

Standard Six

Governance

Board of Regents

“The governance of Washington State University shall be vested in a board of regents that consist of nine members. They shall be appointed by the governor, by and with the consent of the senate and shall hold their offices for a term of six years from the first day of October and until their successors are appointed and qualified.” RCW 28B.30.100

The duties and powers of the Board include general management of the university with all its constituent parts, the care and preservation of all property, the construction of needed buildings, and the custody and expenditure of all moneys. The Board may contract both for services and for materials. Further, the Board has the power to delegate authority. In a large measure, this delegation is to the President of Washington State University.

The approach to the Board of Regents is through the President of the University, who is secretary ex officio of the Board. Any university committee or individual is accorded the opportunity to present a direct appeal to the Board of Regents through this channel.

Except for the term of the student member, no more than the terms of two members will expire simultaneously on the last day of September in anyone year. Six members of said Board constitute a quorum for the transaction of business. In the case of a vacancy or when an appointment is made after the date of the expiration of a term, the Governor fills the vacancy for the remainder of the term of the Regent whose office has become vacant or expired. A student appointed under this section excuses himself or herself from participation or voting on matters relating to the hiring, discipline, or tenure of faculty members and personnel. The Board of Regents acts as a committee of the whole. No single member or committee acts in place of the Board without formal delegation of authority.

As indicated in previous sections, final approval of all new academic programs and degrees, and all substantive changes of mission, policy, or procedures, rests with the Board of Regents. Further responsibilities include approval of academic and administrative structure, oversight of effective and efficient management, approval of the annual budget and long-range financial plans, and reviews of fiscal audit reports. Finally, in this year of accreditation, the Board of Regents has played a role in the accrediting process.

The schedule of meetings of the Board of Regents is set from July through the following June. This schedule is published in the Washington State Register. Special meetings may be called from time to time during the year as determined by the Board. The members of the Board of Regents are:

Richard R. Albrecht. Mr. Albrecht is from Seattle, Washington, and is a Senior Advisor for Boeing Commercial Airplane Group. Mr. Albrecht’s term began in December 1987 and ends in 1999.

Kenneth Alhadeff. Mr. Alhadeff is from Seattle, Washington, and is the Chairman of Elttaes Enterprises. Mr. Alhadeff’s term began in October 1996 and ends in 2002.

Phyllis Campbell. Ms. Campbell is from Seattle, Washington, and is the President and CEO of the Bank of Washington. Ms. Campbell’s term began in November 1990 and ends in 2002.

Richard Davis. Mr. Davis is from Spokane, Washington, and is the President and CEO of Pentzer Corporation. Mr. Davis’s term began in April 1990 and ends in 2001.

Carmen Otero. President of the Board of Regents, Ms. Otero is from Seattle, Washington, and is a retired judge. Ms. Otero's term began in January 1994 and ends in 1999.

Joe King. Mr. King is from Ellensburg, Washington, and is a Partner of King Crowley and Company. Mr. King's term began in October 1996 and ends in 2000.

Peter Goldmark. Vice President of the Board, Mr. Goldmark is from Okanogan, Washington, and is a rancher and scientist for Double J. Ranch, Inc. Mr. Goldmark's term began in February 1996 and ends in 2001. He will become President of the Board May 1999.

Robert Fukai. Mr. Fukai is from Spokane, Washington, and is a Vice President of Washington Water Power Company. Mr. Fukai's term began in January 1998 and ends in 2003.

William Marler. Mr. Marler is from Seattle, Washington, and is a partner in the law firm Kargianis, Watkins, and Marler. Mr. Marler's term began in January 1998 and ends in 2003.

Janelle Milodragovich. Student Regent from Pullman, Washington. Ms. Milodragovich joined the Regents in 1998.

Leadership and Management

Chief Executive Officer

The President of the university is designated by law as Secretary Ex-Officio of the Board of Regents. The President is the chief executive officer of WSU by delegation of authority from the Regents. The President administers the policies approved by the Board of Regents and serves as the adviser to the Board on policies and operations. The President of WSU, together with the Provost, Vice Presidents, and Vice Provosts, administers the university according to its missions and plans for its future. Other functions of the chief executive officer include:

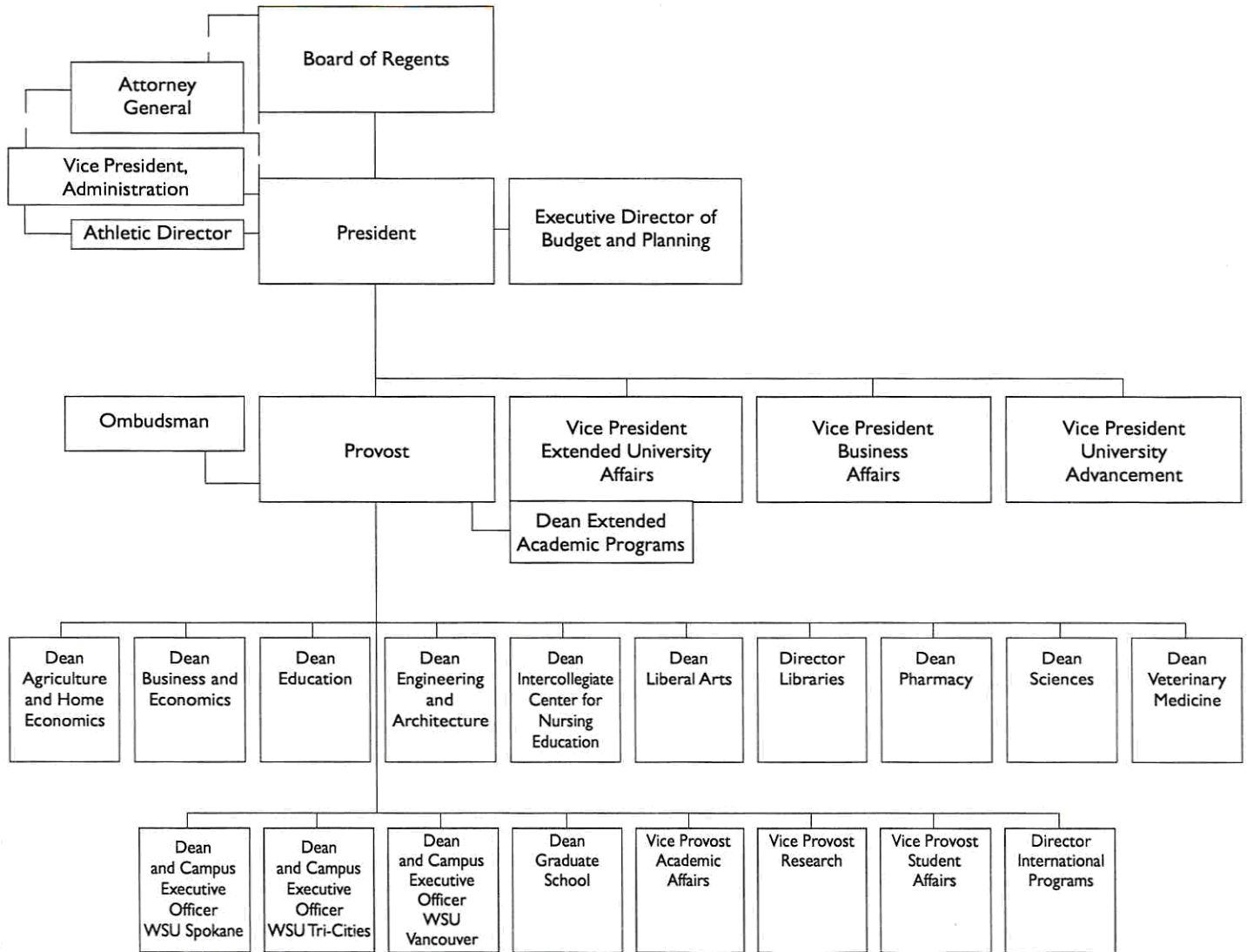
- Leadership in developing policies and organization for teaching, research, and outreach programs.
- Public representation of the university, including representation before the Legislature and other state agencies.
- Responsibility for the general welfare of students; the development, operation, and maintenance of buildings, lands, and equipment; financial matters pertaining to development, operation, and maintenance of the university; and the administration of regulations adopted by the Board of Regents.
- Responsibility delegated by the Board of Regents, for all appointments, promotions, salaries, leaves, resignations, and dismissals.

Presiding at meetings of the general faculty.

Executive Offices

The following offices report directly to the President.

- Budget and Planning
- Provost and Academic Vice President
- Vice President for Administration
- Vice President for Business Affairs
- Vice President for Extended University Affairs
- Vice President for University Advancement



Administrative Organization

Washington State University is an educational organization that facilitates instructional, research, and public service programs for its constituents. As an organization it provides for wide participation by members of the faculty in determining administrative and educational policies.

The primary purpose of WSU administration is to enable each individual to work productively, under congenial conditions, with the best facilities that the university is able to provide, toward the educational objectives of the institution.

Consultation among administrative officers is a regular practice. The various units of the university provide the means of coordinating related teaching, research, and service. The principal administrative officers, such as the academic deans and directors, the Executive Committee, the Faculty Senate, the Faculty Status Committee, and appropriate other committees advise and recommend on various matters.

Policies, procedures, and regulations relating solely to individual units may be adopted if not inconsistent with institutional policies established by the Board of Regents or by state law. They will not become effective if disapproved by the principal administrative officer. The decision of such officer may be appealed to the appropriate Vice President or to the President and, thereafter, to the Board of Regents.

The WSU organization is divided into these general administrative groups:

Executive Officers, Associate and Assistant Officers, Academic Deans, Branch Campus Deans, Agriculture Research Superintendents, Station Managers and District Supervisors, Academic Heads, Directors, and Supervisors.

Executive Officers

The Provost and Academic Vice President is directly responsible to the President and serves in the chief executive officer's stead as requested. Specific responsibilities include general administration of teaching departments, research units, and outreach programs, general administration of the faculty personnel program, and general administration of the operating budget. In addition to ten academic colleges and one library, twelve administrative offices report to the Office of the Provost and Academic Vice President. There are three Vice Provosts who report directly to the Provost and Academic Vice President. The Vice Provosts have administrative responsibility in research, instruction, and student affairs. This office has the greatest number of reporting units, which include:

- WSU Spokane
- WSU Tri-Cities
- WSU Vancouver
- Graduate School

Academic Units

- Research
- Student Affairs
- International Programs
- International Education
- Interinstitutional Research Centers
- Ombudsman

The academic units that report to the Provost are:

- College of Agriculture and Home Economics
- College of Business and Economics
- College of Education
- College of Engineering and Architecture
- College of Nursing/Intercollegiate Center for Nursing Education
- College of Liberal Arts
- College of Pharmacy
- College of Sciences
- College of Veterinary Medicine
- University Honors College
- Extended Academic Programs
- WSU Libraries

Vice President for Administration

Vice President for Administration is a newly created position to reflect a reorganization in top administrative duties. The specific units for which the Vice President for Administration is responsible include:

- Athletics
- Attorney General's Office
- The Board of Regents Services

- Human Relations and Diversity
- Human Resource Services
- President's Office Staff

Vice President for Business Affairs

The Vice President for Business Affairs is responsible for all business and finance functions and services, including development and administration of the capital budget. The specific units and functions included are:

- Benefits and Payroll Services
- Central Stores
- Controller's Office
- Environmental Health and Safety
- Facilities Administrative Services
- Facilities Development
- Housing and Dining Services
- Internal Audit
- Material Resources
- Procedures and Forms
- Procurement/Purchasing
- Public Safety.
- Student Loans
- The general financial administration of all student and auxiliary enterprises

Vice President for Extended University Affairs and Dean of Extended Academic Programs

The Vice President for Extended University Affairs is responsible for developing and administering programs involving constituencies important to the university, both within the university community and off campus. The Vice President is also responsible for the direction of the statewide Washington Higher Education Telecommunication System (WHETS); distance education programs; and statewide Cooperative Extension education, which includes Learning Centers throughout the state.

- Units reporting to the Vice President for Extended University Affairs and Dean of Extended Academic Programs include:
- University Relations/News and Information Services . Beasley Performing Arts Coliseum
- Extended University Services
- Educational Telecommunications and Technology . Publications and Printing and the WSU Press
- Cooperative Extension

Vice President for University Advancement

University Advancement is the friend-raising and fund-raising division of Washington State University. Its aim is to encourage alumni, friends, students, and everyone served by WSU to advance the university's mission through involvement, advocacy, and financial contributions. Its role is also to ensure that the university provides the best possible service to Cougars worldwide: alumni, donors, and friends. The following units report to the Vice President for University Advancement:

- The WSU Foundation seeks private gifts to advance the University's teaching, research, and public service missions.
- The WSU Alumni Association serves WSU's 110,000 alumni throughout their lifetimes and seeks

their continued involvement in the university.

- Advancement Services provides the data support for these and all operations within the university that connect to alumni and friends worldwide.
- CougNet Internet Services, an array of Web-based Internet services for alumni and friends, supports all of these activities.

Legal Counsel

The State Attorney General, through the appointed Assistant Attorney General, serves as legal counsel to Washington State University to provide legal advice and representation in legal matters.

Principal Administrative Officers

Principal administrative officers are the Deans of academic units, branch campus Deans, the Dean of the Graduate School, the Director of Libraries, the Registrar, the Director of Admissions, the Director of Information Technology, and others who may be appointed from time to time by the President.

Appointments to principal administrative positions are approved by the President on recommendation of the cognizant Vice President. When a vacancy in this group occurs, the President will ordinarily appoint a special committee, which includes appropriate faculty, to seek out and recommend the best available candidates. Specific instructions may be given to such committees regarding special areas or special types of candidates to consider. The committee also considers professional and academic qualifications recommended by the faculty in the administrative unit. The committee's recommendations are advisory to the Vice President and the President, and not binding.

Administrative officers, as such, have no tenure in their positions. The service of members of this group is subject to review by the President at any time and to periodic formal review as outlined below. However, Washington State University desires continuity of competent service on the part of its principal administrative officers.

Members of the faculty in administrative positions are expected to follow policies, procedures, and regulations pertinent to their administrative duties. They are expected to exercise sound judgment, to be willing to accept responsibility, to cooperate with other administrative units, to follow a broad concept of institutional interests and needs, and to provide leadership. They have general authority and responsibility for the administration of their respective areas. It is expected that goals and missions for programs will be developed in cooperation with units in the area and with appropriate university officers.

The role of branch campus Deans, as Chief Executive Officers of their campuses, and their role in the faculty tenure and promotion process is currently being negotiated. Efforts to assist academic Deans on the Pullman campus and branch campus Deans to work in concert in this area are ongoing.

Review of Academic Deans and Director of Libraries

It is the policy of the university that a periodic review of the performance of each academic Dean and of the Director of Libraries be carried out at five-year intervals of service. This performance review follows procedures that use, as a principal point of reference, the position description and the mission statements of the university and the major unit.

This review is conducted by an ad hoc committee, including faculty, department chairs, students, experienced administrators of other units or from other institutions, and, where appropriate in terms of the duties of the Dean, persons from outside the university representing constituencies to whom the officer has important responsibilities.

Specific guidelines for the review procedure are available from the Office of the President. The recommendations of the committee are transmitted as a confidential report to the President.

Faculty Role in Governance

Faculty Senate

The purpose of the Faculty Senate is to exercise its delegated legislative powers. The Faculty Senate exercises its legislative powers in all matters requiring faculty action or approval of curricular and educational policies of WSU including:

1. Standards of admission,
2. Curricula and courses to be offered and the amount of credit for each course,
3. Standards of scholarship,
4. Requirements for graduation, and
5. The academic calendar.

The purpose of the Faculty Senate is to provide a representative body of the faculty community, and to make recommendations to the President and the Board of Regents on matters affecting the general welfare of Washington State University and its educational, research, and public service activities.

The Faculty Senate consists of 82 elected members, 77 of whom are elected by and from the faculty of WSU and five of whom are elected by and from the Graduate and Professional Student Association. Except for the Faculty Affairs Committee, the Committee on Committees, and the Steering Committee, at least 25% of the members of all standing committees are students. In addition, each WSU branch campus elects, at large, one non-voting member of the Senate.

The Faculty

The Faculty Code of Professional Ethics states the expected standard of performance: Faculty members have obligations that derive from membership in the university community. They respect and defend the free inquiry of their associates. In the exchange of criticism and ideas, they show due respect for the opinions of others. They acknowledge the contributions of others and strive to be objective in professional judgment of colleagues. They accept their share of faculty responsibilities for the governance of the university and for its institutional integrity, including observance of the university's published policies and regulations applicable to faculty.

As officers of the university, the faculty members seek above all to increase its effectiveness. Although they observe the stated regulations of the university, they maintain their right to criticize and seek revisions within appropriate means. In consultation with department chairs, they determine the amount and character of the work to be done outside the university with due regard to their paramount responsibilities within it. When considering interrupting or terminating their services, they recognize the effects of their decisions upon the programs of the university and give due notice of such intentions.

As members of the community, faculty members have the rights and obligations of all citizens. They measure the urgency of these obligations in the light of responsibilities to students, to the profession, and to the university. When they speak or act as private persons, they make clear that they are not speaking or acting for the university. As citizens who are part of an institution that depends upon freedom for its health and integrity, the faculty members have particular obligations to promote conditions of free inquiry and to further public understanding of academic freedom.

Unions

Affiliated with the American Federation of State, County, and Municipal Employees, Local 1066 represents nearly 230 WSU employees in the skilled trades, physical plant, food services, clerical positions, and the libraries.

No formal university policy on collective bargaining exists, however, it is WSU's position that the institution follows all state and federal laws regarding collective bargaining. The responsibility to engage in collective bargaining is mandated in accord with statutory requirements. WSU follows the statute, the civil service rules, and has a collaborative approach with support staff through the union management committee process. These union-management meetings are provided and described in six negotiated agreements. There is no right to strike under state law, therefore, none of the agreements would operate to unduly disrupt or impede the educational process.

Policy on Affirmative Action and Nondiscrimination

Washington State University is an equal opportunity employer committed to providing equal opportunity and nondiscrimination to applicants and employees without regard to race, color, creed, religion, national origin, gender, sexual orientation, age, marital status, the presence of any sensory, mental, physical disability, or use of a trained guide dog or service animal. or whether a disabled veteran or Vietnam veteran. Washington State University has made, and will continue to make, every effort to eliminate barriers to equal opportunity encountered by these protected group members and to improve employment opportunity available to underutilized groups.

One System Principle

As a multi-campus system, with campuses located in four locations in the state, the basic principles on which the system originated remain. They are:

- One university, geographically dispersed,
- One set of academic standards,
- One faculty, system-wide, and
- One student body.

For consistency and accuracy, the Faculty Manual applies system-wide. Faculty, staff, and student organizations have representation from across the system and have constitutions that apply system-wide.

Student Role in Governance

Student Government

Undergraduate students at Washington State University are represented by 18 elected senators who represent different living groups on campus and who serve on the Associated Students of Washington State University (ASWSU) Senate. ASWSU has three Greek senators, six off-campus senators, four at-large senators, and five residence hall senators. ASWSU consists of three branches: executive, legislative, and judicial. The executive branch consists of the President, Vice President, and their executive staff. The ASWSU judicial board consists of five students with one student serving as Chief Justice. The judicial board's job is to interpret the ASWSU by-laws and constitution.

ASWSU is interested in a wide range of issues relating to student life at WSU and is led by the student body President and Vice President. The legislative branch, the Senate, is directly involved in the allocation of ASWSU funds for programming and the establishment of operating procedures. Through the Senate, ASWSU

has developed student committees and programs broken down into special interests: awareness, entertainment, service, and multicultural groups.

Graduate and professional students are members of the Graduate and Professional Students Association (GPSA). Five members of the GPSA represent their constituents on the Faculty Senate.

Scholastic Societies

A number of scholastic societies have been established on each of the campuses. Not all societies are available for each campus. However, as student bodies vary, so does desire for and participation in scholastic societies. Listed below is a broad overview (not including discipline-specific groups) available to students.

Alpha Epsilon Rho is a broadcasting honorary society in the Edward R. Murrow School of Communication. Represented by the National Broadcasting Society. AERho is a nationwide organization made up of the very best students, faculty, and professional communicators in the broadcasting industry. Formed in 1943, it was the first national organization whose primary purpose was to bring communication students and professionals together. The WSU Chapter of AERho is involved in many activities, including sponsoring the end-of-the-year banquet for the School of Communication.

Golden Key National Honor Society was established in 1977 and chartered at WSU in 1987. The society is open to the top 15% of the junior and senior classes in all disciplines of study. Qualification is defined at WSU as those students with more than 60 credit hours, 30 of which must be from WSU, who have attained a 3.4 cumulative grade point average. Golden Key offers not only recognition for superior academic achievement, but opportunities for service and leadership. The WSU Golden Key Chapter annually recognizes the two outstanding academic advisors of the year at its annual induction reception.

Mortar Board is a national honor society of college seniors recognized for their scholarship, outstanding and continual leadership, and dedicated service to the college or university community. It is a member's willingness to continue to serve that differentiates Mortar Board from an honorary organization. Acceptance of membership indicates the person's agreement to fulfill the responsibility for active participation in the chapter. Members must have at least a 3.0 cumulative grade point average to be considered for membership.

Omicron Delta Kappa is the national leadership honor society for juniors, seniors, graduate students, and professional students. For eighty years, the society has recognized achievement and leadership in scholarship, athletics, campus and community service, social and religious activities, campus government, journalism, speech and the mass media, and the creative and performing arts. Students of any discipline who are in the top 35% academically are invited to apply for lifetime membership.

Phi Beta Kappa, the oldest national honorary fraternity in the United States, was established to promote scholarship and friendship among students and graduates of American colleges and universities. The WSU chapter of Phi Beta Kappa, established in 1928, was one of the first chapters founded at a land-grant university. To be considered for selection, students must be majoring in a liberal arts discipline, have 75% of their course work in liberal arts, and have earned at least 45 of their total credits from WSU with a minimum 3.45 grade point average. Only about 15% of the institutions of higher education in the United States have programs sufficiently strong in the sciences and liberal arts to warrant membership.

Phi Delta Kappa is an international professional fraternity for men and women in education. The membership is composed of recognized leaders in the profession and graduate students in education whose leadership potential has been identified. Members include classroom teachers, school administrators, college and university professors, and educational specialists of many types. In Phi Delta Kappa, they find a fellowship

based on common interests and ideas devoted to the promotion of free public education. Membership is by chapter invitation.

Phi Kappa Phi, the first national scholastic society to recognize superior scholarship in all fields of study, was established in 1897. The WSU chapter was founded in 1919. Students from all disciplines within the university are eligible for membership. Candidates are selected from the upper 10% of the senior class and the top 5% of the junior class each year. Graduate students are also eligible for membership.

Phi Sigma Iota was founded in 1922 to recognize outstanding ability and high standards of excellence in the field of foreign languages. It is an international society, and, as such, promotes international communication and understanding. Candidates are selected from undergraduates majoring or minoring in a foreign language who maintain at least a 3.0 grade point average. Graduate students are also eligible for membership.

Student Clubs, Organizations, and Honoraries

Participation in departmental clubs and honoraries, service organizations, and campus activities is an important part of student life. More than three-fourths of the student body take part in the activities program. Adequate opportunities are available for every student to pursue extracurricular interests through service, recreation, religious, and other specialized interest groups. ASWSU and the Activities and Recreational Sports Office coordinate and guide existing student organizations and assist new groups in developing sound programs. A professionally trained staff is prepared to help all students in planning well-balanced activity programs adapted to their particular needs and interests. Standard Three provides more in-depth information.