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Goals

What are the important goals for the meeting?

Strengthen the partnership between the Senate and the Administration

Consider how to improve effectiveness of shared governance at the university

Value of Shared Governance

- especially important during times of change in higher education

- can help all parties shift thinking to addressing tomorrow's realities

- when efforts are aligned, solutions are often more thoughtful and implementation time is faster

Effective Shared Governance

- – Strengthens the quality of leadership and decision-making at an institution
- – Enhances its ability to achieve its vision and meet strategic goals
- – Increases the odds that the very best thinking of all parties to shared governance is brought to bear on institutional challenges
- – Engenders an institutional culture of collective ownership and accountability

History of Shared Governance

The history of shared governance is found in a 1966 American Association of University Professors (AAUP) "Statement on Government of Colleges and Universities" which identifies three key parties—faculty members, presidents, and members of boards of trustees—as those involved in shared governance. The AAUP statement recognizes that certain faculty decisions are subject to board review. These are academic in nature and derive from an understanding that faculty expertise is essential in these areas.

History of Shared Governance

The AAUP statement also recognizes that areas of responsibility overlap and that there is considerable interdependence among the players in shared governance.

While the history is helpful, and the AAUP statement is still a touchpoint for discussions of shared governance, there are changes in the ways shared governance is practiced today.

Shared Governance

The core concept of shared governance is that decisions can be implemented more quickly and more effectively when faculty, administrators and boards are actively and collaboratively involved in the decision-making process.

The essential bottom line in any discussion of shared governance is that the authority for the decision should be closely aligned with the accountability for the results.

Definitions of Shared Governance

Equal rights to governance

Obligation to consult

Rules of engagement

More contemporary—systems approach

Shared Governance

"When shared governance is viewed as more than a set of boundaries and rules of engagement, it can create a system . . . to move to shared responsibility of identifying and pursuing an aligned set of sustainable strategic directions. And though it may take time to develop these priorities, once they're identified, each constituency can be more decisive in implementing tactics to advance them."

From: "How to Make Shared Governance Work: Some Best Practices," by Steven Bahls, Trusteeship, March/April, 2014.

Shared Governance

Threshold conditions* for the development of effective shared governance:

1. Shared commitment from faculty, administration and board to the principles of shared governance and shared understanding about what shared governance actually is (and isn't) and how it operates at their institution.

1.

*From "Shared Governance with the Changing Times: An AGB White Paper" March, 2017.

Shared Governance

Threshold conditions for the development of effective shared governance:

2. Shared and clearly articulated commitment to trust, collaboration, communication, transparency, inclusiveness, honesty and integrity.

Shared Governance

Threshold conditions for the development of effective shared governance:

3. Institutional culture of good will, good intentions, and a commitment to common values that is reinforced through the practice of shared governance.

Shared Governance

Threshold conditions for the development of effective shared governance:

4. Constitutional documents such as bylaws, faculty handbooks and policy statements that clearly codify decision-making authority.

Shared Governance

Threshold conditions for the development of effective shared governance:

5. Shared appreciation by board members and faculty of the president's role in facilitating a constructive relationship between the board and the faculty.

Shared Governance

Threshold conditions for the development of effective shared governance:

6. Shared recognition that institutional change is necessary, constant and inevitable and that all stakeholders must be open to doing things differently when circumstances require.

Shared Governance

Shared governance cannot be reduced to a formula because it rests on trust and mutual respect between and among the major players: the board, the administration, and the faculty. When trust is strong, there is an environment in which it is possible for all to push and challenge each other respectfully. Trust is not given--it is earned—which takes time and sustained commitment.

Shared Governance: Best Practices

1. Consistently and publicly remind all constituencies about the importance of shared governance.

2. Periodically assess the state of shared governance and develop an action plan to improve it.

From: Shared Governance in Times of Change: A Practical Guide for Universities and Colleges by Steven Bahls, AGB Press, 2014.

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Shared Governance: Best Practices

3. Support programs to strengthen faculty self-governance.

4. Maintain a steadfast commitment to three-way transparency and frequent communication.

5. Respect traditional rules of faculty engagement.

State of Shared Governance at UO

What is working well?

What needs to change? Why?

How will you bring about change?

Top Strategic Issues

The Value Proposition of Higher Education
   Skepticism about fundamental value
   Erosion of public financial support
Federal and State Budgetary Pressures
   Competing priorities at state level
   Changes in federal education policy
Research and research funding
   Intense competition; skepticism about some
   research topics

From: Top Public Policy Issues for Higher Education 2017-2018, AGB.

Top Strategic Issues

Accountability and Deregulation
  Accountability for achieving student outcomes, including success in the workforce
Accreditation under Scrutiny
  Fundamental purpose has shifted
  More attention to governing boards
Legal Issues
  Freedom of speech, sexual assault, affirmative action, immigration, among others

From: Top Public Policy Issues for Higher Education 2017-2018, AGB.

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Top Strategic Issues

Diversity and Inclusivity
  A social and moral imperative as well as an economic imperative
  What does it mean to be truly inclusive?
  Support a culture with diverse viewpoints
  Today, discourse is more difficult

  From: Top Strategic Issues for Boards 2016-2017, AGB Press, 2016.

Persistent External Challenges

Distressed Financial Model

Unsustainable growth of tuition and fees
Decreasing or stagnant family incomes
Costs of expanding enrollments and admissions
competition

From: Strategic Thinking and Planning in Higher Education: A Focus on the Future by
Larry D. Shinn, AGB Press, 2017.

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Persistent External Challenges

Significant Demographic Shifts--The Students of Tomorrow

Today, about 75% of high school graduates move directly to postsecondary education (30%, 1970)

Greater diversity puts more stress on retention and graduation rates

Non-traditional students are more likely to choose on-line programs

Persistent External Challenges

A Free-Knowledge Digital World

  We need to understand and respond to the impact of digital access on teaching and learning

    The digital age has revolutionized the way we access information and communicate

    Recreational bandwidth competes with academic bandwidth

    Hybrid courses are transforming teaching and learning

         From: Shinn, AGB Press, 2017.

What About Gen Z?

The generation following the Millennials

Born from 1995 (the year the internet was commercialized) until about 2015; also called Digital Natives or iGen

2 billion people—the most populous generational cohort of all time

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Gen Z—Differences from Millennials

Less Focused—process faster—continuously updating
Better Multi-taskers—shift between work and play
Bargains—care about prices
Full of Early Starters—more opt out of traditional route to higher education
More Entrepreneurial—want independent work environment; want to start a business
Higher Expectations—amazing is a given; Wow me!
Big on Individuality—92% have a digital footprint
More Global—diversity is an expectation

"8 Key Differences between Gen Z and Millennials" by George Beall, HuffPost Blog, Nov. 6, 2017.

Resources

In addition to the three publications referenced on the slides, information about shared governance can be found at www.agb.org.

Look for additional articles in <u>Trusteeship</u> magazine, AGB Statements on Governance Topics, videos, podcasts, and blogs.