PURPOSE: This document is currently intended as a framework for those charged with revising the Faculty Manual.

Core Values Foundational to Shared Governance

In the time-honored tradition of the great universities of Western civilization, strengthened by our Jesuit heritage, Saint Louis University is, at its core, a community of scholars and learners. All University activities are directed toward the well-being of this community and the fulfillment of its mission. Membership in this community—as faculty, student, administrator, or staff—imposes obligations to the community and its members beyond those expected of all adults in civil society. These obligations include—but are not limited to—respectful and nurturing conduct toward all other members; respect for learning and scholarship in all its forms; intellectual and academic honesty; personal integrity; and dedication to the pursuit of knowledge and understanding in accord with the University's mission.

Participation in the governance of the University—its planning and execution—is a right and duty of all members of the community, but especially of the faculty, for whom it is a professional obligation. The structures through which the University is governed, and its goals, policies, and endeavors formulated and carried out, are established by public law and University policy and tradition. The organization and operation of these structures is crafted—in order to further the aspirations and mission of the community—in accord with well-established principles defining shared governance:

Principles of Shared Governance

1. Saint Louis University’s mission creates a shared community of interests and interdependence among the Board of Trustees, the President, the administration, the faculty, the staff, and the student body. This mission calls for joint effort and communication, in a variety of forms, appropriate to the subject matter and circumstances encountered. Joint effort is not only the foundation for the established structures and procedures for stakeholder participation in decision making known as shared governance; it is a fundamental expectation and joint responsibility entrusted to the stakeholders. The means of shared governance and communication established by the stakeholders must be transparent, clearly understood, and observed.

2. Shared governance in the University is consultative and expert-based. Primary responsibility for reaching decisions rests with institutional units and those who are best able to make informed, sound, effective decisions about such matters. This primary decision-making responsibility is exercised jointly with other institutional units, bodies, and those whose ongoing activities, programs, policies, or responsibilities are affected.
by such decisions. This exercise of joint responsibility is carried out through consultation, discussion, and solicitation of recommendations from other affected persons and entities, and through more formal processes set out in the *Faculty Manual* and other University documents.

3. Saint Louis University is committed to a principle of subsidiarity regarding its allocation of decision-making responsibilities, i.e., to the extent feasible, primary responsibilities to make decisions are assigned to institutional units and actors at the smallest, lowest, or least centralized level who are able to make suitably informed, sound, and effective decisions. Decision making responsibility is here understood to encompass both authority to make decisions and accountability for the exercise of that authority. Though primary responsibility for making decisions is assigned according to this principle, such decision-making authority is to be exercised jointly with other institutional units, bodies, and actors whose ongoing activities, programs, policies, or responsibilities are affected by such decisions.

4. Shared governance and its implementing principle of subsidiarity are in force at every level of the University, and they therefore impose governance responsibilities upon faculty members and administrative officials that are specific to each sub-unit to which they belong (school, college, library, center, department) in addition to responsibilities they bear as members of the larger University community.

5. When engaged in shared governance, participants are expected to put the well-being of the University as the highest priority.

6. The University is expected to maintain a table of organization describing the relationships among its governance entities. All such entities maintain procedures and records of actions that are regularly available to the University community.

7. There are occasions when decisions must be made on major issues affecting the University without benefit of ordinary shared governance principles or procedures. Such occasions will be rare, and subsequently there will be timely notice, explanation, and opportunity to comment.

8. To facilitate the informed participation that is necessary for shared governance, the University is committed to genuinely open communication among those involved in the exercise of University decision-making responsibilities and to providing grounds and reasons for the decisions that are made.

9. Successful shared governance is critically dependent upon the maintenance of mutual respect, trust, adherence to established processes, and collegiality among all members of the University community. Adverse action or retaliation for good faith participation in University governance is wholly incompatible with these principles of shared governance.

10. To the extent appropriate, confidentiality necessary for various modes of participation is expected of all participants. Faculty representatives are mindful of their responsibility to keep constituents informed and to seek their opinions. For other than personnel matters, confidentiality may be imposed only for as long as a demonstrated need for it outweighs the normal expectation of transparency.