



BOARD OF TRUSTEES
ROLES & RESPONSIBILITIES
&
SHARED GOVERNANCE

Legislative Charge – Boards are the Governing Authority of the University

ORS 352.025 – The Legislative Assembly finds that the State of Oregon will benefit from having public universities with governing boards that:

- (a) Provide transparency, public accountability and support for the university.
- (b) Are close to and closely focused on the individual university.
- (c) Lead to greater access and affordability for Oregon residents and do not disadvantage Oregon students relative to out-of-state students.
- (d) Act in the best interests of both the university and the State of Oregon as a whole.
- (e) Promote the academic success of students in support of the mission of all education beyond high school.

Mission Statement

Oregon Institute of Technology (Oregon Tech), Oregon's public polytechnic university, offers innovative, professionally-focused undergraduate and graduate degree programs in the areas of engineering, health, business, technology, and applied arts and sciences. To foster student and graduate success, the university provides a hands-on, project-based learning environment and emphasizes innovation, scholarship, and applied research. With a commitment to diversity and leadership development, Oregon Tech offers statewide educational opportunities and technical expertise to meet current and emerging needs of Oregonians as well as other national and international constituents.

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Board Policy on Delegation of Authority

1.0 Authority of the Board of Trustees

1.1 Board Authority. The Board of Trustees is the final University authority and has full control of the University and its property of various kinds.....The Board shall adopt a mission statement for the University in consultation with the faculty, students and staff members, and in alignment with the University's accrediting organizations.

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1.3 Appointment of the President of the University. As provided in ORS 352.096, in consultation with the Governor, or the Governor's designee, the Board shall appoint and employ a President of the University.

Board Policy on Delegation of Authority

Retained Authority

- Appointment of the President.
- University Budget. The Board adopt the budget of the University.
- Tuition and Fees. The Board determines tuition and mandatory enrollment fees, including the incidental fee, in consultation with HECC.
- Authority to establish, eliminate, control or substantially reorganize academic programs and units of operation. Any significant change in the University's academic programs must be approved by the Board.....
- Accepting certain gifts.
- Business and Administrative Affairs. The Board retains sole authority for specific matters.....

Board Policy on Delegation of Authority

Retained Authority

- Naming and renaming of University buildings.
- Appointment of external auditors.
- Certain types of transactions, real estate deals, debt, equity transactions, and capital projects over \$1,000,000 or with an annual value over \$1,000,000
- Consent to the encumbrance of University real property by the State of Oregon.
- Various other matters.
- All other authority for business and administrative affairs is delegated to the President

Board of Trustee Duties

- Volunteers.
- Must serve both University and the State of Oregon....legislative duty to act in the best interests of both the university and the State of Oregon as a whole.
- Must, by law, meet four (4) times per year.
- Fiduciary duties of care, loyalty, and obedience.
- Duty to serve, be prepared for meetings, actively engage with the University.
- Oversight – not management.
- Management is delegated through to the President.

Shared Governance

- *Constitution of OIT Faculty: “shared governance characterized by open and responsible communication, fair treatment of individuals, participatory processes, and collaborative decision-making....”*
- *Board Resolution 15-2b* - The Board is committed to shared governance in the academic environment and embraces the following principles and values to guide the efficient governance and administration of the University:
 - Frank Communication
 - Open deliberation and decision-making
 - Consistent reflection upon the University’s mission statement and strategic plan
 - Recognition by all University stakeholders of roles and their responsibilities in the efficient governance and administration of the University
 - Mutual trust and respect among all University stakeholders

Shared Governance - AGB

- *“Shared governance—the principle that acknowledges the final institutional authority of governing boards and distributed authority to the administration and faculty—is a basic tenet of higher education. When working well, it brings a wealth of ideas to critical conversations and creates a sense of inclusiveness that strengthens support for decisions.”*
- *Shared governance is the process by which various constituencies—traditionally governing boards, the president, and faculty—contribute to decision-making about university policies and programs. Sometimes, other constituents such as staff, students, alumni, and community members are included. At its best, shared governance is about how faculty, administrators, and board members engage in achieving a commonly supported mission.*

Shared Governance - AGB

- *Developing effective shared governance: institutional culture of good will, good intentions and a commitment to common values reinforced through the practice of shared governance; documents such as bylaws, faculty handbooks and policy statements that clearly codify decisionmaking authority*
- *Shared governance is not shared decision-making, but collaboration and communication to inform the Board and administration.*

Shared Governance – Communication

- Implementation of Shared Governance
 - 44 Oregon Tech University Standing Committees, Commissions, and Councils.
 - Examples: Academic Council, Accreditation Committee, Admissions Committee, Commission on College Teaching, Curriculum Planning Commission, Facilities Planning Commission, Financial Aid Committee, President’s Council, Promotion Advisory Committee, Retention Committee, Sustainability Committee, Tuition Recommendation Committee, University Research Committee

Role	# of shared governance voices
1. Faculty	240
2. Department Chair	28
3. Staff - Senior Leadership & Executive Staff	110
4. Staff - Unclassified & Classified	147
5. Student	76
6. Community Member (not including Foundation Board)	4
Grand Total	605

Shared Governance – Communication

- The President has primary responsibility for communicating with and making recommendations to the Board. The Board expects the President, as appropriate, to provide meaningful opportunity for duly elected or appointed representative of the Faculty Senate, Administrative Council, and ASOIT, to offer input and advice on the President's recommendations.
- In presenting recommendations to the Board for Board action, the President is encouraged to present a balanced discussion that reflects feedback from the aforementioned constituent groups where there is a clear and consistent voice that may differ from the President's conclusion. While the Board recognizes that the President may need to make recommendations to the Board that may not hold the support of a significant number of constituents of the university community, the Board should hear both sides of the discussion before a final decision can be made.

Shared Governance – Communication

- The Board will, consistent with its Board Policy on the Conduct of Public Meetings, reserve a specific time for one duly elected representative from each of the Faculty Senate, Administrative Council, and ASOIT to address the Board on any matter of concern facing the faculty, staff, or students respectively.
- The Board expects the University's president to meet personally with the duly elected chair or president of the Faculty Senate, Administrative Counsel, and ASOIT regularly, but preferably at least monthly, to ensure open communication and prompt discussion and consideration of matter of concern.

Shared Governance

- **Board:** The Board is vested with the ultimate fiduciary authority to manage the affairs of the University under Oregon law and applicable Board Policies and actions, including the Board policy on Delegation of Authority. The Board shall receive and consider input and advice from university stakeholders, as articulated in this resolution, either through the President or directly to the Board through processes and channels established by the Board.

Board Policy on Delegation of Authority

President

- *ORS 352.096 - The president is....the executive and governing officer of the university, except as otherwise provided by statute or action of the governing board. Subject to the supervision of the governing board, the president of the university has authority to direct the affairs of the university.*
- *Board Policy - Executive and Governing Officer; Delegation. The President of the University is the executive and governing officer of the University, except as otherwise provided by statute or Board actions. Subject to the supervision of the Board and Board action, the President shall direct the affairs of the University.*

Shared Governance

- **President:** The President, as the University's chief executive officer and president of the faculty, is responsible for directing the affairs of the University.
- The President, officers, and administrators have as a primary responsibility the duty to promote collaboration and to encourage faculty and staff in the performance of their duties related to teaching, learning, student and institutional support, professional development, scholarly work and research, and community services.

Shared Governance

- **Faculty Senate:** The Board reaffirms the faculty's central role in the development and stewardship of the University's academic mission. The faculty, in conjunction with the President and the Provost, is responsible for:
 - i. academic standards relating to admission to study at the university;
 - ii. curriculum, curricular materials, method of instruction, grading, credits, and academic standards of the University; and
 - iii. standards of student competence in a discipline.
- The Board also expects that the faculty will have substantial participation and input into the development of new academic degree programs and significant changes to academic degree programs before they reach the Board for consideration and approval and, as appropriate, transmission to the Higher Education Coordinating Commission for approval.
- Faculty Senate is the internal representative body to the faculty.

Shared Governance – Board Engagement

1. Increase the length of regular Board meetings to two (2) days to allow for (a) formal learning sessions with faculty, staff, and students, (b) additional informal interactions with faculty, staff, and students (such as at athletic and extracurricular events), and (c) additional time for Trustee presence on the University campuses.

2. Public Comment response. Public comment periods will continue to be a part of all regular board meetings agendas. Public comment periods are generally not appropriate for subcommittee meetings or special meetings of the Board. After regular Board meetings, a university staff member will be assigned to formally follow-up with and respond.

Shared Governance – Board Engagement

3. Increase Trustee participation and presence on campus– Convocation, IdeaFest, events, sports, etc.

4. Spring Board meeting coordination with IdeaFest and Foundation Board meeting. Coordinate the timing of the spring meeting Board meeting with the Oregon Tech Foundation Spring Board meeting, and the Oregon Tech’s IdeaFest student symposium to allow board members to attend and interact with students, faculty, staff, and Foundation board member.

Shared Governance – Board Engagement

5. Board training – regular and consistent board training especially as new Trustees come on board.
6. Conduct annual learning sessions for faculty, staff, and student groups about the role of the Board relative to the administration and university, and the Board's fiduciary duties, processes, and policies.