

GUIDELINES FOR SHARED GOVERNANCE AND SYSTEM-WIDE ACADEMIC AND  
RESEARCH INITIATIVES AT THE UNIVERSITY OF ILLINOIS

1. In planning and implementing system-wide academic or research initiatives, active engagement of shared governance processes as well as faculty/administration buy-in are essential. Faculty, administrative leaders, and other stakeholders must work in collaboration to establish a culture of trust and collegiality in order for system-wide initiatives to succeed.
2. Substantial effort should be made to resolve questions or disagreements as early as possible in the initiative planning and implementation process. Uniform and agreed-upon governing policies and procedures should be built into the design and planning from the outset.
3. While initiatives that involve external stakeholders who may not share the same commitments to shared governance may be more delicate; the fundamental principles of transparency still apply. Our commitment to institutional principles and processes cannot be set by others.
4. To the greatest extent practicable, the planning and implementation of such initiatives should draw on existing shared governance processes and structures, because these processes have already been vetted and approved by system stakeholders. The substitution of these processes and structures with ad hoc alternatives or decisions is unlikely to result in widespread support for the initiatives.
5. Faculty, students, and courses involved in system-wide academic or research courses, projects, or initiatives should be based in home universities, and be subject to the processes and regulations of their home universities. The procedures for hiring, evaluation and promotion, admissions, course approval and transfer credit are all university based and well-established.
6. The integrity, quality, and national profile of the university departments/units must be protected. New hires, new programs, and new R&D initiatives should enhance their reputations, not detract from them. The fundamental quality and identity of the University of Illinois System is in the profile and success of its three universities, and the colleges and departments within them.
7. The System's role should be to enable and encourage collaboration and interdisciplinarity through incentives, and should not do anything that could be perceived as taking away resources of the units. For instance, the ranking of a given department should stand to

gain, not lose, because of the participation of its faculty in a system-wide initiative. This applies to revenue as well, and may necessitate discussions about buy-out policies to fairly compensate units in exchange for faculty time spent on system-wide initiatives, as well as MOUs concerning IP and related revenues.

8. Where system-wide initiatives are funded out of the system budget or use existing system resources, there should be budgetary transparency. An examination of the impact of providing budget and support to such initiatives should be conducted and reported to the University Senates Conference and university senates.
9. System-wide initiatives whose participants engage in academic or research endeavors should have elected committees as their primary advisory committees, whose members represent the relevant system stakeholders. In the formative stage prior to having an electorate, the administration should work with the USC to appoint an interim advisory committee. Advisory committees should be independent from the administrative leaders of an initiative and contributing an independent perspective to the decision-making process.
10. All system-wide academic or research entities should have written bylaws that have been reviewed and approved by the appropriate elected representative committee. (See 9 above.)
11. The governance structure of the system-wide initiative should have close articulation with and membership from USC, since the Conference is a key stakeholder as the sole system-wide governance body and as the coordinating hub between the system and the three university senates. Articulation may be achieved through a committee of elected representatives, members from USC, and members from other system-wide stakeholder groups.