



ASUN Operating Procedure – 1003

Operating Procedure Synopsis

Title: Shared Leadership

Approval Date/Revision Date(s): 3/2018, 7/2019, 7/2020, 3/2021, 5/2021

Review Date(s): 1/2021

Executive Cabinet Liaison: Chancellor

Responsible Manager: Executive Assistant to the Chancellor

A. Purpose and Scope

Committees and regular meetings provide the opportunity for shared leadership and encourage broader participation. This procedure outlines the processes governing committees. Individuals involved in fulfilling the requirements of this operating procedure include the Chancellor, the Executive Cabinet, members of committees, and supervisors.

B. Definitions

N/A

C. Procedures

Overview

Shared leadership is the process whereby campus constituencies provide input into college policy and procedures that are not established by federal or state law or ASU System Policy. Shared leadership is exercised, in part, through committees and other regular meetings. These meetings are a vehicle by which faculty and staff influence decisions and courses of actions affecting the institution. Successful shared leadership relies upon consistent, accurate, and timely communication that is multidirectional. Shared leadership requires both campus administration and the appropriate committees to seek mutually acceptable recommendations for the betterment of the institution. While administrators should demonstrate a willingness to incorporate a substantial amount of faculty and staff input into decision-making, shared leadership does not take away the authority invested by the Board of Trustees in administrators to make decisions.

Committees

- Institutional committees are established by the Chancellor. There will be wide representation across all three campuses.
- Membership of committees will be reviewed annually as follows:
 - Members of the Executive Cabinet will submit recommendations for membership by June 1.
 - The Chancellor will finalize membership by July 1.

*All ASUN students, faculty, staff and administrators are expected to adhere to operating procedures.

- The Office of the Chancellor will update the Committees Workbook, distribute the Workbook via email, and post the Workbook to the Sharepoint shared leadership page by August 1.
- A current list of the institutional committees is available on Sharepoint under the shared leadership tab.
- Each institutional committee is assigned an Executive Cabinet liaison.
- All institutional committees are led by a chair(s) which the Chancellor shall appoint with input from the Executive Cabinet Liaison. Faculty Association, Staff Council, Curriculum Committee and Program Review Committee chairs will be elected as outlined in the Faculty Association Bylaws and Staff Council Bylaws.
- Microsoft Teams is a great tool to increase participation in all institutional committees.
- With regards to meetings, each committee shall:
 - Review its purpose statement at the start of each academic year and submit proposed changes to the Executive Cabinet by September 15 for approval.
 - Select a member responsible for maintaining the committee's page on Sharepoint. That member shall be responsible for updating the list of committee members and posting documents.
 - Meet at least once per semester.
 - Prepare agendas using the provided template and post agendas to the Sharepoint shared leadership page as soon as possible prior to the meeting.
 - Designate a note taker.
 - Prepare minutes using the provided template and post minutes to the Sharepoint shared leadership page as soon as possible following the meeting.
 - Keep an action log using the provided template and post the action log to the Sharepoint shared leadership page.
 - Decisions requiring approval by the Executive Cabinet should be submitted by the Executive Cabinet liaison to be placed on the next Executive Cabinet meeting agenda. Once a decision is made, the Executive Cabinet liaison will inform the committee and the Executive Assistant to the Chancellor will post the decision to the Institutional Decision Log.

Staff Meetings and Departmental Meetings

All Executive Cabinet members shall meet with their direct reports at least once per month. The Executive Cabinet member may elect to expand the meeting to include all members on their team. In larger divisions, the Executive Cabinet member may choose to meet only with his/her direct reports. Meetings may be in-person or virtual.

Those direct reports are then expected to follow the same meeting process with their direct reports.

Decisions requiring approval by the Executive Cabinet should be submitted by the Executive Cabinet member to be placed on the next Executive Cabinet meeting agenda. Once approved, the Executive Cabinet member will inform his/her team and the Executive Assistant to the Chancellor will post the decision to the Institutional Decision Log.

Other Shared Leadership Opportunities

In addition to meetings of committees and departments, the Executive Cabinet is committed to providing open forums at which all faculty and staff can ask questions and provide feedback concerning the institution:

- The Chancellor will host “I’m Listening” sessions at least once per year. These meetings may take place in-person or virtually. During these sessions, employees are invited to visit with the Chancellor one-on-one to discuss issues and concerns.
- The Executive Cabinet will host “Campus Forums” at least once per year. These meetings may take place in-person or virtually. During these sessions, faculty and staff are invited to participate in a meeting in which the Executive Cabinet members answer pre-submitted and live questions in a group setting. Individuals may submit questions anonymously using the following link: <https://hermes.asun.edu/eforms/asu-newport-forum-questions/71/>. Submission of questions in advance allows members of the Executive Cabinet time to research more detailed issues when necessary, but advance submission is not required.

D. Related Information

Meeting Agenda/Minutes/Action Log Templates

https://asun.sharepoint.com/sites/employee_center/SitePages/Communication-Plan-and-Meeting-Templates.aspx

Institution Decision Log

[Executive Cabinet \(sharepoint.com\)](#)

Committees Workbook and Flow Chart

https://asun.sharepoint.com/sites/employee_center/SitePages/shared_leadership.aspx