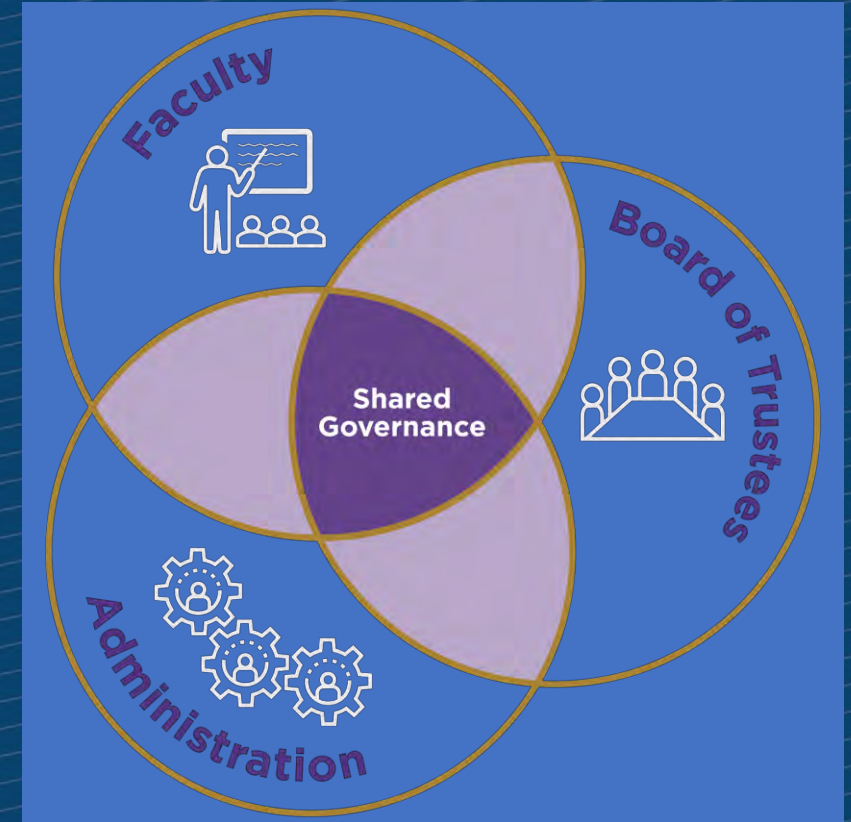


Models of Shared Governance



Thank you to our sponsors



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Presenters

Amiel Jarstfer, Provost, Ashland University (OH)

Margaret Madden, Provost and Senior Vice President, Siena College (NY)

Kathy Wolfe, Vice President for Academic Affairs and Shirley C. and Donald E. Morel Dean of the College, Roanoke College (VA)

Chair

Leanne Neilson, Provost and Vice President for Academic Affairs, California Lutheran University



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

What is your role in higher education?

A word cloud visualization of responses to the question 'What is your role in higher education?'. The words are arranged in a horizontal, cloud-like shape. The most prominent words, shown in larger fonts, are 'provost', 'dean', 'academic', 'associate', 'vpaa', 'chief', 'leader', 'cao', 'senior', 'operations', 'development', 'bridge', 'cao/vpaa', 'vice', 'assistant', 'president', 'thought', 'college', 'arts', 'sciences', 'affairs', 'builder', 'student', 'officer', 'partner', 'programs', 'faculty', and 'development'. The words are colored in various shades including blue, green, yellow, orange, and red.

Why was this session of interest to you?



What words define shared governance?



Four Ways to Make Decisions

- 1.Regent Driven
- 2.Equal Rights
- 3.Rules Based
- 4.Shared Responsibility
- 5.Other?



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Introducing the Panelists' Institutions

- Who we are — and basic info about each institution
- What precipitated conversation about shared governance on our campus
- Pair and share from the audience



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Processes for Defining and Exploring

Structure:

https://roanoke.edu/about/office_of_the_president/shared_governance_task_force

<https://www.callutheran.edu/president/shared-governance/task-force.html>

Inclusivity:

Roanoke: Board, cabinet, faculty, administrative staff, students



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Siena College: Charge of the Shared Governance Task Force

President Seifert has created the Shared Governance Task Force in response to a recommendation from the Middle States Commission on Higher Education Self-Study Report. The following language is taken from the self-study report:

- A college-wide task force should be established to develop a shared definition, decision-making model and shared governance process.
- It should consist of representatives from the board, faculty, administration, staff, and students, and should be formed in consultation with the Board Chair, President, Provost and Senior Vice President, and Faculty Chair.
- It is important that the task force be diverse, representing a range of years of experience, levels of responsibility, divisions of the college, and stakeholder groups.
- The task force should follow the strategic planning process and consult with the wider community, soliciting feedback regularly.
- Once recommendations are complete, they should be submitted to the Board of Trustees for approval, and the President should be responsible for implementing the approved plan.
- This task force should be formed during the Fall of 2023 and target their report for Spring 2025.



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Definitions at Our Institutions

Draft definition in development at Roanoke:

“Shared governance at Roanoke College is the system through which different institutional constituents (for example, the **Board, faculty, staff and administration, students**) participate in the process of **making decisions for the good of the institution**. This system includes the work of various stakeholders as they (or their representatives) act in deliberative and/or consultative bodies, and the responsibilities of all of them for **communication, consultation, collaboration, and consideration of the expertise of others and the impact on others of the decisions in their power**.

Decisions of shared governance include, but are not limited to, strategic decisions about College priorities and goals, and decisions about policies that have implications College-wide, or beyond any one constituency. Shared governance requires appropriate levels of **transparency** and a clear understanding of who is **responsible** for making, communicating, and implementing decisions, and who is **accountable** for the results. The College will regularly assess our systems of shared governance.

Shared governance thrives in an atmosphere of respect and trust and where developing broad consensus through compromise is valued over the absolute authority of any single group or individual.”



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Definitions at Our Institutions

Definition at Cal Lutheran:

Shared governance is a values-based system that facilitates and clarifies the complementary responsibilities that constituents assume in identifying, aligning, and implementing routine processes and strategic priorities. At Cal Lutheran, this system is designed to advance the university's mission and promote a common good that prioritizes student learning and the student experience.



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Definitions at Our Institutions

Ashland University:

Shared governance is most effective when it recognizes that the institution benefits from **shared decision-making, consultation, and a spirit of collegiality, emphasizing mutual respect and mutual responsibility.** A statement will not replace trust which is an outgrowth of relationships among the people who comprise the **Board of Trustees, the faculty, and the administration** of Ashland University (AU) who are the **constituents** of shared governance. However, a statement is one way to communicate aspects of this form of working in concert to new members of the University community and as a reference to remind all of the aspirations we hold dear. Student learning and professional development are the primary reasons that AU exists. As such **students are also important voices** to help shape the University operations and strategic direction.



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Decision Matricies at Our Institutions

Roanoke: in the process of inventorying and evaluating decision matricies

Ashland: Most consequential Articles and Sections of *Faculty Rules and Regulations* provide detail for shared decision makers; it is extensive!



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Decision Matricies at Our Institutions

Cal Lutheran: <https://www.callutheran.edu/president/shared-governance/adri-matrix.html>

	University Decision Makers							
	Board	President	Cabinet	Dean(s)	Manager(s)	Faculty	Staff	Students
New Degree programs/Area of study (Curriculum)				R	I (Reg)	A, R, & I		
New Degree / Area of study (Establishment)		A	R, D(Provost)	R	R	R	I	I
Graduation requirements			V	R	I (Reg)	A		
Curriculum Design				R	I (EE, Reg)	A & I		

A = Approve

D = Decide

R = Recommend

I = Input

V = Veto

Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Decision Matricies at Our Institutions

Proposed Siena Decision Matrix Framework

Category	Decision	Recommendation	Consultation	Notes
Academics				
Administration				
Budgeting				
Institutional Strategy				
Personnel				
Compensation				

Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Structures for Inclusion

Of staff, adjunct faculty members, and students

Roanoke College has structures for including students in an advisory capacity, but currently no mechanism for staff or part-time faculty participation. One goal of our nascent governance task force is to create a staff council and discern where staff (below VP/AVP level) are or should be involved in decision-making.



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Structures for Inclusion

Of staff, adjunct faculty members, and students

Cal Lutheran:

Staff Governance: Through the Staff Assembly and Staff Senate, Staff Governance at California Lutheran University serves to facilitate dialogue, promote the exchange of information, and recommend action on issues, policies, or procedures that concern the welfare of staff.

Adjunct Faculty Council: The Adjunct Faculty Council (AFC) is an officially recognized, elected body of the shared governance at California Lutheran University. Founded in January 2022 with the support of the Provost, the AFC identifies and supports the unique needs of the adjunct faculty.

Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Elements of Implementation

Inclusive task force to review/renew

Create a statement of shared governance using shared governance

Orientation/Training — provide guided explanations of ethos, meanings, and interactions among constituencies. Provide one place for all governance documents

Discussion of case studies — generic may be better than same institution

Assessment for continuous improvement — Annual survey of faculty, administrators and biennial survey of the Board of Trustees

Permanent committee or board — evaluate survey results and make recommendations



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Successes, Challenges, and Surprises



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Reflections

What does this conversation bring to mind for you at your institution? In your role?

What is one thing you plan to take away from this session?



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Useful Resources (listed in Guidebook, with links)

- [1966 Joint Statement on Government of Colleges and Universities \(AAUP/ACE/AGB\)](#)
- [Shared Governance \(AAUP Definition\)](#)
- [AAUP FAQs on Shared Governance](#)
- [AAUP Shared Governance Assessment Tool](#)
- [2021 AAUP Shared Governance Survey: Findings on Faculty Roles](#)
- [Faculty Participation in the Selection, Evaluation, and retention of Administrators AAUP](#) (member-only content)
- [Faculty Communication with Governing Boards AAUP Best Practices](#)
- [AGB Board of Directors Statement on Shared Governance](#) (2017)
- Stephen Bahls, ["How to Make Shared Governance Work: Some Best Practices"](#) (AGB)
- From the *Chronicle*: [Exactly What Is 'Shared Governance'?](#) (2009)



Academic Leadership
NOW&NEXT

2024 Institute for Chief Academic Officers and Their Teams //



The Council of
Independent Colleges

Q & A

Please use the microphones so that everyone can hear you.



The Council of
Independent Colleges

Thank you for attending this session!

Leanne Neilson: neilson@callutheran.edu

Kathy Wolfe: kwolfe@roanoke.edu

Margaret Madden: mmadden@siena.edu

Amiel Jarstfer: ajarstfe@ashland.edu