A New Governance Model for Portland State University

Presentation to the Faculty Senate
President Wim Wiewel, October 7, 2013
The Board’s Responsibilities

- Determining the mission of the University and ensuring that the mission is kept current and aligned with public purposes.
- Establishing the University’s strategic direction.
- Charging the President with the task of periodically leading a strategic planning process; participating in the strategic planning process; approving the strategic plan, and monitoring its effectiveness.
- Selecting, supporting, and evaluating the President and reviewing the President’s compensation.
- Ensuring the University’s fiscal integrity; overseeing the University’s financial resources and other assets; and preserving and protecting the University’s assets for posterity.
- Ensuring and protecting, within the context of faculty shared governance, the educational quality of the University and its academic programs; and preserving and protecting the University’s autonomy, academic freedom, and the public purposes of higher education.
- Ensuring that Board policies and procedures are current and properly implemented.
- Engaging regularly, in concert with senior administration, with the University’s major constituencies.
- Conducting the Board’s business in an exemplary fashion and with appropriate transparency, adhering to the highest ethical standards and complying with applicable open-meeting and public-record laws.
- Ensuring the currency of Board governance policies and practices.
- Periodically assessing the performance of the Board, its committees, and its members.
Shared Governance

“The ultimate responsibility for the institution rests in its governing board. Boards cannot delegate their fiduciary responsibility for the academic integrity and financial health of the institution. Traditionally, and for practical reasons, boards delegate some kinds of authority to other stakeholders with the implicit and sometimes explicit condition that the board reserve the right to question, challenge, and occasionally override decisions or proposals it judges to be inconsistent with the mission, integrity, or financial position of the institution.”

“Governing boards should state explicitly who has the authority for what kinds of decisions—that is, to which persons or bodies it has delegated authority and whether that delegation is subject to board review. For example, curricular matters and decisions regarding individual faculty appointments, promotions, and contract renewal normally would fall within the delegated decision-making authority of appropriate faculty and administrative entities operating within the framework of policies and delegations of the board.”

“Boards and chief executives should establish deadlines for the conclusion of various consultative and decision-making processes with the clear understanding that failure to act in accordance with these deadlines will mean that the next highest level in the governance process may choose to act. While respecting the sometimes lengthy processes of academic governance, a single individual or group should not be empowered to impede decisions through inaction.”

From: AGB Board Basics—AGB Statement on Institutional Governance and Governing in the Public Trust: External Influences on Colleges and Universities
Post-SB 270 Structure
The Higher Education Coordinating Commission

The HECC is responsible for:

• Development of a consolidated higher ed budget request, after receiving the budget requests from each institutional Board of Trustees;

• Allocating legislatively approved resources;

• Review and approval of institutional requests for state bonds for capital projects;

• Review and approval of significant changes to the academic program of universities and community colleges, such as new schools, colleges or campuses;

• Approval of new degrees;

• Approval of university missions statements; and

• Approval of any proposed tuition increases of more than 5% for resident undergraduate students.