

Is there a Shared Understanding of Shared Governance?

Review of MC faculty poll

Governance statements by AAUP & AGB

Shared governance, according to the Association's *Statement on Government of Colleges and Universities*, refers to the responsibility shared among the different components of the institution—governing boards, administrations, and faculties—for its governance, and the specifies areas of primary responsibility for each component.

Dominance: A group is making decisions in an area essentially unilaterally. The other group is informed of the decision or consulted in a pro forma fashion but generally has no influence on the outcome.

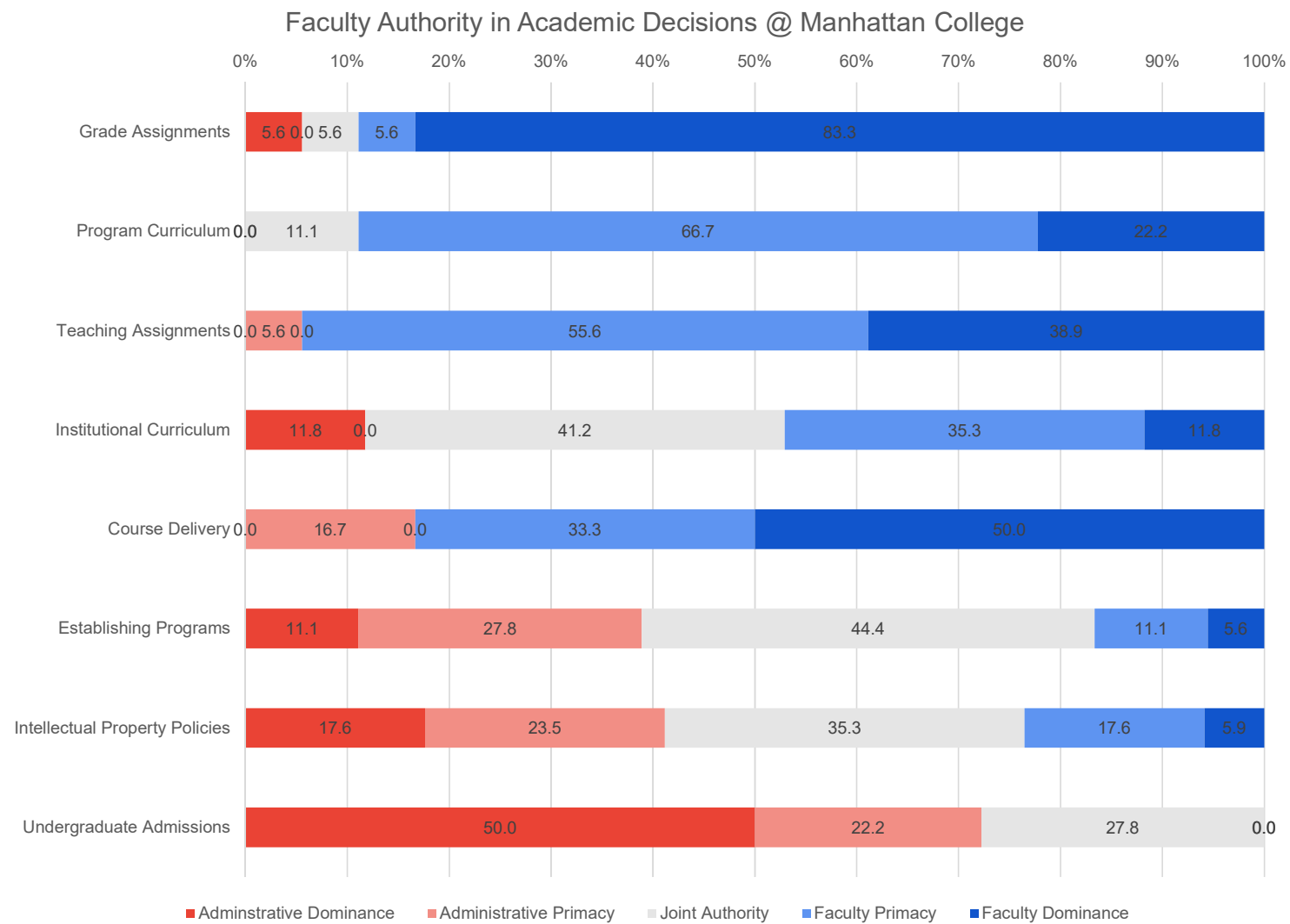
Primacy: A group has primary authority for an area but the other group has an opportunity to participate meaningfully in the final decision. If there is disagreement between the two groups, the group that has primacy normally prevails.

Joint Authority: This level of participation means that both groups exercise equal influence in making decisions in an area. If an area is subject to collective bargaining between a union and the administration or board, the level of faculty participation should presumably be “joint authority.”

Faculty: If decisions in a particular area are made by the department chair or head, they should be considered as being made by the faculty if heads or chairs are chosen by departmental election on a regular schedule. Otherwise, faculty participation needs to occur through an elected senate or council or through the general faculty.

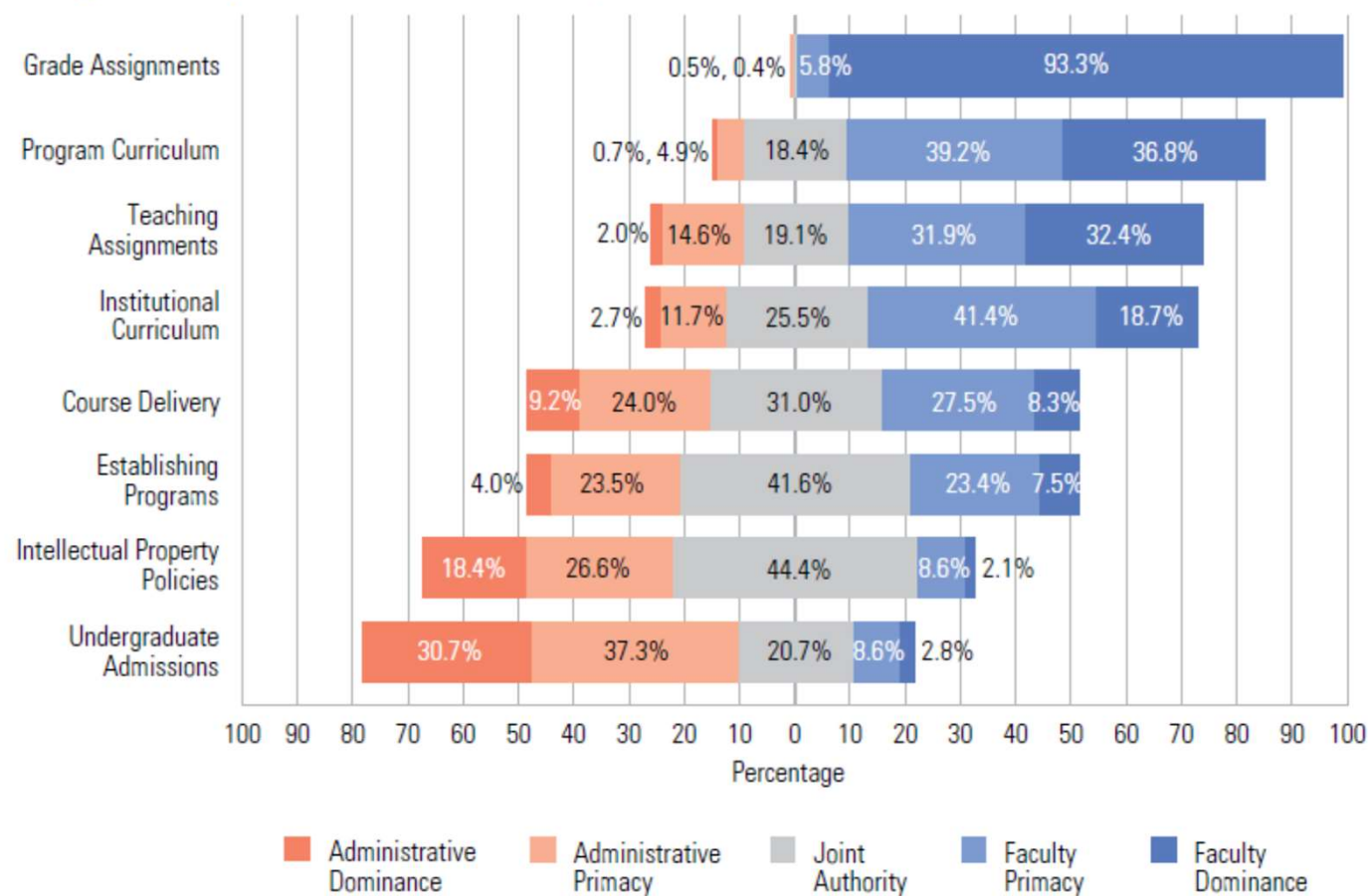
Administration: Deans, associate deans, provosts, associate provosts, etc. should be regarded as administration, regardless of whether they may hold faculty rank. Department chairs or heads who are not chosen by departmental election on a regular schedule should be regarded as administration.

N =18



N =1400

FIGURE 1
Faculty Authority in Academic Decisions, 2021



Note: Totals may not add to 100 due to rounding.

Faculty Authority in Academic Decisions @ Manhattan College

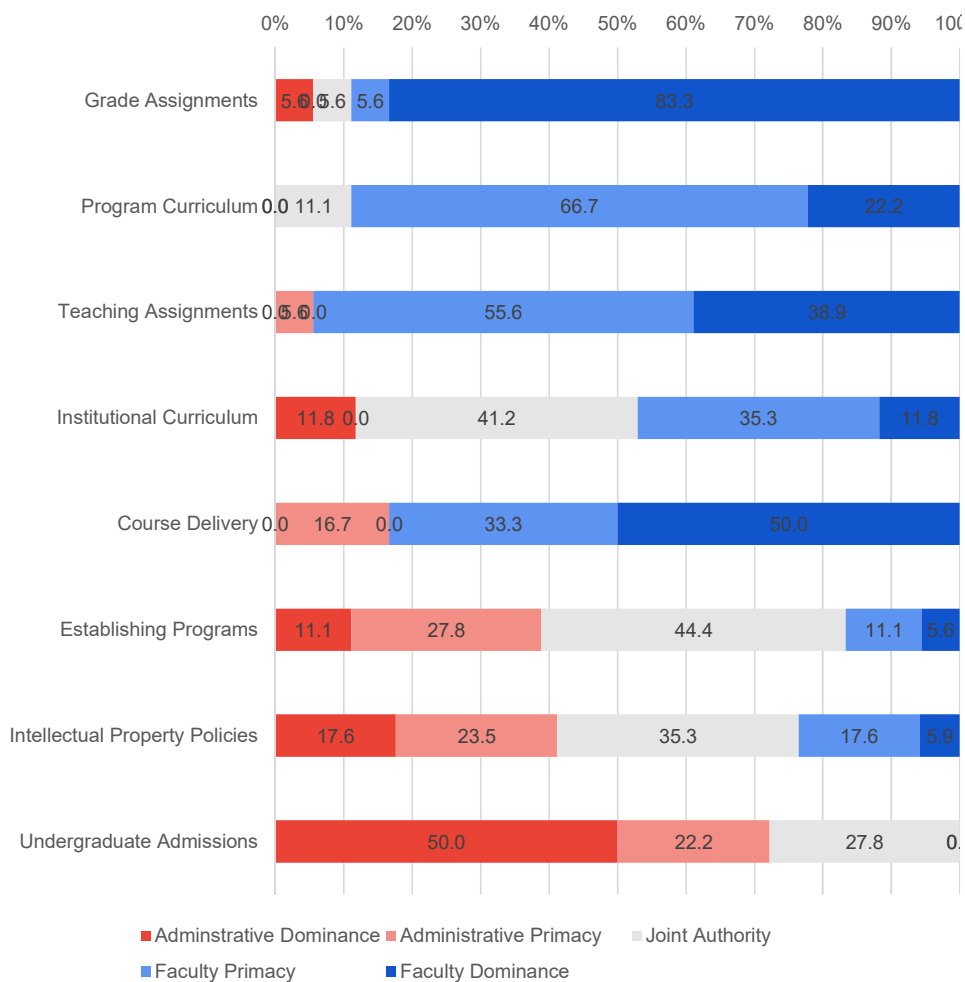
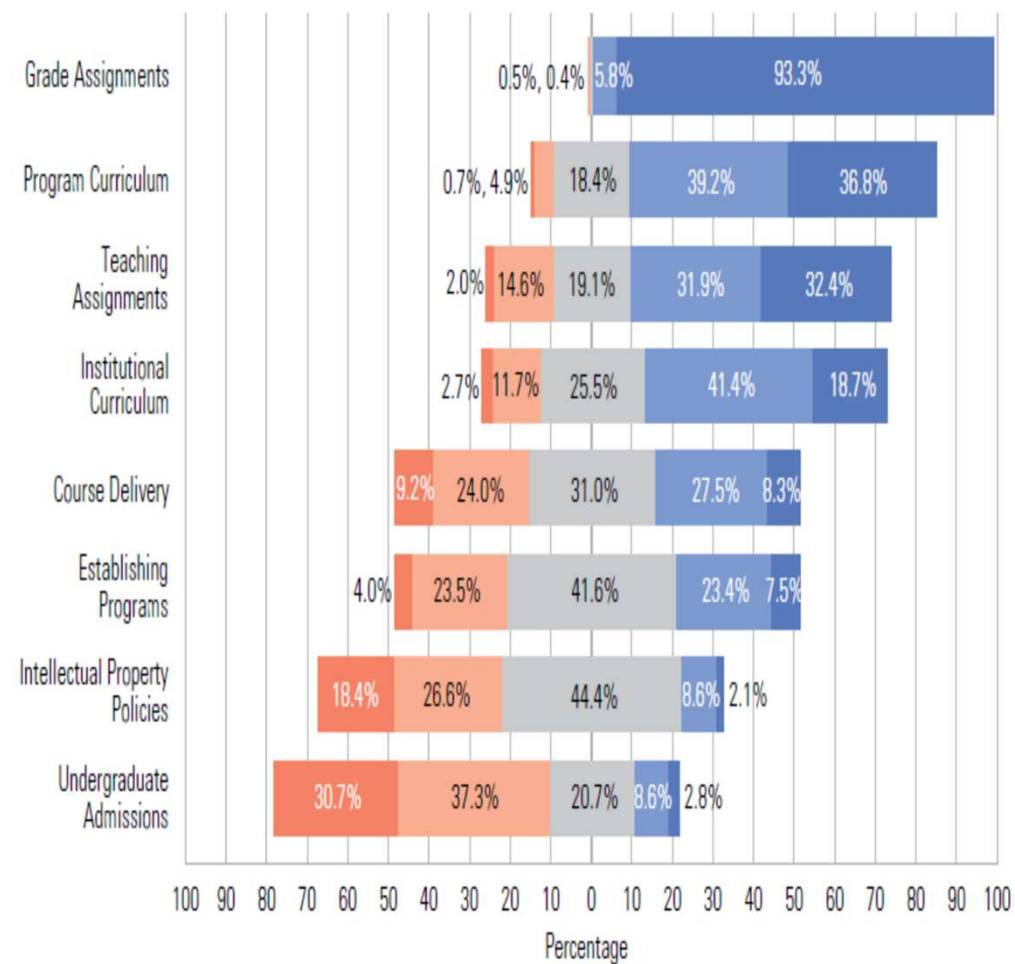
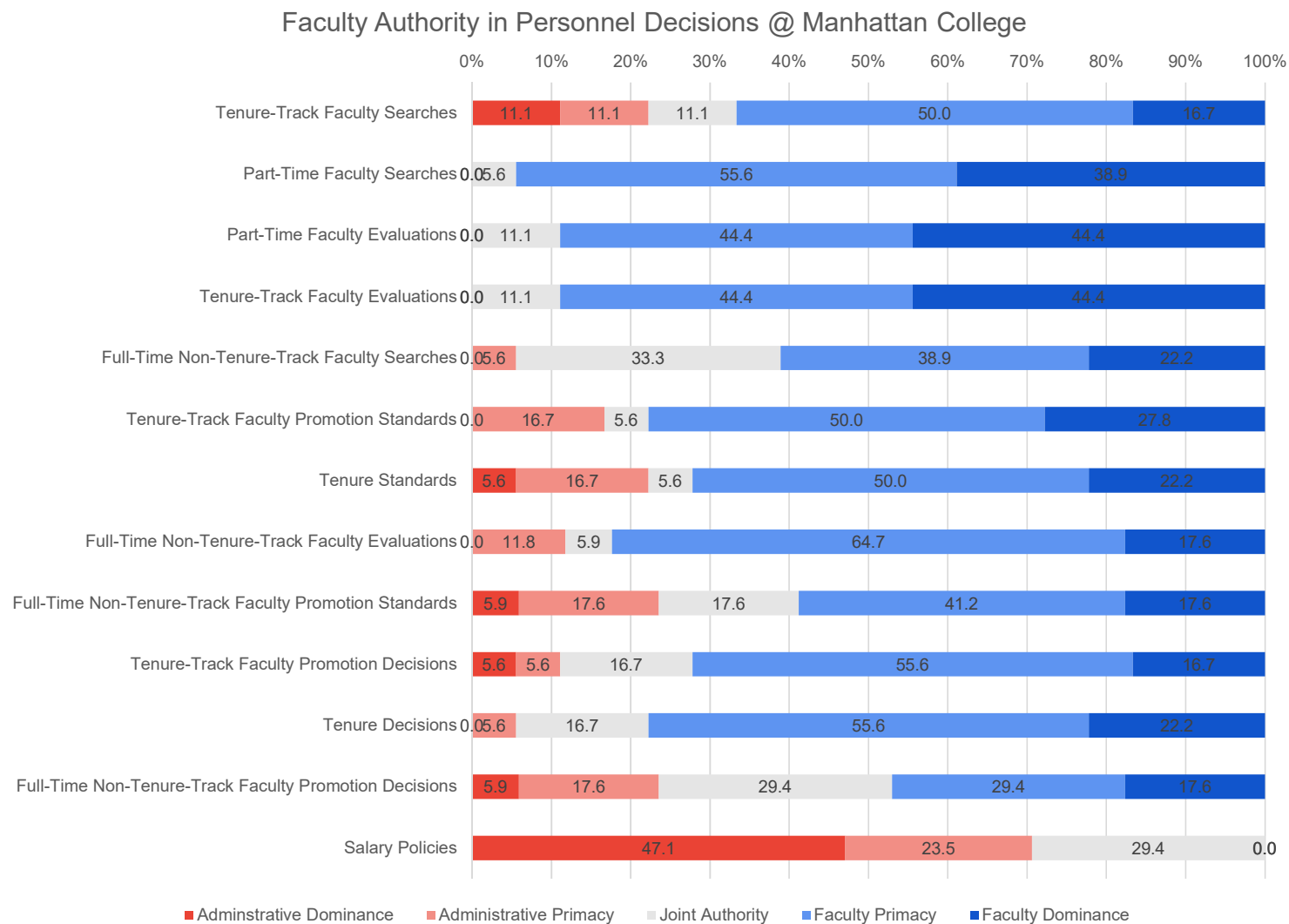


FIGURE 1

Faculty Authority in Academic Decisions, 2021

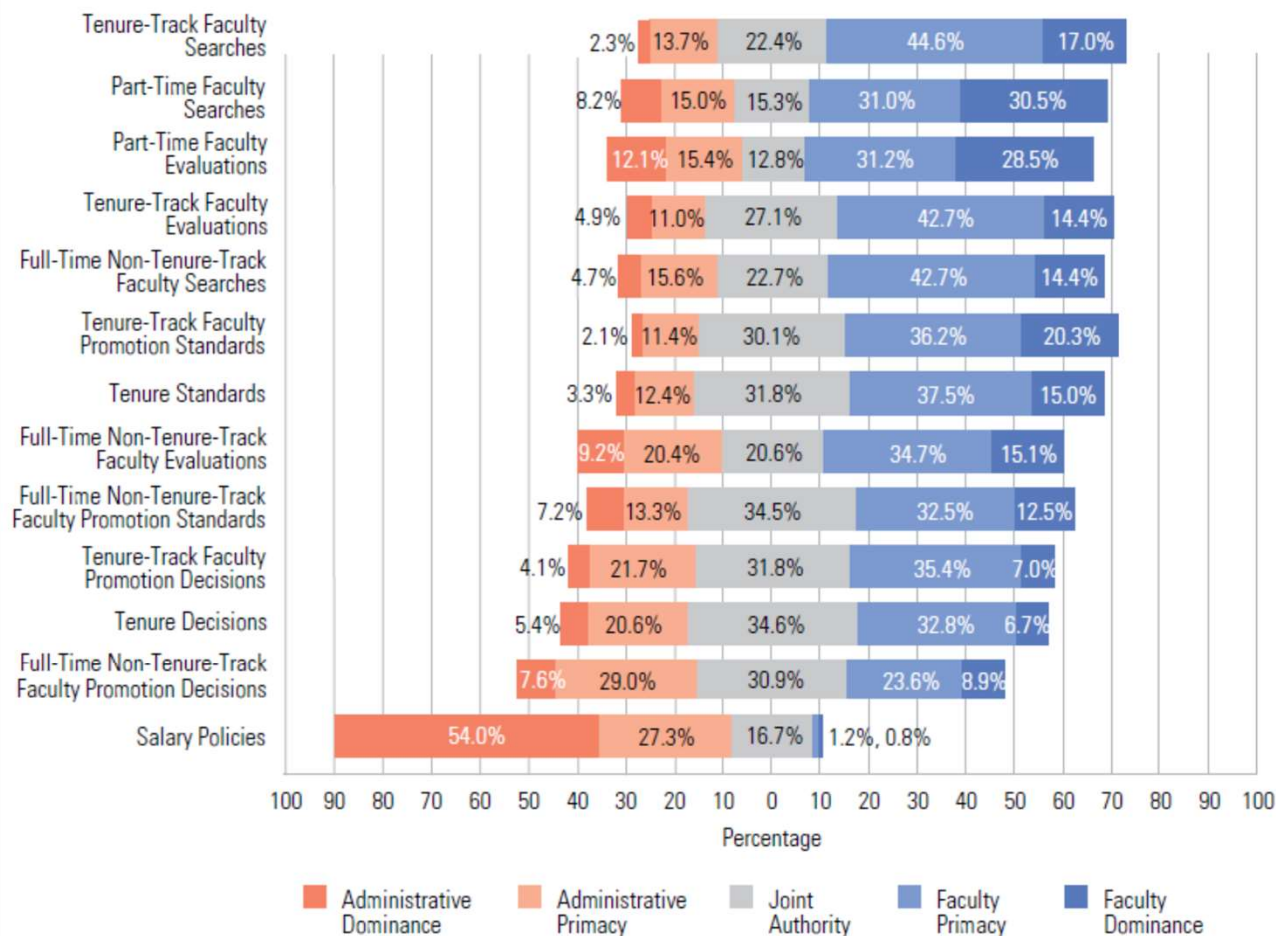


N =18



N =1400

FIGURE 2
Faculty Authority in Personnel Decisions, 2021



Notes: Percentages for full-time non-tenure-track faculty promotion standards and decisions include responses only from institutions that have a promotion system for full-time non-tenure-track faculty. Totals may not add to 100 due to rounding.

Faculty Authority in Personnel Decisions @ Manhattan College

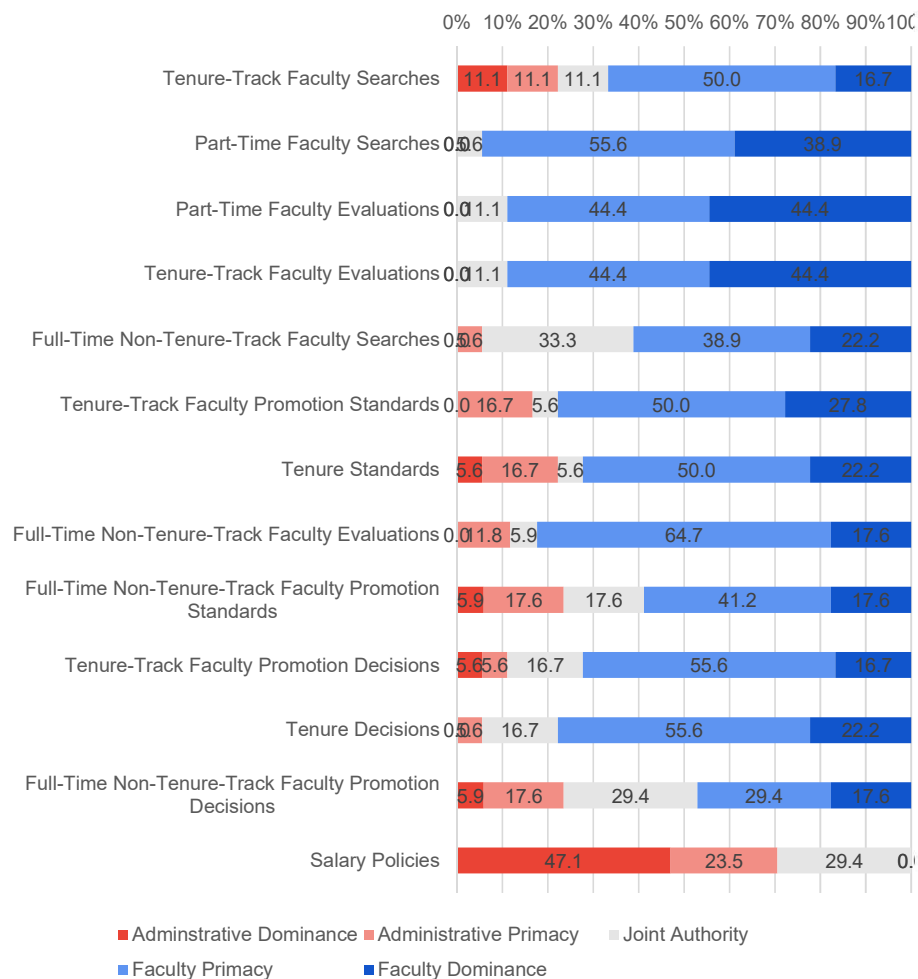
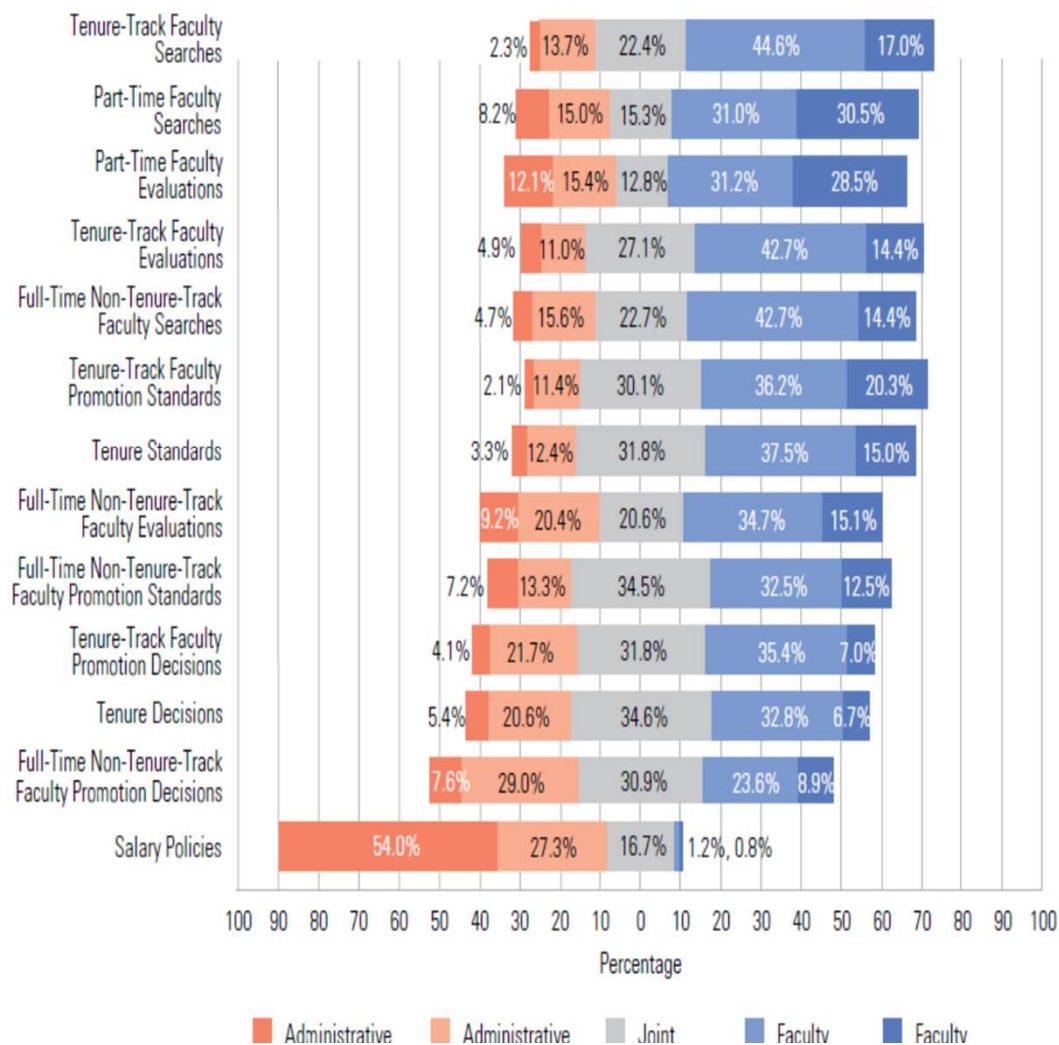
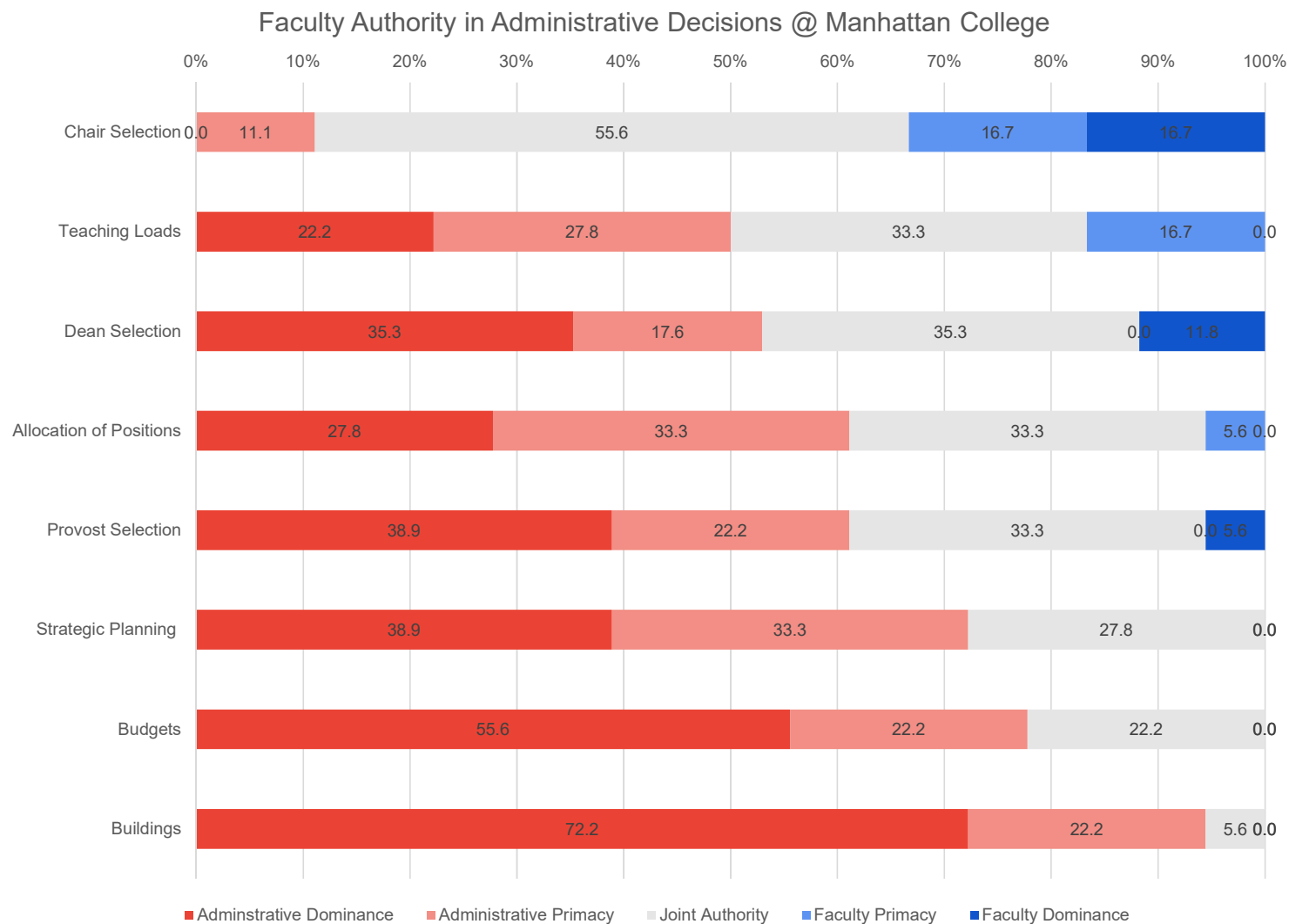


FIGURE 2

Faculty Authority in Personnel Decisions, 2021

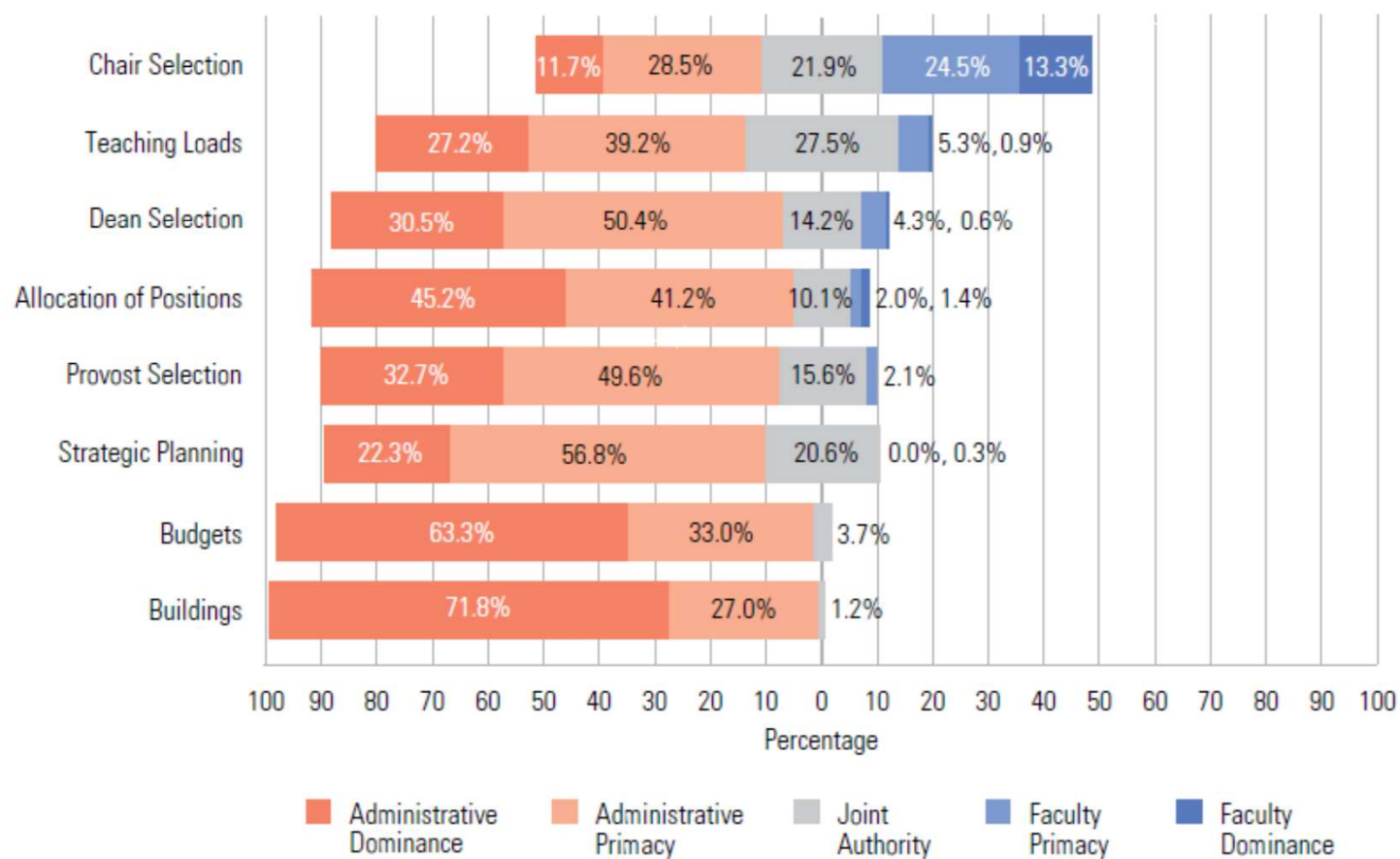


N =18



N =1400

FIGURE 3
Faculty Authority in Administrative Decisions, 2021



Note: Totals may not add to 100 due to rounding.

Faculty Authority in Administrative Decisions @
Manhattan College

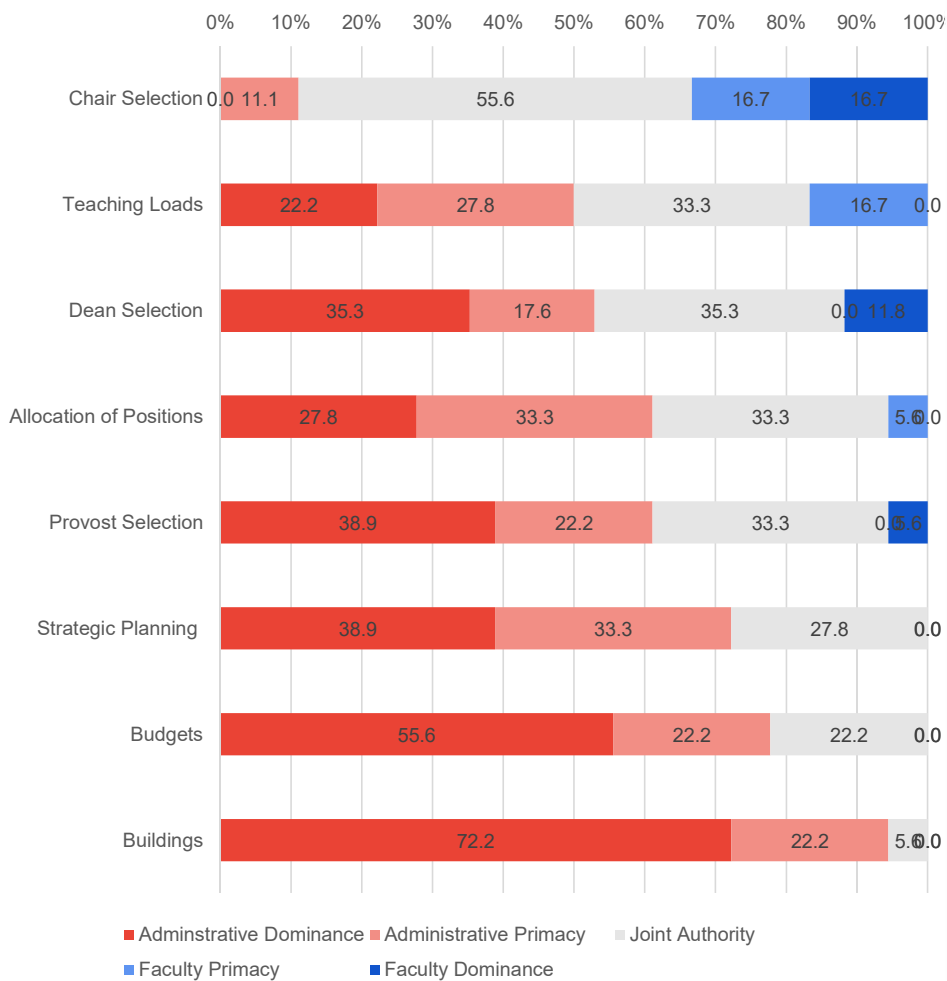
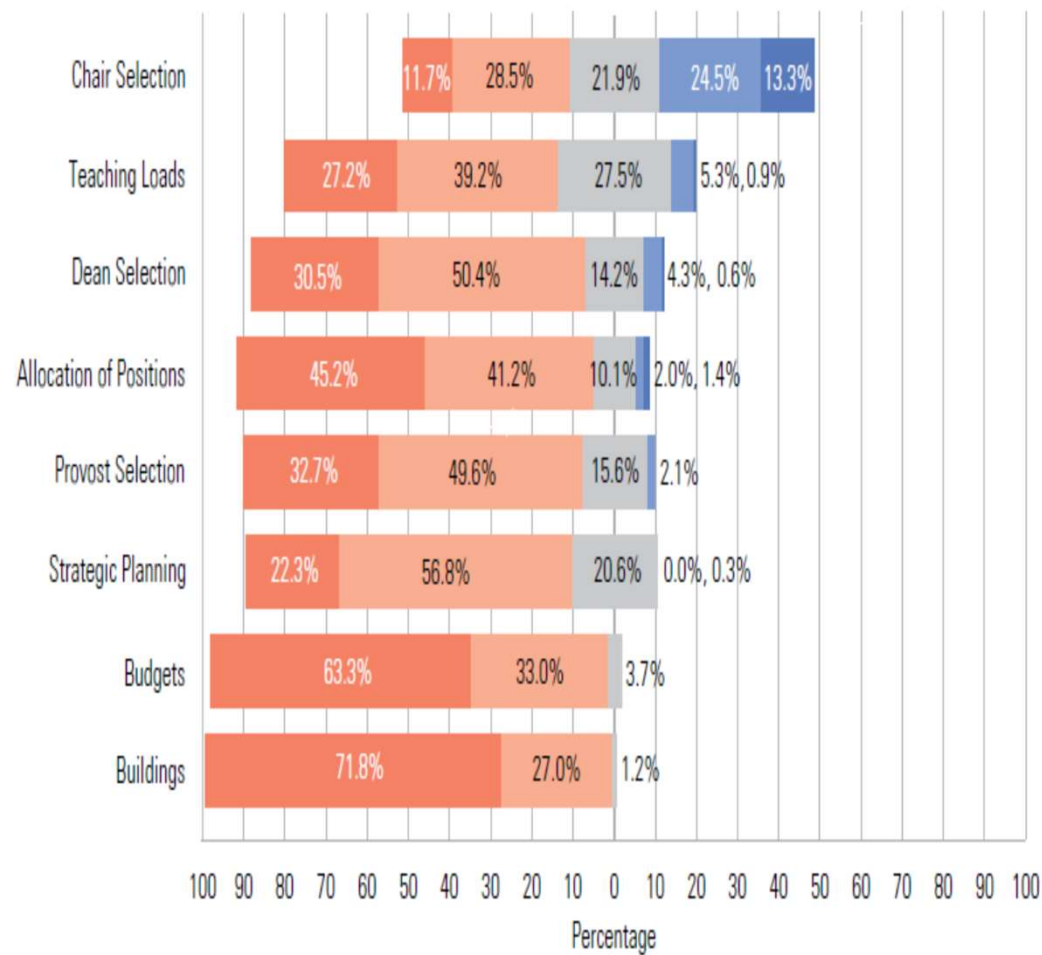


FIGURE 3

Faculty Authority in Administrative Decisions, 2021



Statement on Government of Colleges and Universities

AAUP (1966)

AGB BOARD OF DIRECTORS' STATEMENT ON
SHARED GOVERNANCE

AGB (2017)

AAUP (1966) statement

The statement is *intended* to foster constructive joint thought and action, both within the institutional structure and in protection of its integrity against improper intrusions.

It is *not intended* that the statement serve as a blueprint for governance on a specific campus or as a manual for the regulation of controversy among the components of an academic institution, although it is to be hoped that the principles asserted will lead to the correction of existing weaknesses and assist in the establishment of sound structures and procedures.

This statement was jointly formulated by the American Association of University Professors, the American Council on Education (ACE), and the Association of Governing Boards of Universities and Colleges (AGB).

- In October 1966, the board of directors of the ACE took action by which its council “recognizes the statement as a significant step forward in the clarification of the respective roles of governing boards, faculties, and administrations,” and “commends it to the institutions which are members of the Council.”
- The Council of the AAUP adopted the statement in October 1966, and the Fifty-third Annual Meeting endorsed it in April 1967.
- In November 1966, the executive committee of the AGB took action by which that organization also “recognizes the statement as a significant step forward in the clarification of the respective roles of governing boards, faculties, and administrations,” and “commends it to the governing boards which are members of the Association.”

AAUP (1966) statement

This statement is a call to mutual understanding regarding the government of colleges and universities. Understanding, based on community of interest and producing joint effort, is essential for at least three reasons.

First, the academic institution, public or private, often has become less autonomous; buildings, research, and student tuition are supported by funds over which the college or university exercises a diminishing control. Legislative and executive governmental authorities, at all levels, play a part in the making of important decisions in academic policy. If these voices and forces are to be successfully heard and integrated, the academic institution must be in a position to meet them with its own generally unified view.

Second, regard for the welfare of the institution remains important despite the mobility and interchange of scholars.

Third, a college or university in which all the components are aware of their interdependence, of the usefulness of communication among themselves, and of the force of joint action will enjoy increased capacity to solve educational problems.

The role of the governing board is to ensure that the institution stays true to its mission, to play a major role in ensuring that the institution has the financial resources it needs to operate successfully, to possess final decision-making authority, and to entrust the conduct of administration to the administrative officers.

The role of the president is to be the chief executive officer of the institution, to ensure that the operation of the institution conforms to the policies set forth by the governing board and to sound academic practice, to provide institutional leadership, to make sure there is effective communication between components of the institution, and to represent the institution to its many publics.

The role of the faculty is to have primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process. The responsibility for faculty status includes appointments, reappointments, decisions not to reappoint, promotions, the granting of tenure, and dismissal.

AGB (2017) statement

In higher education's volatile environment, shared governance is essential. It adds substantial value to institutional progress and innovation. In fact, responsibility and accountability for addressing colleges' and universities' thorniest challenges often rest with multiple parties.

Effective shared governance is about more than who is responsible for what. At its best, shared governance is about how key constituents in institutional communities—traditionally faculty, administrators, and board members—engage in achieving a commonly supported mission. For example, these groups customarily participate in strategic planning, institutional budgeting, and discussion of critical issues such as campus climate and student learning outcomes.

Yet...

Typically, presidents are charged with institutional leadership, strategic planning, and daily management, while faculty are charged with educational design and delivery.

As institutions grapple with the need for innovation in such areas as improving student learning outcomes, *strengthening the business model*, and meeting the needs of a new student population, time-honored processes for widespread consultation and deliberation are sometimes seen as impediments.

Principles

1. Boards should commit to ensuring a broad understanding of shared governance and the value it offers an institution or system.
2. For shared governance to work, it must be based on a culture of meaningful engagement.
(yet..."AGB does not recommend adding faculty seats to the governing board itself")
3. Shared governance requires a consistent commitment by institutional and board leaders.
4. Institutional policies that define shared governance should be reviewed periodically to ensure their currency and applicability.

Notable footnotes:

² AGB provided advice to the AAUP in the development of this statement and subsequently commended it to AGB members.

⁴ Specific reference to the AAUP Statement on Government of Colleges and Universities in the institution's governing documents is an important foundation for this shared commitment.