July 1, 2009

To: Members of the University Faculty

From: Faculty Senate Cabinet

Re: Resolution regarding the newly announced Interim Vice-Provost and Executive Dean

Background: On Thursday, June 25th, members of the Faculty Senate Cabinet learned of a memo sent on the Triple D list announcing the formation of a new position in the Provost's office, the Interim Vice-Provost and Executive Dean, whose duties would include implementation of collegiate restructuring and devising strategies for developing market driven baccalaureate degrees on the regional campuses. The regional deans would report to the Executive Dean.

In essence, this decision adds a new level to the administrative hierarchy of the university. This new level materially changes the Framework for Integrated Decision Making agreed to by the faculty, administration, and Board of Trustees. It inserts the Executive Dean not only between the regional deans and the Provost, but because of the mandate to implement collegiate restructuring; this also inserts the Executive Dean between all Deans and the Provost (and by extension between all faculty and the Provost's office).

This change was made without the consultation or advice of other units in the Framework (e.g., ACC, FCC, Faculty Senate, and Council of Deans, among others. (See the diagram below.)
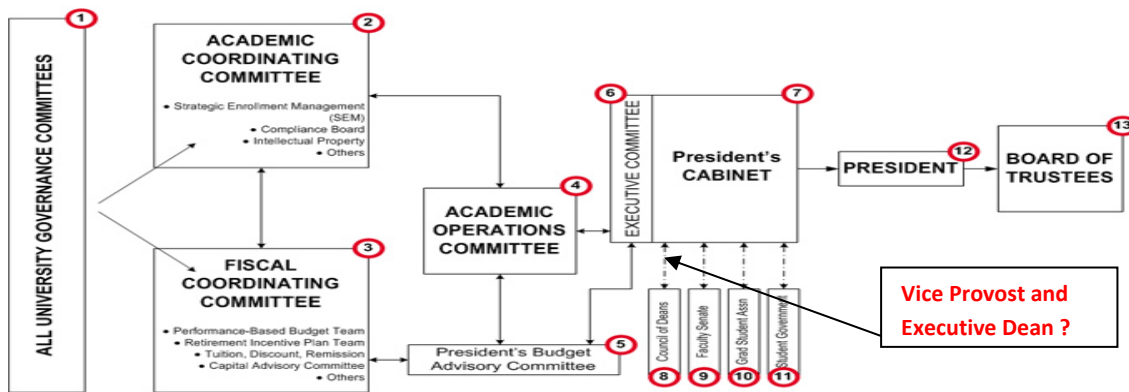
Further, it undercuts the deliberations of the Collegiate Restructuring Process convened by then President Zimpher and Provost Perzigian (which was widely viewed as an expression of effective shared governance because the way in which the various committees were formed exemplified the principles of effective shared governance agreed to by the university community).

These principles include: Legitimacy, transparency, accountability, flexibility, inclusivity and alignment with mission. The definition of these principles (see www.uc.edu/president/decisionmaking) follows:

> **Legitimate**: Governance should be—and should be perceived as being—legitimate. A system of shared governance must meet three conditions to achieve legitimacy: First, faculty in positions to participate in decision-making must gain those positions through

legitimate means, generally through election by their peers or through selection based on their expertise or on their representation of important constituencies. Second, faculty and administrators must have the same access to information necessary for informed deliberation. Third, both faculty and administrators' influence on decision-making must be real; any perception that the real decisions are being scripted beforehand by any participants in the process will undercut legitimacy.

Transparent: Virtually all processes and products of governance should be transparent. The university should frame issues of governance clearly and completely and in a useful and timely manner such that all affected constituencies have the opportunity to be informed and to be heard before decisions are made. Once decisions are made, their rationales should be articulated clearly for a diverse public audience and the group or individuals responsible for the decisions should be clearly identified.

Accountable: Those people responsible for making governance decisions—both faculty and administrators—should be accountable to the university and its constituents. Such accountability should be tailored to fit the identity and purposes of the individual units to which it applies.

Flexible: The structure and processes of governance should be flexible, permitting the university to move nimbly in a rapidly changing environment. Generally, few standing committees should exist; instead, workgroups should convene only as necessary to achieve specific goals and then dissolve.

Inclusive: Those people making decisions should include representatives of the stakeholders affected by the decisions being made. For their inclusion to be meaningful, their roles, rights, and responsibilities in decision making should be clearly articulated.

Aligned with Mission: Decision-making should seek to align policies and outcomes with the university's mission. To do so, those people with the authority to influence decisions must place institutional interests ahead of self-interest and must favor long-term over short-term institutional benefits.

After deliberation, the Faculty Senate Cabinet finds that the creation of the new administrative position fails to meet the criteria established by these principles:

- It lacks legitimacy as no evidence of need was generated or communicated - This position was created without substantive research concerning existing structural deficiencies that might require a new position, nor consideration of a variety of strategies for resolving any such deficiencies found to exist. As the definition states, "faculty and administrators' influence on decision-making must be real; any perception that the real decisions are being scripted beforehand by any participants in the process will undercut legitimacy."
- The decision making process used in this instance lacks transparency.
- The process does not demonstrate an appreciation of accountability within a community. In this time of budgetary distress for the academic units, such an appointment is particularly troubling.
- The decision making process cannot be characterized as inclusive.
- The collegiate restructuring process as established had requisite flexibility and, we presume, was aligned with the University's mission. Undercutting this process neither enhances flexibility nor alignment.

While we are troubled by the Provost's decision and decision process, we are especially concerned given we are in the middle of the search for a new president. We believe that adherence to principles of shared governance is not only a requirement for a new president but also a characteristic of a University that would be attractive to individuals of the highest caliber.

Therefore, be it resolved: The Faculty Senate Cabinet calls upon Provost Perzigian to revoke the decision creating and appointing an Executive Dean with disregard for shared governance principles.