

Date: October 15, 2014

From: Kathy L. Janssen, Board Chair



To: Dr. Sigmund Abelson, Committee Chair  
Regent Clark Gustafson  
Regent Dianne Philibosian  
Regent Kathi McShane  
Professor Cathy Peterson  
Professor Rahim Khoie  
Professor Courtney Lehman  
Provost Maria Pallavicini  
Dean Giulio Ongaro  
Dean Lynn Beck

Board of Regents  
3601 Pacific Avenue  
Stockton, CA 95211  
Tel 209.946.2222

CC: Pamela A Eibeck, President  
Mary Lou Lackey, Secretary to the Board  
University of the Pacific Faculty, Administrators and  
Board members

Re: Charge to Ad Hoc Committee to Review Shared Governance

Shared governance at University of the Pacific is an important component of our strength as an institution. It enables our faculty, administration and board to benefit from the best thinking of all stakeholders in a collective process toward decision making. Effective shared governance at Pacific helps us address the challenges in front of us and enables better-informed and timely decisions to help the university implement actions and achieve the outcomes we need for a strong future.

These are challenging times in higher education that put pressures on shared governance systems at all universities. Universities have greater accountability to accrediting agencies, federal and state governments, and students and parents. We are expected to be more effective and more affordable. And we need to change to provide the value students expect. University of the Pacific has a strong strategic plan that requires us to enhance how we serve our current students while also expanding the types of students we serve, how we serve them, and where we serve them.

In short, much is expected of University of the Pacific and much work is needed for a strong future. In these times of imperatives and change, a system of shared governance that allows us to move forward with wisdom, as well as speed, is needed more than ever.

Charge:

I am requesting that a group of regents, faculty, and administrators review shared governance at University of the Pacific, develop clarity in our decision making process, and identify actions that could improve the effectiveness of Pacific's shared governance.

Specifically, please

1. Develop a draft statement on the purpose, principles, and responsibilities of shared governance that, if different than our current statement, can be considered for adoption by the university.
2. Create a shared governance decision matrix that identifies the role of various constituent groups in key academic- and business-oriented decisions.
3. Assess whether the current mechanisms of shared governance (i.e., those found in the university by-laws, faculty handbook or other policies) are aligned with the purpose and principles of shared governance while effectively contributing to the decision making process at Pacific.
4. Recommend if changes are warranted to our current policies and/or procedures. Consider recommending actions that could advance shared governance at University of the Pacific.

I recommend that you include consultation with the Academic Council, Council of Deans and Board of Regents as the committee progresses with this charge.

I extend my great appreciation to Dr. Sig Abelson for his willingness to chair this committee. Sig is exceptionally qualified given his experience as a faculty member and administrator at University of Southern California, his outstanding service on the Board of Regents, and his current appointment as a faculty member in the Dugoni School of Dentistry. I also thank the following Regents, faculty and administrators for their willingness to serve:

- Regent Clark Gustafson, alumnus, TJ Long School of Pharmacy and Health Sciences
- Regent Dianne Philibosian, alumna, College of the Pacific
- Regent Kathi McShane, alumna of UC Davis, UC Berkeley and Pacific School of Religion
- Professor Cathy Peterson, TJ Long School of Pharmacy and Health Sciences

- Professor Rahim Khoie, School of Engineering and Computer Science
- Professor Courtney Lehman, College of the Pacific
- Provost Maria Pallavicini
- Dean Giulio Ongaro, Conservatory of Music
- Dean Lynn Beck, Benerd School of Education and Interim Dean, Library

I also thank Vice President Mary Lou Lackey, Secretary to the Board, for staffing this committee.

Attached is the statement of shared governance currently in the University of the Pacific handbook. In addition, the Policy on Shared Governance in the University System of Maryland and the Decision Matrix from Washington and Jefferson College are attached as sample documents (reference ACE Presidents Caught in the Middle). You may also find the book *Shared Governance in Times of Change* by Steven Bahls a useful resource.

My goal is that your review is completed by the end of the academic year, with time for the faculty, administration and Board to review your recommendations in April. However, this deadline should not preclude deliberation and consultation. The most important outcome is a set of strong recommendations that reflect thoughtful deliberation and consultation throughout the process.

At University of the Pacific, we are committed to shared governance. Your effort to participate in this important review will help our university benefit from an even stronger and more effective shared governance system.