



August 24, 2000

Dr. Vic Boschini
President
Campus Box 1000
Illinois State University

Dear Dr. Boschini:

The purpose of this letter is to present the responses of the Administrative/Professional Council to your letter, dated April 10, 2000, asking for our advice on the Shared Governance proposal. More specifically, and in keeping with your request, we are providing a response first to the principles of shared governance articulated in the "Report of the Select Committee on Shared Governance" and second to the issue of "is the plan workable?" It is our sincere hope that this response will further the important work of enhancing shared governance at Illinois State.

At the outset, the Council wishes to assert our *strongest support* for the principles of shared governance as articulated in the "Report of the Select Committee on Shared Governance" and affirmed by so many other elements of the campus community. We believe that the efforts made on behalf of shared governance by all the various members of the University community, especially by those serving on the various task forces and committees during the past few years, are to be commended. We strongly encourage you to require the implementation of the articulated principles in any changes made to the governance process.

We are highly supportive of a process in which discussions, input, recommendations, and decision-making begin at the local level and *include all* who meet the criteria stated in the Committee's presentations to the university community:

- Decisions have direct consequences for the members of a particular group of stakeholders
- Decisions have direct consequences for the central "mission" or "role" of a particular stakeholder group
- Decisions fall within the special expertise of a particular stakeholder group
- Stakeholder group possesses special knowledge and experience.

Too frequently in the past, discussions and decision-making have excluded elements of the University community and thereby significantly diminished any sense of shared governance.

We are quite supportive of the recommendation that four senates be created (Faculty, Student, Civil Service and Administrative/Professional), each having areas of overlapping general responsibilities as well as specific "primary responsibilities." While arguments may be made regarding which issues "belong" to which senate as a "primary responsibility," we believe that clarification will emerge over time regarding overlapping responsibilities even as we hope that procedures and structures will evolve to insure adequate communication and involvement among the senates. We believe that the current system of governance does not adequately meet the articulated principles of shared governance and we are ready to move forward and put into practice a system which better reflects those principles.

Our main concern with the recommendations of the President's Committee on Shared Governance continues to be the proposed composition of the University Council. Our objection is the same one that other constituent groups also have voiced—the representation on the proposed University Council is too skewed toward those holding a faculty appointment. However, while we continue to strongly recommend a more balanced membership on the University Council, we do not wish to have our objection viewed as reason to stay with our current system and structures. Clearly the time has come for the University to move forward and to correct the inequities and problems so well articulated in previous examinations of governance at Illinois State. We are willing to work within the constraints imposed by the proposed membership structure of the University Council, if it allows the proposal to be implemented (*i.e.*, if it were deemed absolutely impossible to achieve a more balanced membership without bringing about the demise of the entire proposal—principles and structures).

In summary, the Administrative/Profession Council strongly supports the implementation of the proposed changes in the current governance process, but continues to have a strong concern regarding the proposed membership of the University Council.

Thank you for providing the Council this opportunity to respond. Please consider coming to a Council meeting and discussing the proposal and/or any amendments you might consider to it.

Respectfully,

Michael C. Baum
Chair, Administrative/Professional Council