MSSU's Shared Governance Philosophy Statement asserts the importance of mutual respect and trust in our decision-making processes. Shared governance requires diversity of opinion, even strong disagreement at times, but ideas must be shared in ways that undergird our common goals. Collegiality, a cooperative, respectful relationship between all campus constituents, is essential for shared governance to have productive outcomes.

In an article published in the *International Journal of Organizational Theory and Behavior* in 2011, Dr. Bruce Speck emphasized collegiality as “the heart of shared governance”. He asserted that any model of shared governance that is based on “animosity and antagonism” will fail “because the academy is founded on the free interchange of ideas that is both vigorous and respectful. If either rigor or respect is omitted from shared governance” or if “one party in any relationship must prevail, the relationship is reduced to a master-servant contract that inevitably leads to abuse and mistrust...” (p.227).

Dr. Linda Hand, Faculty Senate President, recently shared a *Statement of Collegiality* from California State University at Fresno as a reminder of the importance of keeping the “heart” in our shared governance endeavors. The statement reads, in part: “Collegiality consists of a shared decision-making process and a set of values which regard the members of the various university constituencies as essential for the success of the academic enterprise”. It goes on to state that though the faculty hold major responsibility for “educational functions of the institution in accordance with basic policy as determined by the board of trustees”, collegiality as a “network of interlinked procedures jointly devised” is required in order for the overarching goal of education to be achieved. It concludes with the reminder that the “collegium must be a public bastion of respect for individuals, whether they are members of the faculty, students, staff, alumni, administrators, or members of the board of trustees”.

Shared governance can sometimes be messy or even contentious. However, when all members of the campus community are considered as colleagues, when colleagues are treated with respect, when arguments are substantiated with rigor, differences can be resolved and the overall goal of providing an excellent learning environment can be realized.