

Senate Retreat Meeting Minutes Wednesday, October 31, 2018

Location: EMU - Crater Lake rooms
3:00-5:00 pm

Meeting was called to order at 3:04 PM.

Introductory remarks Senate President Bill Harbaugh

New Business

- Sports Product Management (Online degree program)
US18/19-01 Approval of Online Sports Product Management.
Senate Executive Committee and Graduate Council discussed this proposal extensively. The Graduate Council unanimously approved it. After no further discussion the Senate unanimously approved the proposal.

Senate retreat

Senate President Bill Harbaugh introduced Carol Cartwright (AGB consulting), President Emeritus of Kent State University and Bowling Green State University, as moderator for this Senate retreat meeting.

Introduction by Carol Cartwright

Dr. Cartwright explained that the agenda was developed through a process of interviewing 13 people identified by the Senate leadership. Therefore, it is an agenda created by you—the Senate—and it is designed to be very interactive.

Goals

The important goals for this meeting:

- Strengthen the partnership between the Senate and the Administration;
- Consider how to improve effectiveness of shared governance at the university.

To inspire the discussion Carol Cartwright gave a brief overview of:

- Value of shared governance;
- Effective shared governance;
- History of shared governance;
- Definition of shared governance;
- Threshold conditions for the development of effective shared governance;
- Best practices of shared governance.

Equal right to governance may seem ideal but it is not practical since the governing board has the fiduciary responsibility. An obligation to consult doesn't bring us automatically to shared governance. Rules of engagement are practical and seem to be the most typical approach across the US at this time. More contemporary is a systems approach to shared governance. Parties with different responsibilities come together. This more holistic system approach is what we are reaching for.

Important threshold conditions for the development of shared governance are:

- Shared commitment and understanding from faculty, administration and board;
- Commitment to trust, collaboration, communication, transparency, inclusiveness, honesty and integrity;
- Institutional documents (Carol Cartwright states that ‘You have some work to do there. The UO documents could be more precise.’)
- Shared appreciation by board members and faculty of the president’s role;
- Shared recognition that institutional change is necessary.

But shared government can’t be reduced to a formula!

Best practices:

1. Consistently and publicly remind all about the importance of shared governance;
2. Periodically assess state of shared governance. Develop an action plan to improve it;
3. Strengthen faculty self-governance;
4. Maintain a steadfast commitment to three-way transparency and frequent communication;
5. Respect traditional rules of faculty engagement. (Faculty expects process!)

Three questions

In small groups, participants in the Senate retreat discussed the following three questions:

1. What is working well?
2. What needs to change? And why?
3. How would you do it? How will you bring about change?

During a reporting out experience, the following statements were made by the participants:

Working well

- Management of Senate meetings—they are run well;
- Compliments for the good work that is done by Senate committees (as examples named Teaching evaluation and Diversity and Equality);
- Process registration student sexual assault;
- Working as Faculty and administration together in a Taskforce;
- Academic freedom process and Curriculum review and approval process worked well;
- Strong Union together with a strong Senate gives us a good collective purpose.

What needs to change?

- Clarification of roles (Senate/ administration);
- Consistency among governance levels;
- Need to involve more faculty in Shared Governance;
- Administration ritual of appointment of task forces (‘Rubber stamp’);
- What are academic matters?;
- Effective communication in the chain of command. There is often a missing link.
- Lack of an orientation training for Senators;

- Quality of communication:
 - Communicate the rationale for proposed change and not just the buzz words
 - More transparency by the administration to the Faculty;
- Lack of transparency from administration to faculty about for example conditions of a gift by a donor;
- Incentives for the University seem to come from donors instead of coming from us as Faculty
(Carol Cartwright pointed out that university priorities should guide fundraising and that specific donor agreements are usually confidential to protect donor's privacy.);
- More engagement of Faculty in fundraising priorities;
- For us as Senate a shift from commenting on things (passing resolutions) to proposing solutions;
- Research direction is top down;
- Student success in contrast with the available facilities;
- Lines of accountability for Senate Committees;
How are Senators representing their own unit (independent operators)—do they understand that they represent a constituent group of colleagues?;
- Student voices. Attention for student issues. Students know where they need to go.

After collecting the things that need to change Carol Cartwright stated that she heard small groups talking about the 'Reorganization' of CAS, but didn't hear any of that in the reporting out. Participants confirmed that the concerns about that are translated in more general notions for what needs to be changed.

How will you bring change?

- Post-analysis (audit): learning of how well we did. For example by the reorganization of School of Design. Learning of our processes. The Senate should play a role in these kind of evaluations;
- Working more at the local level. Bringing things back to level of own department. Instead of waiting for 'them' to tell us;
- Describe the business case for shared governance;
- More transparency about budget choices. Plea to bring in other models around budget transparency from other universities. Consult Faculty in the process to come to budget priorities. The Senate should play a role in this communication.
- Communication infrastructure (Notion Carol Cartwright: Senate should find ways to push out information rather than expecting others to go in search on information on the website.);
- Advocacy: Include faculty in lobbying the legislator to get more funds for the university. (Carol Cartwright noted the need for a coordinated approach with the administration.).

National issues around higher education

Carol Cartwright gave the participants in the Senate retreat insight in some of the big national issues around higher education like:

- Value proposition of higher education;
- The challenge how to be inclusive;
- Unsustainable growth of tuition and fees;
- New general cohort: Gen Z.

A case to practice shared governance

Asked which of these national issues could be used as a case to practice shared governance, the participants named the following issues:

- Relation between financial distress, the movement to a more digital world where everything is free and accommodating the needs of Gen Z.
- Transparency about rise of tuition;
- Tuition <-> Diversity and inclusion and enrollment. UO no longer serving students out of Oregon;
- Concern in overall income inequality in the US. Role of education.
- Trust is not there. Administration will just put on a show.
- Need to protect and guarantee knowledge production.
Free access of information <-> We (Faculty) as creators of content.
- The tension between: Value of a liberal education <-> careerism (Donor driven education) and the push for funded research;
- Online courses; the inevitable demand by Gen Z for more online courses;
- Freedom of speech for the student;
- Transparency.

Summary for the provost

At the end Carol Cartwright gave the Provost the following summary:

- It was a very good discussion;
- There are a number of things we are proud of;
- The list of what needs to change was longer;
- Some of the most important issues were. Clarification of roles and quality of communication. More transparency about the rationale: a stronger sense of why. Interest about role of private fundraising. How donors are managed. Opportunity for education about fundraising (Fundraising 101);
- Concerning the question: How we make this change happen?
There was a plea for more follow up on things we did. How did it go? A post-analysis and an audit. The Senate has a role in that;
- And the ambition of describing a business case for Shared Governance. Some real governance as a way to build trust. You don't automatically get trust. You need to earn it.

Evaluation

Bill Harbaugh thanks Carol Cartwright for her guidance. He states that he experienced this afternoon as extremely helpful and that this Senate retreat is a first step and not the last step in making the functioning of our Senate, our shared governance better.