

Schultz

**Washington State University
as a Multicampus System:**

**Principles for Development
and a Guide for Implementation**

Revised 9/21/2004

On March 14, 2003, the Washington State University Regents adopted recommendations concerning the Washington State University System and the campuses of WSU Spokane, WSU-Tri Cities and WSU Vancouver. This document emerged from those recommendations and serves as a guide to the decision making of various university groups and administrators concerning the spectrum of activities across a university-wide system. It is a dynamic document to be updated as the Board of Regents takes related actions and as the councils, described below, carry out the policy and planning tasks assigned to them. The need for continued refinement is made particularly clear by SHB 2707 which was passed by the 2004 legislature. That legislation opened the door to a role for WSU Spokane that is very different from that of a typical branch campus. It also directed the WSU Tri-Cities and WSU Vancouver campuses to each develop formal proposals about the educational model (upper division transfer vs. four year) as well as the role and mission of the campuses) which are to be debated in the 2005 legislature.

INTRODUCTION

In the past dozen years, Washington State University campuses in Spokane, Tri-Cities and Vancouver have successfully expanded educational opportunities in the three important areas where they are located. They have also been instrumental in creating a sense of what is expected of WSU in these regions and have enlisted strong and active community support for expansion and enhancement of those campuses.

A study committee, which included community and university-wide participation, was appointed by President V. Lane Rawlins and chaired by then Dean James Zuiches. After more

than a year of study, the committee submitted a report that included both descriptions and goals, as well as a number of specific recommendations. After reviewing the report and further consulting with university and community leaders, the President and Provost forwarded their observations and recommendations to the Board of Regents, which has adopted them as Principles for the university-wide system. The subsequent implementation of the principles is a continuous process, but has proceeded rapidly since their adoption.

FRAMEWORK

The missions of the Spokane, Tri-Cities and Vancouver campuses are derivations of the general mission of the University and emphasize quality program delivery to meet the needs of students located in the vicinity of these campuses. Special emphasis is placed on the programs and activities that contribute to the economic, cultural, and social climate of the communities where these campuses are located. Most important in the development of WSU as a system of distinct campuses is the reaffirmation of our commitment to cooperation among the units of the university and excellence in everything we do.

The key factors in the resolution adopted by the Board of Regents are:

- The overall mission of WSU is high quality teaching, research and engagement. The campuses in Spokane, Tri-Cities and Vancouver permit WSU to serve this mission in new ways and with additional constituents. Consequently, WSU is growing into a university "system" with campuses that are now large enough to be more autonomous without sacrificing quality or efficiency.
- There is a continuing and growing need for university-wide standards and communication, especially at the faculty level, in order to assure quality and allow all campuses to draw on the resources of the whole.
- As a system, the individual campuses can benefit from more representation in the university-wide governance process.

- In some areas there are efficiencies and savings from university-wide administration. The University will carefully balance the tradeoffs between decentralization and efficiency with the goal of reaching the highest quality services at the lowest cost.

I. GOVERNANCE AND ADMINISTRATION

A. Board of Regents

1. One Regent will be assigned to each campus to attend advisory board meetings and work directly with the President and Chancellors on governance matters related to the individual campuses.
2. The Chancellors of the Spokane, Tri-Cities, and Vancouver campuses will be formally included as participants at each Board of Regents meeting, with all of the associated responsibilities and privileges.
3. A committee of the Board of Regents will consider the issues and action items related to the campuses. Currently this role is assigned to the Executive Committee.

B. Administrative Processes -- With the exception of the councils described below, administration of the WSU system will rely, to the extent possible, on existing administrative functions and structures.

1. An **Advisory Council** will be formed for each of the Spokane, Vancouver, and TriCities campuses in accord with the following the guidelines:

The members of each council, as well as the chair, will be recommended by the campus Chancellor and appointed by the President.

The members of the Advisory Councils will be broadly representative of the community with particular attention paid to diversity (ethnic, geographic, employment sector, etc.), community leadership and ability to serve as ambassadors for the campus and university system.

The councils will advise the Chancellor and President regarding the community's needs and preferences for university activities and programs, particularly as these relate to economic as well as social and cultural development of the community.

Members will be appointed to 3-year, renewable terms.

The Advisory Councils will meet regularly on a schedule determined jointly by the Chancellor and the chair of the Advisory Council.

An annual meeting of the leadership from all three Advisory Councils, the President's System Council and the designated visiting regents will rotate among the three campuses

2. The CEOs of the non-Pullman campuses will be named **Chancellors**, and they are granted authority to administer these campuses under direction of the President and Board of Regents.

3. A **President's System Council** will be established, with the President serving as chair and the Provost and Chancellors as permanent members. Other administrators or staff may be appointed as necessary. The role of this council is to deal with system-wide administrative, legislative, planning and budget issues

The members of this council, along with all of the vice presidents and the Executive Director of Budget and Planning, are to be considered as the primary officers of the WSU System. That is, while each has other responsibilities associated with a specific campus, these individuals also have a responsibility for enhancement, oversight and management of the system as a whole and to ensure adherence to the standards of quality and efficiency.

The ongoing task of this council is to oversee and approve the implementation procedures for the WSU system. This task will include determining the detailed role and responsibilities of the individual councils as well as the relationship among the councils. This council will also determine the position descriptions and roles and responsibilities of the various officers of the system and of the administrators of the individual campuses.

The President's System Council (PSC) also has responsibility for determining and updating the mission of the WSU System as distinct from, but inclusive of, the roles and missions of the four individual campuses. The PSC will have the responsibilities for determining the system-wide position and strategies concerning implementation of the mission. These positions and strategies will include system-wide administrative policies and procedures, legislative requests and influence strategies, university-wide planning, and operating procedures consistent with the overall mission of the university.

This group will regularly interact with the other system councils, vice presidents, advisory councils of the campuses individually and collectively, and with the committee of the Board of Regents established to consider the issues and action items related to the WSU system and campuses.

4. A **Provost's Academic System Council** will consider academic plans, programs and issues for the WSU system. It will be chaired by the Provost and will include the appropriate Vice Provosts, and Chancellors or their designees, as well as the college Deans and the Dean of the Graduate School.

The Provost's Academic System Council is the body that will monitor and ensure the academic quality of the WSU system of four campuses. The PASC is also the group that will actively facilitate the program planning and scholarly initiatives to support the economic, social and cultural development of the constituencies of each campus.

The PASC will ensure that major constants are recognized and respected across the WSU system, including,

- A superior student experience
- Leading edge research
- A challenging involvement of students in the educational process
- World class faculty

At the same time, the PASC will facilitate recognition of the important variables across disciplines and locations.

- Specific degree programs offered
- Content of degree programs and research activities
- Configuration of program clusters
- Methods of program delivery
- Constituencies to be served
- Specific research and development activities
- Availability of strategic partnerships.

The primary responsibilities of the PASC are to oversee:

- Quality of academic programs throughout the System as demonstrated by:
 - Program reviews
 - Student outcome measures
 - Accreditation
- Coordination across campuses to ensure:
 - Appropriate responsiveness to constituent students and communities
 - Equivalence of similar degrees programs
 - Sharing of academic resources
 - Expertise
 - Faculty
 - Sharing of pilot project results
- Equivalence of faculty across campuses:
 - Faculty evaluation
 - Faculty support
- Direction and facilitation of campus and program strategic planning and implementation.
- Conflict resolution and dispute adjudication. Unforeseen needs and issues may arise and conflicts may occur as new tasks and processes evolve. The PASC can serve an important role in resolving such conflicts. This role for the PASC will be advisory to the Provost who will be the final arbiter of academic issues for the WSU system.
- Finally, relying upon the existing structures and procedures described below, the PASC will be responsible for overseeing the academic elements of WSU's development as it continues to become a

system of coordinated and coherent campuses. Reliance upon existing structures and procedures will preclude duplication of effort and redundancy.

Programmatic changes such as new degree programs or organizational structures (departments, schools, etc.) will follow the existing procedures. Proposals arising from Spokane, Tri-cities or Vancouver should include the appropriate academic dean in the initial planning process. If proposals arise within a college, initial planning should include the chancellors of all affected campuses.

Following this initial stage of development, proposals will be forwarded to the PASC. That is, all affected academic deans and departments will be part of the process of building the proposal. When prior agreement among affected units cannot be reached, the dispute resolution and mediation role of the Provost and PASC may be invoked. Resolution is expected to occur before proposals are forwarded to the Faculty Senate. The basic organizational principle is that each unit affected by a decision will have an opportunity to participate in making the decisions.

The academic **Deans** have system-wide responsibilities for the departments and programs of their respective colleges. Individual departments or lead faculty continue to play a part, but the implementation of the WSU system requires that academic deans, assume a more central and proactive role.

The **Council of Deans** will include academic administrators from all campuses. Each College with programs on the Spokane, Tri-Cities or Vancouver campus will include in its councils or leadership groups those persons designated as program directors and chairs or directors of any separate, campus-based departments or schools.

In consultation with the academic deans and the PASC, the **Provost** develops and maintains an

academic plan for the university system, with sub-plans for each campus. This plan assures availability of program offerings to meet constituent needs, efficiency of program delivery, synergy among related offerings, as well as coherence of degree programs and degree clusters. The PASC will have ongoing responsibility for implementation of this plan.

Proposals for adding, deleting, or restructuring of degree or certificate programs will be reviewed by the PASC for appropriateness and feasibility, as well as for possible impacts on other programs and units, including opportunities to share curriculum development across campuses and to take advantage of any synergies that may exist across the system.

Proposals for undergraduate degrees or certificate programs will be forwarded to the **Office of Undergraduate Education** for administrative review and approval by the Provost before proceeding to the Faculty Senate, the Board of Regents, and the Higher Education Coordinating Board.

The PASC will consider both routine and novel opportunities to broaden WSU's state-wide offerings of graduate level degrees and certificates, including, both extending existing degree programs from one campus to another and developing new degree or certificate programs at one or more campuses. Paramount attention will be devoted to identifying the unique attributes of each campus and their faculty, from both strategic and financial perspectives.

All graduate proposals will first be forwarded to the **Dean of the Graduate School** for administrative review. The Dean will then move these to the Provost's office, the Faculty Senate (which includes the Graduate Studies Committee), and elsewhere as appropriate. Final academic approval lies with the Faculty Senate.

Similarly, proposals for new or reconfigured academic units (departments, schools, colleges) will be forwarded to the Provost for approval before being recommended to the Faculty Senate for approval. Such proposals will receive the same scrutiny from the PASC as degree proposals.

Academic units serve two primary functions:

- a. Oversee the curriculum of a discipline, or related set of disciplines. The content of the curriculum, the methods of its delivery, and monitoring the outcomes are all part of that responsibility.
- b. Select, mentor and evaluate the faculty who represent the discipline and who are responsible for curriculum delivery.

Based on these two functions, new or restructured units may be considered when:

- It is apparent that a different curriculum would be responsive to the needs of an individual campus.
- Curriculum content must be structured differently in different campus contexts.
- The pedagogical methods and vehicles of curriculum delivery are sufficiently different to warrant a new academic unit.
- Sufficient faculty members are clustered on a given campus to provide quality program delivery as well as adequate faculty development and evaluation.
- It is apparent that management of the academic unit would be more efficient and effective if a separate unit or units were developed (as was the case when Science and Liberal Arts were created as separate colleges from the former College of Arts and Sciences.)
- When coalescing or merging academic programs or portions of academic programs would provide opportunities for synergy or innovation that would facilitate implementation of the academic plan and advancement of the WSU system.

All major decisions about individual **faculty members** throughout the system (hiring, promoting,

tenuring) are ultimately the responsibility of the university Provost.

Annual hiring plans are submitted for approval to the Provost by the Academic Dean or Chancellor. Such plans must be consistent with both the strategic plan of the unit and the budget. Recommendations for hiring individual faculty members must also be forwarded to the Provost, for approval.

All faculty reviews also ultimately flow to the Provost for approval. Such reviews are forwarded to the Provost by the Academic Dean who, in turn, receives these from the chair or director of the individual department or school to which the faculty member belongs. When faculty members are located on the Spokane, Tri-Cities or Vancouver campus, the recommendations to the provost must have the concurrence of the appropriate campus Chancellor.

Criteria for faculty evaluation will be equitable across all campuses. That is, equally high standards will be maintained across the system with appropriate a priori variations considered when the circumstances and expectations of the campus warrant.

While WSU as a system has one faculty, the location of one's appointment is site specific. Occasionally faculty, staff or units from one campus may request relocation or space on another campus or research station to perform their ongoing responsibilities. Such changes in location may be approved subject to the following:

1. The relocation must have benefit to the University.
2. Relocation must be approved by the employing official, sending campus, area head and vice president or chancellor.
3. Relocation to the new location will be at the discretion of the receiving chancellor or research station director.

4. The employing unit must cover all costs of the office including, but not limited to, telephone, equipment and computing.
5. A **System Council for Administration and Operations (SCAO)** will consider issues in all areas related to the administration and operation of the university system and its individual campuses. This council will include all university Vice Presidents, the appropriate counterparts on each campus, and other officers as necessary. It is anticipated that this council will have sub-councils specific to the general divisions of the university.

The President's System Council has identified the following as sub-councils of the SCAO: **Budget, Business Affairs and University Relations, Information Technology, Library, Student Affairs and Development.** The SCAO is expected to develop strategies for adopting and extending best practices and a commitment to continuous improvement across all campuses of WSU, while minimizing additional administrative groups and functions. The individual sub-councils should find opportunities for all campuses to share in policy development and opportunities to communicate about policies and practices and to approve appropriate variations due to different campus contexts. The common way in which these sub-councils function has been to incorporate individuals from the regional campuses into the regular functions of the individual unit. Representatives are included both in the leadership teams for policy development and in the larger groups of each unit for broader communication and more consistent implementation of policies.

II. ACADEMIC PROGRAMS

A. Academic units, including programs, departments, schools and colleges may be established and centered on any of the campuses in the WSU system. Proposals to establish these units should follow approval processes outlined in the Educational Policies and Procedures Manual, which can be revised by the Faculty Senate if necessary to accommodate unforeseen innovative proposals.

The principles of quality and cost-effectiveness should always prevail, but must also allow maturation time for a program to reach expected costs. That time period should be stated in advance of program acceptance and based on sufficient data to warrant the expectation of future efficiency.

- B. Academic program administrators may reside on any campus and have responsibility for programs on other campuses. More than one lead administrator may be appointed in the same discipline. Multiple departments or colleges in the same general area may be established on different campuses when the circumstances warrant such a structure.
- C. Doctoral education is a system-wide responsibility and is not a function of location. Residency requirements for degrees should refer to residence at WSU, not to a specific campus. The graduate faculty is system-wide and will be responsible for the academic criteria and standards associated with graduate degrees.
- D. Academic programs, and especially lower division coursework at the WSU campuses, will be closely coordinated with other institutions, particularly with community colleges in the communities or regions where these campuses are centered.

III. STUDENT AFFAIRS

- A. Efficiency in admissions, scholarships, recruiting, advising, and other aspects of student affairs calls for coordination and integration. However, while it is feasible to maintain a single faculty across many campuses, it is not realistic to think of our multicampus student population as one student body. The different clientele of our campuses, the distances among them, and the development of local identities for the campuses, suggest that there are separate student bodies that should be recognized as such. While the total number of students on the Spokane, Tri-Cities, and Vancouver campuses is still a relatively small percentage of the total number of WSU students, the numbers are reaching levels sufficient for each to function effectively.

- B. The campuses are different in character and fees may vary to reflect different student needs and concerns. A system-wide student council will be reconstituted to determine which issues students might wish to address as a system. The council would not be a student governing body, but a place where several largely independent bodies can work together on issues of joint concern.

On March 12, 2004, the Board of Regents took the following actions that recognize the separateness and independence of the individual student bodies within the WSU System:

- *Revocation of the constitution for the former Student Government council.*
- *Encouraging the various student governments to continue working together via informal means as well as formal agreements as they have done in common causes such as making nominations for the student regent.*
- *Delegation of authority to the WSU President to adopt, amend, or repeal guidelines governing the establishment and funding of programs supported by student services and activities fees, including guidelines for budgeting and expending services and activities fee revenue, as are consistent with the requirements of law, and including the requirements of RCW 28B.15.041 through RCW 28B.15.045. These guidelines have been drafted separately for each campus but contain the following elements:*

S & A Fee Committees and S & A Fee Facilities Committees will be appointed annually by the WSU President for WSU Pullman, by the Chancellors of WSU Spokane, WSU Tri-Cities and WSU Vancouver for those campuses, and by the Dean of Extended University Services for the Distance Degree Programs.

These committees will recommend, for Board of Regents' approval, annual allocations of S & A fees collected for that individual campus.

For the non-Pullman groups the funds allocated will include a system "franchise" fee allocated to the

WSU President for further allocation at his/her discretion. The amount of this "franchise" fee is set to equal that amount allocated by ASWSU Pullman for intercollegiate athletics but not more than 15% of the total S & A fees collected for that campus.

- C. Recognizing the distinctive character of each campus, recruiting will have a different emphasis at each campus. Some coordination will be useful to prevent unnecessary competition, but the primary goal should be to recruit good students and offer them a great educational experience. The character of each of the regional campuses suggests that recruiting will be increasingly campus specific, as students do not enroll in a system, they enroll at a campus.

IV. FACULTY GOVERNANCE

Faculty governance in the Washington State University System is one of the most important developments underway. The Faculty Senate is continuing to address this issue and will have further recommendations. The goals are to maintain standards of excellence and to ensure that individual faculty members are empowered and enfranchised, regardless of location.

Faculty governance is a primary means by which Washington State University will maintain standards of excellence across the system and at each of the individual campuses. Accordingly, the faculty of WSU will be governed by a system-wide faculty senate. The currently empowered faculty senate will be that system-wide faculty senate. At the same time it is recognized that the differing needs and conditions of faculty on the Pullman, Spokane, Tri-Cities and Vancouver campuses may dictate local consideration of issues, as well as individualized policies and procedures, related to:

- The campus' academic mission.
- The campus' structure of faculty governance, consistent with University faculty standards.
- Policy and allocation of authority for academic matters affecting the campus.
- Academic calendar, with only such deviation from the University calendar made necessary by local circumstances.

- Creation, reorganization, merger, and elimination of programs and units affecting the campus.
- Appointment, promotion and tenure, compensation, conduct and discipline, and grievances of campus faculty.
- Appointment and review of campus academic officers consistent with University standards.
- Campus facilities and budgets.
- Student conduct and discipline, consistent with University standards.
- Other matters affecting the academic mission of the campus, subject to the legislative and advisory authority of the University faculty.

To that end the Faculty Senate of WSU will, as appropriate, delegate legislative and advisory authority to campus-specific faculty organizations that exist on individual campuses of Washington State University.

The Washington State University Faculty Senate passed the following motion on February 12, 2004:

Steering committee subcommittees will be established at WSU-Spokane, WSU Tri-Cities, and WSU-Vancouver. All faculty matters to be brought to the Faculty Senate from a regional campus must first be approved by the campus subcommittee; such matters will then be brought directly to the steering committee for consideration and either referral to the appropriate senate committee or placement on the senate agenda. In addition, proposals for new certificates and degrees originating at a regional campus must first be reviewed by that campus's subcommittee before they are submitted to the provost for consideration and eventual senate review. Further, the subcommittees will deal with local faculty concerns as they relate to the faculty manual and the senate's constitution and procedures.

The subcommittees will consist of a minimum of four to a maximum of six faculty members on the specific campus who are eligible to vote in elections for faculty senators plus the campus senator. The

campus's elected faculty senator will serve as chair of the subcommittee. Election to the subcommittee will be conducted according to senate rules, and the members may be elected at large or apportioned to constituencies. Business will be conducted according to the constitution of the Faculty Senate. The chairs of the campus subcommittees will also be members of the Faculty Senate steering committee.

Four Campuses - Different Futures

The campuses of WSU will all continue to have very different identities. As they have evolved, they play very different roles in the higher education system in the state of Washington and in the communities where they reside. Each also brings different assets to the WSU system. WSU Pullman provides a major traditional residential campus where students are able to pursue their education with the single role of a student. The other campuses all bring opportunities for partnerships with other elements of the communities that they serve. WSU Spokane brings a major medical community. Tri-Cities brings PNNL with its science and engineering expertise. Vancouver brings the semiconductor industry and major financial institutions. All bring connections with multiple K - 12 districts and local governments. These differences add diversity to WSU's portfolio, strengths that a single campus could not provide, and help us to serve the citizens of Washington State.