

POLICY ON SHARED GOVERNANCE

New Jersey Institute of Technology

Revised September 30, 2013

Approved February 6, 2014

On the recommendation of the President of the New Jersey Institute of Technology, and with the approval of all stakeholder groups, the Board of Trustees hereby approves a system of shared governance that embodies a personal and institutional commitment on the part of all stakeholder groups—including, but not limited to, faculty, instructional staff, administrators, staff, undergraduate and graduate students, alumni, and senior staff—to work together for the betterment of the university. Individually and collectively, all stakeholders shall strive to establish a productive, trusting atmosphere in which policies and procedures are debated and enacted in order to ensure that decisions arise from the collective wisdom of the entire university community.

Organization and Structure of Shared Governance

1. At the highest level, the Board of Trustees is charged with the conduct, control, management and administration of the university, including determining the policies for the organization, administration and development of the university. As the chief executive officer of the university, the President is assigned authority and delegation of duties by the Board of Trustees, consistent with laws, regulations, and the best interest of the university. In this context, shared governance at NJIT affords the entire community an opportunity to engage in participatory decision-making.
2. The structure for shared governance shall consist of a University Senate, with voting representation from all stakeholder groups, and a Faculty Senate, with voting representation from the faculty and non-voting representation from other stakeholder groups. The presiding officer for the University Senate is the Provost and Senior Executive Vice President, who shall report directly to the President of the university. The Faculty Senate Shall report to the Provost as head of academic affairs, who will in turn report directly to the President of the university.
3. The President of the university shall keep the Board of Trustees informed of University Senate and Faculty Senate business, specifically actions that require Board of Trustees involvement.
4. The University Senate shall be responsible for deliberating and making recommendations relating to the welfare and improvement of the university, exclusive of faculty and academic matters, which are reserved for the Faculty Senate.

5. The Faculty Senate shall be responsible for deliberating and making recommendations relating to faculty and academic matters.
6. The University Senate and the Faculty Senate shall each have the authority to recommend policies and procedures, issue appropriate approvals, communicate with university stakeholder groups and the administration, draw upon the services of all members of the university community, collect and disseminate information, and initiate and pursue inquiries, regarding any matters within its purview.
7. The leadership of the University Senate and the Faculty Senate shall communicate and collaborate regularly in order to coordinate the flow of work and information between the two bodies, especially in regard to issues that have both academic and non-academic components.
8. The University Senate and the Faculty Senate shall each be constituted and regulated according to its own constitution and its own bylaws.
9. The University Senate and the Faculty Senate shall each have the authority to establish, maintain, and disband standing committees and ad hoc committees that address any matters within its purview, as well as the authority to invite members of the various stakeholder groups to serve on such committees.

General Principles of Shared Governance

All stakeholder groups at NJIT shall adhere to the following eleven general principles of shared governance:

1. *Inclusiveness*
Faculty and instructional staff, administrators, staff, undergraduate and graduate students, and alumni shall each have appropriate roles to play in the process of university governance.
2. *Mutual Trust*
All parties shall strive to establish and maintain an atmosphere of mutual trust, marked by tolerance and respect for each other's views.
3. *Participatory Decision-Making*
Individuals from different stakeholder groups shall take part in the process of decision-making.
4. *Attainment of the Common Good*
Policies and procedures shall be established for the welfare of the entire university rather than for the benefit of particular individuals, groups, or units.
5. *Communication*

Information shall be provided early and fully, and widely shared. The formal channels of communication shall be carefully delineated, and other channels of communication shall also be used when advantageous (e.g., workshops, information sessions, and retreats). Adequate time shall be allowed for effective dialogue, encouraging fully informed decisions. Final decisions, with appropriate rationale, shall be communicated to all parties.

6. *Transparency and Openness*

Meetings of the University Senate and the Faculty Senate shall normally be open to all constituencies, with a public record of actions and deliberations posted on their respective websites.

7. *Efficiency and Effectiveness*

Decisions shall be made in a timely fashion, using clearly delineated, streamlined processes and procedures, as specified in the constitutions and bylaws of the Senates and of the stakeholder groups. Once decisions are made, they shall be implemented fairly and effectively.

8. *Flexibility*

The forms of governance may differ somewhat in different stakeholder groups, according to the particular responsibilities and cultures of each group. However, each stakeholder group shall operate consistently with the overall principles of shared governance in the university as a whole.

9. *Innovation*

Ideas for new and better processes and procedures shall be encouraged, no matter what their source.

10. *Collegiality and Civility*

At all levels of interaction, participants in the governance process shall strive to behave cordially and respectfully toward each other.

11. *Accountability*

All parties shall take responsibility for their actions.