in place to ensure that all parties are heard. If, for example, the Decider [D] disagrees with the recommendation submitted by the Recommending party [R], then every effort should be made to resolve the disagreement through dialogue. Failing that, the [D] party will offer a written explanation of their decision, while the [R] party may, at their discretion, issue a dissenting position. This mechanism is in place as a means of acknowledging both the decision and minority perspectives as a matter of record, enabling the University to reflect on its decision making over time. Pacific is committed to a sustainable system of shared governance that supports the integrity of collaborative decision making with conviction, honest communication, and mutual respect.

**Shared Governance  
Decision Making Matrix**

**Decision making responsibility levels**

- A - Approve
- D - Decide
- R - Recommend
- I - Provide Input

**University Decision Makers**

*Board*      *President*      *Provost*      *Cabinet (or Specific Member)*      *Deans*      *Faculty 1 (As determined by Ac Council)*      *Relevant Shared Gov. Committee(s)*

**ACADEMICALLY-ORIENTED DECISIONS**

<b>Hiring the Provost</b>		A&D		I	I	R	R - Search Comm
<b>Hiring Deans</b>		A	D	I	I	R	R - Search Comm
<b>Programs and Curriculum</b>							
New degree programs/area of study	A	D	R	I(VPBF)	R	R (AC)	
Admission guidelines			A&D	I (AVDEM)	I	D	Adm & Fin Aid Comm
Graduation requirements			A	I	I	D	
Class Size			A	I(VPBF)	D	I	
Curriculum design and assessment			I		A	D	
Curriculum implementation and delivery modalities			I		A	D	
University wide Academic-related Technology			A&D	I(VPCIO)	R	R	R-TEC
Academic program review guidelines		A	D		R	R (AC)	I - IEC
Program closure	A	D	R	I(VPBF)	R	R (AC)	
<b>Institute Establishment and Disestablishment</b>	A	D	R	I	R	R	
<b>Center Establishment/Disestablishment (within school/college)</b>			A		D	R	
<b>Provost Review</b>		A&D		I	I	I	
<b>Dean Reviews</b>		A	D	I	I	I	
<b>Academic organization changes</b>							
Reorganization (within academic unit)			A		D	R	
Major restructuring (across units)	A	D	R	R(VPBF)	R	R	
<b>University Academic Strategic Plan(development/refresh)</b>	I	A	D		R	R	
<b>Faculty (Tenured/Tenure Track/Non Tenure Track)</b>							
Institution-wide Policies governing faculty appointment, promotion, tenure, developmental leaves and dismissal	A	A	D		R	R	
Hiring			A		D	R	
Promotion and tenure		A	D		R	R	R - PTC
Non-renewal and terminations (Full time)			A/D		D/R	R/I	
<b>Academic-Related Athletics Matters</b>			A&D	I(AD)	I	R	R- Athletic Adv. Bd

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	Board	President	Provost	Cabinet (or Specific Member)	Deans	Faculty <sup>1</sup> (As determined by Ac Council)	Relevant Shared Gov. Committee(s)
<b>BUSINESS OPERATIONS</b>							
Hiring the President	A&D		I	I	I	I	R - Search Comm
Periodic Review of the President <sup>2</sup>	A&D	I	I	I	I	I	
Hiring the Vice Presidents		A&D	I	I	I	I	R - Search Comm
University Budget	A	D	I	R(VPBF), I	I	I	R - IPC
Non-Academic Program Review Guidelines		A	I	D	I	I	I - IEC
University Strategic Plan	A	D	I	I	I	I	R - SPC
Enrollment Plan	A	D	I	R(AVPPEM)	I	I	
Campus Master Plan	A	D	I	R(VPBF); I	I	I	I-Facilities Comm I-ISPC
Facilities/Capital Projects	A	D	I	R(VPBF) I	I	I	I - Facilities Comm I-ISPC
<b>Development and Philanthropy</b>							
Policies	A	D	I	R(VPDev)	I	I	
Programmatic		A	R	D(VPDev)	R	I	
<b>Compensation</b>							
Compensation Philosophy for Faculty	A	D	R	I(VPBF)	I	<sup>3</sup> I	I-Univ Comp Comm; I-Fac Comp Task Force <sup>3</sup>
Compensation and Benefits Plan for Faculty	A	D	R	R(VPBF)	I	<sup>3</sup> I	I-Univ Comp Comm; I-Fac Comp Task Force <sup>3</sup>
Compensation Philosophy for Staff	A	D	I	R(VPBF)	I		I-Univ Comp Comm; I-Staff Adv Council <sup>4</sup>
Compensation and Benefits Plan for Staff	A	D	I	R (VPBF), I	I		I-Univ Comp Comm; I-Staff Adv Council <sup>4</sup>

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**STUDENT AFFAIRS**

Undergraduate Student Academic Integrity			A	D2(VPSL) <sup>5</sup>	R	D1 <sup>5</sup>	R - Student Ac Integrity Comm
Undergraduate Student Academic Grievances					R	R	D- Student Ac Grievance Bd
Health Services	A		I	D(VPSL)	I	I	I- NEW Student Adv Comm
Students with Disabilities	A		I	D(VPSL)	I	I	I- NEW Student Adv Comm
Recreational Programs & Services	A		I	D(VPSL)	I	I	I- NEW Student Adv Comm

**COMMITTEES**

Charge and composition of academic committees			I			A&D	
Charge and composition of administration committees with faculty membership	A - as approp			A - as appropriate			
Charge and composition of joint administration/faculty committees	A		I	D-as appropriate		D - as appropriate	
Expenditures of resourced committees			A-as appropriate	A-as appropriate	I	D-as appropriate	

**UNIVERSITY AWARDS**

Awards for teaching and scholarship			I		I	A&D	
Honorary Degrees	A	R				D	R - Univ. Awards Comm
Order of Pacific	A	D				R	R - Univ. Awards Comm

- 1) Emeriti faculty consulted only on matters that relate directly to them (benefits)
- 2) The Board may, on a periodic basis, choose to do a 360 degree review that involves consultation.
- 3) Recommendations to be made by Non-Tenure Track faculty once their representation in shared governance is established.
- 4) For non-unionized staff only.
- 5) D1 academic course decisions, D2 non course decisions such as behavioral issues