

Live Chat with Liesl Shared Governance

April 19, 2022



Land Acknowledgement

We respectfully acknowledge the University of Arizona is on the land and territories of Indigenous peoples. Today, Arizona is home to 22 federally-recognized tribes, with Tucson being home to the O'odham and the Yaqui. Committed to diversity and inclusion, the University strives to build sustainable relationships with sovereign Native Nations and Indigenous communities through education offerings, partnerships, and community service.

Housekeeping

- **To ask questions live** during the webinar, please **submit your question in the chat window or raise your hand** using the hand icon located on the bottom of Zoom page.
- The Chat function allows you to send chat messages to your colleagues in the meeting.
- The webinar Recording, the Q&A feed, the Chat feed, and any presentation materials will be available after the webinar at <https://provost.arizona.edu/content/provost-forum>

Panelists

- Andrea Romero, Vice Provost, Faculty Affairs
- Jessica Summers, Faculty Senate chair, and professor of Teaching/Learning and Sociocultural Studies
- Michael Brewer, Faculty Senate secretary, Librarian, and Senior Information Resources Officer, University Libraries
- Mark Criley, Senior Program Officer, Department of Academic Freedom, Tenure, and Governance, American Association of University Professors

Faculty Affairs

Andrea Romero

Vice Provost

Faculty Affairs

University of Arizona

Best Practices for Effective Academic Governance

(Weilundemo & Matthews, COACHE, 2015)

Trust

Shared expectations in decision making – clear roles

Shared Sense of Purpose

Governance process designed for interaction across groups

Understanding issues at hand

Structures designed to provide opps to share perspectives

Adaptability

Productivity

Processes & structures have periodic and credible self-evals

Meeting agendas thoughtful. Milestones & deadlines honored. Workload equity is monitored. Successes rewarded.

COACHE Recommendations

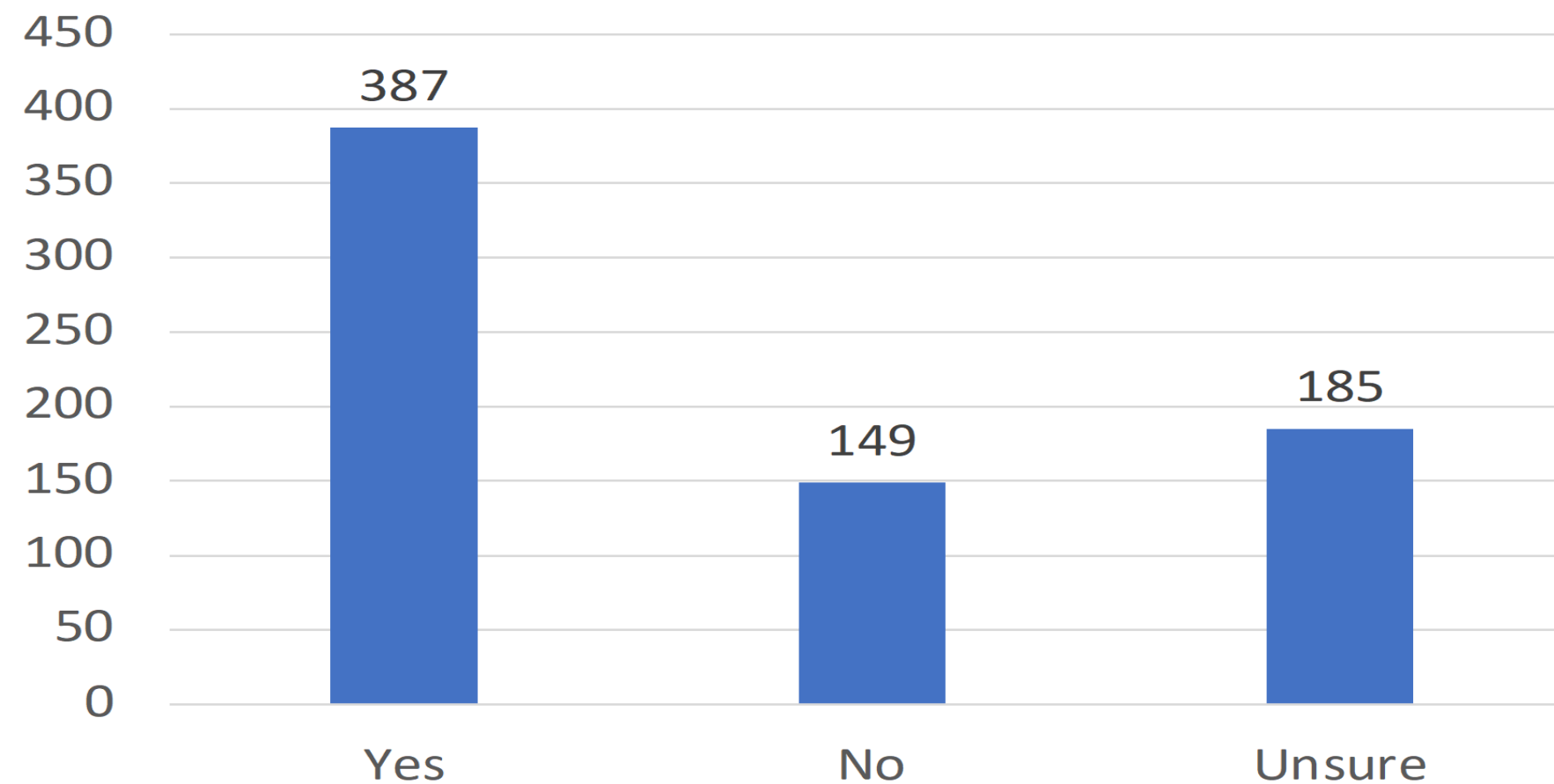
- Step back
- Build consensus
- Lead by example
- Build capacity
- Focus on results

UArizona COVID-19 Survey Results



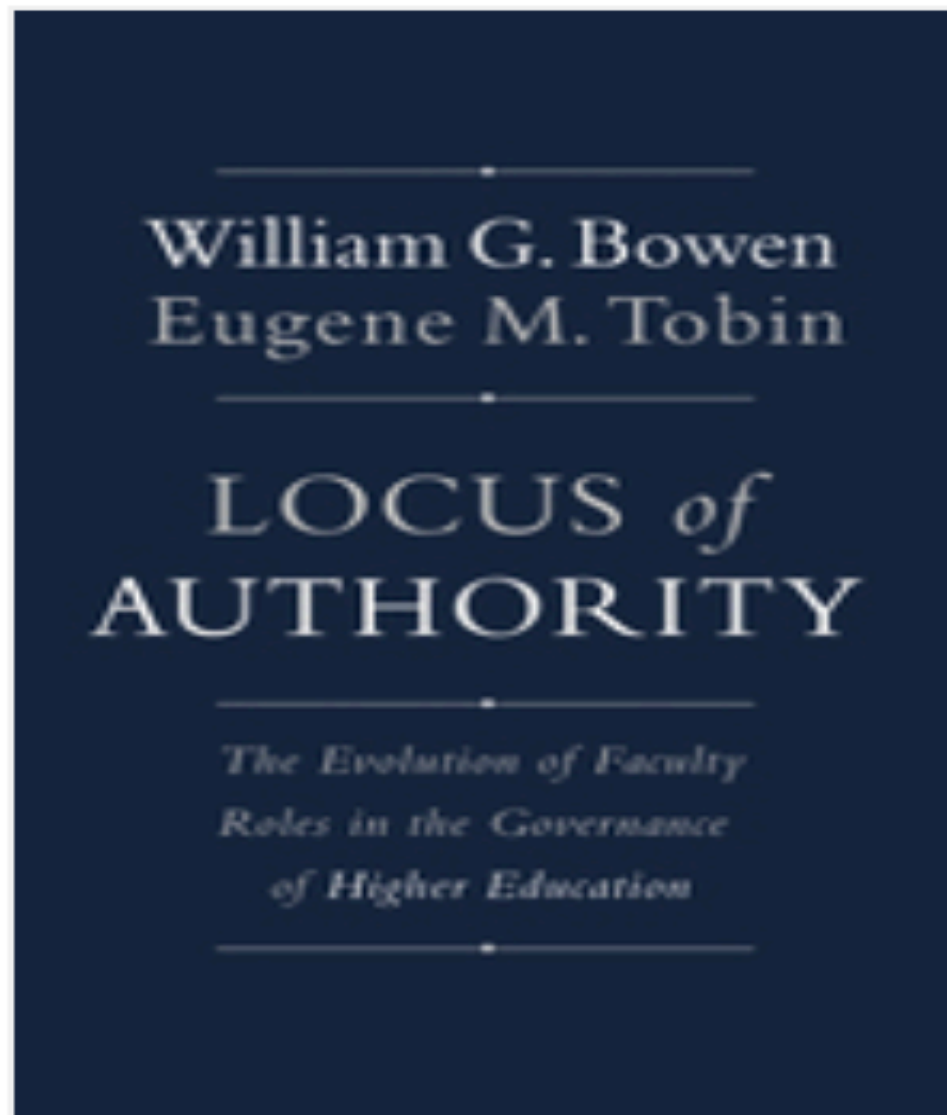
Do you know how to contribute questions, ideas, and opinions through the shared-governance process?

Know how to contribute questions, ideas
n=721



46% of faculty and instructors have **do not know or are how to contribute questions, ideas, and opinions through the shared-governance process**





Locus of Authority: The Evolution of Faculty Roles in the Governance of Higher Education

WILLIAM G. BOWEN
EUGENE M. TOBIN

Series: The William G. Bowen Memorial Series
in Higher Education

Copyright Date: 2015

Published by: Princeton University Press
<https://doi.org/10.2307/j.ctvd58v75>

<https://www.jstor.org/stable/j.ctvd58v75>

[Search for reviews of this book](#)

Questions to Consider

- How is shared governance addressed in the bylaws of your unit?
- Where are areas for improvement?
- How is shared governance process implemented in your unit?
- What areas of final decision making are with the Head/Director?
- Are you familiar with best practices? What would you like to learn more about?
- In what ways do you engaged in shared decision making, seeking input, or other forms of participatory engagement with faculty, with staff and with students or other constituents of your unit?

Adoption of the Chicago Principles

December 2018

Because the University is committed to free and open inquiry in all matters, it guarantees all members of the University community the broadest possible latitude to speak, write, listen, challenge, and learn. Except insofar as limitations on that freedom are necessary to the functioning of the University, the University fully respects and supports the freedom of all members of the University community “to discuss any problem that presents itself.”

Academic Freedom and Freedom of Speech

UHAP 7.01.02

Academic freedom, which is essential to the advancement of knowledge, is rooted in and regulated by the norms of the disciplinary communities within which the faculty are credentialed... While academic freedom governs the pursuit of knowledge in the classroom and in our individual fields of study, freedom of speech applies elsewhere on campus and throughout the public sphere, as guaranteed by the First Amendment to the Constitution.

AAUP Principles of Shared Governance

Mark Criley

Senior Program Officer

Department of Academic Freedom, Tenure, and Governance

American Association of University Professors

AAUP Principles of Shared Governance

- The **authoritative formulation** of principles of academic governance is set out in the 1966 [*Statement on Government of Colleges and Universities*](#).
- The statement was jointly formulated with the Association of Governing Boards and the American Council on Education, and each group commended it to its members.
- The AGB recently reaffirmed that “specific reference” to the *Statement on Government* “in the institution’s governing documents is an important foundation” for the institutional commitment to shared governance.

The Statement on Government of Colleges and Universities

The *Statement* articulates the roles of three components:

- The Governing Board
- The President (Administration)
- The Faculty

The Statement on Government of Colleges and Universities

The *Statement* recommends “joint” governance because

“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 Statement on Government of Colleges and Universities

Appropriate joint planning and effort means **all** components get to participate:

“...important areas of action involve at one time or another the initiating capacity and **decision-making participation** of all the institutional components...”

The Statement on Government of Colleges and Universities

Appropriate joint planning and effort requires that participation of each component be proportional to its degree of responsibility in a given area:

“...differences in the **weight of each voice**, from one point to the next, should be determined by reference to the **responsibility of each component** for the particular matter at hand...”

The Role of the Faculty

“The faculty has **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.”

What does “primary responsibility” mean?

In areas of faculty primacy, governing boards and administrations should “**concur** with faculty judgment **except in rare instances** and for **compelling reasons** which should be stated in detail.”

The Statement on Government of Colleges and Universities

In areas where the faculty **doesn't** have primary responsibility, the faculty still **participates** in decision-making. These include:

- Long range (strategic) planning
- Physical plant
- Budget
- Hiring and evaluation of administrators

Other Key Principles

- There should be faculty representation at **every level** where faculty voice is required.
- There should be a body that represents the faculty **as a whole**.
- Faculty representatives must be selected **by the faculty**.
- Shared governance and academic freedom are **mutually interdependent**.

Thank You!

If you have questions or need assistance, please send an email message to academicfreedom@aaup.org.

For further reading, visit the AAUP's [governance resources web page](#).

THANK YOU!

[https://provost.arizona.edu/content/provost
-forum](https://provost.arizona.edu/content/provost-forum)

