

Shared Governance at Pacifica Graduate Institute

Approved by Shared Governance Task Force on 11/27/23

Ratified by Faculty on 12/6/23

Approved by the Board of Trustees on 1/24/24

Contents

Pacifica’s mission and core values	1
Pacifica’s vision of shared governance.....	1
Commitment and Pathways to Shared Governance.....	1
Communities of authority and responsibility.....	2
The Board of Trustees.....	2
Executive Leadership Team.....	3
President/CEO.....	4
Provost	4
General Counsel.....	5
Chief Financial Officer	5
Faculty.....	5
Extensions of the Faculty Body	6
Other Constituents Involved in Governance.....	6
Staff.....	6
Students.....	7
Disagreement Resolution	7

Pacifica’s mission and core values

At Pacifica, shared governance is grounded in the mission of the Institute: *To foster creative learning and research in the fields of psychology and mythological studies, framed in the traditions of depth psychology.*

Guided by the core values of logos, eros, consciousness, integrity, service, and stewardship, shared governance at Pacifica is a collaborative institute-wide process that is dependent on trust and open communication among community members in an environment of mutual respect, collegiality, and shared accountability. Pacifica’s shared governance operates through a collective decision-making process in which the members of each of the major constituencies (the Board of Trustees, Executive Leadership, Faculty, Staff, and Students) work together to implement the Institute’s mission.

Pacifica’s vision of shared governance

A successful institution of higher learning is one that draws on the shared wisdom of its many constituents, all of whom are committed to achieving the Institute's mission. In achieving our mission, all community members commit to think, speak, and act in a way that prioritizes academic excellence and care of the soul, which are central to what informs our policies, academic programs, curriculum, research, and scholarship, as well as institutional health and student success in both the short and long term.

Pacifica Graduate Institute's philosophy of institutional governance is, therefore, grounded in the definition of a *collegium*—a society of colleagues, a fellowship—and in our core values. This means that consciousness, a shared sense of responsibility and service, the free expression of ideas, stewardship, and open communication are all intrinsic to Pacifica's vision of shared governance. While Pacifica's decision-making practices may be complex and evolving, they are to be carried out with psychological consciousness that reflects self-awareness and empathy in support of our shared mission.

Commitment and Pathways to Shared Governance

Shared institutional governance is a multifaceted approach requiring a high level of commitment on behalf of the Pacifica community to ensure its realization. It exists as a delicate interdependence of structure, process, trust, communication, commitment, and engagement. Effective shared governance at Pacifica is predicated upon the Board of Trustees setting the strategic plan of the Institute, which is developed collaboratively by the President/CEO, and Executive Leadership, Faculty, and Staff, each of whom works jointly toward its implementation. The role of Faculty extends beyond teaching to include active participation in the stewardship of the Institute. The President and executive leadership strive to promote an environment of open communication through establishing multiple avenues of consultation, which lead to informed decisions concerning the institution's policies, academic programs, and implementation of strategic priorities.

Shared governance at Pacifica entails reasonable access to information, including the agendas, deliberations, recommendations, actions, and scope of authority of the institution's many committees, councils, and boards. All constituencies pledge to work cooperatively to engage in and document standard best practices at Pacifica. The Institute commits to hosting regular community gatherings to help build and maintain trust through transparency and positive relations between all entities (Board members, Faculty, Students, Staff, and/or Executive Leadership Team).

Communities of authority and responsibility

An image for shared governance at Pacifica is a three-legged stool, comprised of the Board, the Executive Leadership Team, and the Faculty. The image acknowledges two principles: (1) important initiatives require all three constituencies to participate in decision-making; and (2) the weight of each voice should be determined by the responsibility of each constituency for the matter at hand, as described later in this Statement.

Staff and students at Pacifica actively contribute to the success of the Institute by providing unique perspectives on operational matters and participating in committees, thereby enriching shared governance decision-making.

The Board of Trustees, Executive Leadership Team, Faculty, Staff, and Students are distinct but interdependent constituents of the Pacifica community. All agree that the Institute's governance structure, commitment to shared governance principles, and selection and review of the leadership of Pacifica shall be conducted in accord with the roles and responsibilities of the Board, the Executive Leadership Team and Faculty, as summarized below and codified in applicable governing documents (e.g., Board Bylaws, faculty governance documents, committee descriptions, decision matrix).

The Board of Trustees

The Board of Trustees has the legal and fiduciary responsibility for Pacifica Graduate Institute (PGI or Institute) and operates as the final institutional authority.

The responsibilities of the Board of Trustees shall be those traditionally accorded to the Board at institutions of higher education. The responsibilities shall include, but not be limited to, the following: determining the mission of the Institute; ensuring that Institute operations, under the leadership of the President, are consistently aligned with its mission; charging the President with the task of overseeing an inclusive strategic planning process that involves Faculty, Staff, and Student, and the Board of Trustees, approving the strategic plan, and monitoring its progress; preserving and protecting all assets of the Institute; ensuring the financial well-being of PGI by providing oversight to ensure the institution has the financial resources to operate successfully, approving the budget, and setting tuition; appointing the President of PGI, who shall serve as the chief executive officer of the Institute, and regularly evaluating the President's performance; ensuring the educational quality of the Institute; endorsing recommendations to introduce new or discontinue academic programs; conferring degrees on the recommendation of the faculty and the President; establishing general policies to govern the operation and management of the

Institute and ensuring they are current and properly implemented; and promoting the general interests of the Institute.

In the discharge of its responsibilities, the Board of Trustees may delegate such functions and powers as it considers appropriate to the President/CEO of the Institute and through the President/CEO to administrative officers and the Faculty. The Board may rescind such delegations whenever in its judgment circumstances require such action.

The Board's function is to govern, not to manage the day-to-day affairs of the Institute. Accordingly, the Board delegates leadership authority and the administration of the institution to the President/CEO. In electing the President/CEO, the Board commits to engage a diverse set of members of the campus community and to provide formal roles for the Executive Leadership Team, Faculty, Staff, and Students, in the search process.

The Board can meet its unique responsibilities to Pacifica only by knowing the culture as well as it possibly can. This requires frequent, intentional, generative forms of interaction with the Executive Leadership Team, Faculty, Staff, and Students. The Board seeks regular reports and discussions with the Executive Leadership Team, Faculty, Staff, and Students and intends to continue the practice of hearing from Faculty, Students and Staff on a regular basis. To facilitate its work, the Board invites representatives of the Faculty, Staff, and Student body to join the general session of its quarterly meetings, in full or in part, to present communications and resolutions, seek input and expertise, as well as to collaborate openly on any relevant institutional matters and/or strategic initiatives. While these representatives are not Trustees and may not vote on matters presented to the Board, the Board agrees to respect their perspectives and opinions as a valuable addition to relevant Board considerations to inform its decision-making on behalf of the Pacifica community. The Board may also invite representatives of the Faculty, Staff, and Student constituencies to attend meetings of applicable Board Committees or task forces.

In turn, the self-governing bodies of Faculty and standing committees, in collaboration with the President, may invite Board members to attend their meetings.

Executive Leadership Team

The Officers of Pacifica Graduate Institute are the President/CEO, Provost, Chief Financial Officer, and General Counsel. The Executive Leadership Team is comprised of the Officers of Pacifica Graduate Institute and any others as appointed by the President/CEO.

The ELT is charged with both leading and representing all departments and people across the Institute in the establishment, execution, and direction of annual/short-term goals that meet the mission of the Institute. The ELT also is responsible for monitoring the progress of strategic goals and reporting their impact to the Board.

President/CEO

The President is the Chief Executive Officer of Pacifica Graduate Institute and shall perform such duties as are traditionally the responsibility of an institution of higher education President and such other duties as may be delegated to that office by the Board of Trustees. These duties shall include, but not be limited to, supervising, and controlling all academic activities and all business and other affairs of the Institute, subject to the policies and oversight of the Board of Trustees.

Having selected the President/CEO, the Board tasks the President/CEO with leading all administrative and academic functions of the Institute. The President/CEO may delegate specified authority to selected individuals to facilitate the administrative functions of the Institute while retaining the responsibility and accountability vested in the President/CEO. Such administrators, under the supervision of the President/CEO, may make further delegation of authority to leaders of administrative departments under their jurisdiction; however, an individual to whom the President/CEO has delegated authority is still primarily responsible, irrespective of any further delegation by the administrator to subordinate officers. All delegated authority is subject to the right of superintendence and preemption, which is reserved to those officers that are superior in line of authority and subject to policies and procedures governing the exercise of that authority.

The President/CEO shall serve as the channel of official written communication and resolutions between the Faculty, Staff, and Students of the Institute and the Board of Trustees. The President shall transmit such written communications and resolutions, accompanied by any such recommendation as the President cares to make. Written recommendations and resolutions adopted by the Faculty are initially forwarded to the Provost, who shall transmit the communication(s) or resolution(s) to the President/CEO. Representatives of the Faculty, Staff, and the Students of the Institute may present their respective official communications and resolutions at the next Board of Trustees meeting following receipt of the communication(s) or resolution(s) by the President/CEO.

As the embodiment of Pacifica's mission and values, the President/CEO encourages, stimulates, and supports Faculty, Students, and Staff while also being widely present as Pacifica's public face and voice.

Provost

The Provost is the chief academic officer of Pacifica Graduate Institute and is responsible for delivering the academic mission and aligning academic and administrative resources that ensure the Institute provides students with the highest quality educational experience. In fulfilling these responsibilities, the Provost oversees the Institute's academic programs and, working closely with chairs and Faculty, supervises changes in curriculum, policies, and academic standards for existing and new degree programs. The Provost also oversees Faculty recruitment, development, retention, evaluation, wellness, and recognition, and reward, thus safeguarding the Institute's scholarly community. The Provost is instrumental in Faculty resource allocation, aligning budgets with academic priorities, and assisting the

president/CEO and other institutional leaders in implementing the strategic plan. Moreover, the Provost fosters a culture of shared governance, promoting inclusive and equitable decision-making processes that value diverse perspectives. Overall, the Provost's participation extends to nearly all facets of academic life, underpinning Pacifica's commitment to academic excellence, innovation, collaboration, and care of the soul.

General Counsel

The General Counsel is responsible for providing legal counsel, advice, and representation to the Institute in all legal matters and proceedings, as well as providing legal advice and guidance to the Board, the officers of the Institute, and other employees acting within the scope of their service or employment in matters concerning the Institute. The General Counsel reviews all policies regularly to ensure they meet current standards. The General Counsel approves all policy changes recommended by the various constituents of the Institute.

Chief Financial Officer

The Chief Financial Officer is responsible for managing the administration of all Institute financial activities and resources, subject to the policies and oversight of the President/CEO and Board of Trustees. The operational and administrative areas include financial planning and budgeting, procurement, and investments.

Faculty

The mission of the Institute is advanced by adhering to the broadly accepted principle that the Faculty, under the leadership of the Provost and President/CEO, has primary responsibility for the following functions: the student's learning environment, including academic standards and policy for the admission, retention, methods of instruction, student research, and the graduation of students; the curricula necessary to achieve the educational aims of the Institute and the periodic review of those curricula; and Faculty status matters. The Faculty and Provost, in accordance with established policy, shall work collectively, based on clear and meaningful two-way communication, to resolve any curricular, academic standard, policy disputes, and grievances.

Along with the President/CEO, the Faculty assumes Pacifica's most fundamental and consequential responsibility. As individuals, members of the Faculty are asked to blend a lively, artistic and/or intellectual practice with a devotion to the classroom, while embracing the unusual responsibility of guiding the evolution of each student's singular education. As a group, the Faculty operates within a cooperative organizational structure and has primary responsibility for creating and assessing a conscientiously dynamic curriculum, methods of instruction, research, and those areas of student life that pertain to the educational process. Taken together, the Board expects members of the Faculty, individually and collectively, to be the primary drivers of continuing institutional renewal, teaching and scholarly excellence, while promoting diversity, equity, and inclusion in the curriculum, the classroom, and all academic activities. At Pacifica, this means that the Faculty are the institutional experts of depth psychology and all subject matters, implementing the Institute's values through their professional activities (teaching,

scholarship, and service), and guiding how it lives the values as a community, in an increasingly diverse world.

In recognition that the Faculty are institutional experts of depth psychology, research, and teaching, Pacifica subscribes to the norm that Faculty status and related matters are primarily a Faculty responsibility; this area includes appointments, reappointments, decisions not to reappoint, promotions, and dismissal. Determinations in Faculty status matters should first be by Faculty action through established procedures, followed by the Provost, President/CEO, and, where applicable, the Board of Trustees.

The final decisions by the President/CEO or Board of Trustees should concur with Faculty judgment on questions of Faculty status and other academic matters where the faculty has primary responsibility, except in rare instances and for compelling reasons. Shared governance rests on the mutually supportive concepts of communication and trust. To this end, the Faculty, President/CEO and Board shall work meaningfully and sincerely with each other in addressing these matters. When the President or Board does not accept a Faculty recommendation in an area of primary Faculty responsibility, the decision and rationale shall be communicated to the Faculty, with consideration to any legal constraints that may place limitations on this communication requirement.

In addition to areas of primary responsibility delineated above, Faculty members also serve in leadership roles for various institutional academic functions, including program chair, assessment, research, and Faculty well-being. Faculty also function as an advisory body to the Provost, President/CEO, and ELT on matters of institutional policy and decision, including but not limited to, the selection of the Provost, the formulation of the strategic plan, annual academic budget priorities, matters pertaining to the welfare of the Faculty and Institute, any matters of interest to the Faculty and any other matters the President/CEO and Provost may place before the Faculty.

Extensions of the Faculty Body

To support Pacifica's mission and values, the Faculty may determine its own By-Laws and standing committees to fulfill its primary responsibilities within the framework of the policies established by the Board of Trustees and consistent with the Amended and Restated By-Laws of the PGI. Any By-Laws adopted by the Faculty must be ratified by the Board of Trustees.

Other Constituents Involved in Governance

Staff

The Staff helps provide the conditions that foster and maintain a productive and healthy community of diverse learners, alongside Faculty and the Executive Leadership Team. These activities include an enormous range of concerns and responsibilities, including but not limited to, working in collaboration with Executive Leadership and Faculty to: care for the natural and built environment; tend to the community's mental and physical health and safety; provide accessible and supportive accommodations to support students and employees; ensure access to

library and other academic and wellness resources; maintain all manner of information technology and systems; manage financial operations of the institute and student aid; coordinate accreditation and compliance and the appropriate documentation and records; administer enrollment efforts around admissions, marketing, events, and retention; and administer all these activities to ensure that they are in fruitful interaction and coordination. Staff participate in the governance of the Institute through membership and/or department director/chair representation in applicable standing committees and task forces, as well by providing key feedback about their experience and needs which is then taken up by the institution.

Students

The Students of Pacifica are an integral part of the Institute. Students attend Pacifica to engage not only with graduate-level curriculum, but to experience a depth psychological education centered on the soul and the development of a psychological attitude committed to diversity, equity, and inclusion. Therefore, their participation in shared governance is a key element of their own development as well as that of the Institute.

Students participate in shared governance by providing key feedback about their experience and needs, which is then taken up in accordance with institutional policies and practices and the shared governance decision matrices.

Disagreement Resolution

The entire community pledges to engage each other with respect, self-awareness, and empathy, to develop and regularly exercise a shared practice to improve communication, and to deal with outstanding governance issues before they become acute. Although everyone's priority should be to resolve disagreements without allowing them to become conflicts, the Institute will follow its Complaint and Grievance Resolution policies and procedures when conflicts cannot be resolved.