

# Governance -

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# Definitions -

- Shared Governance

- Shared Responsibility
- Joint Decision-making
- Collegiality

n. 1. Shared power and authority vested among colleagues  
(from American Heritage Dictionary)

# Who says faculty have a voice? -

- American Association of University Professors
- American Council on Education
- Association of Governing Boards

“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.<sup>4</sup> On these matters the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty.”

*Statement on Government of Colleges & Universities, 1966*

# Who says faculty have a voice? -

- AAUP, ACE, AGB

“Agencies for faculty participation in the government of the college or university should be established at each level where faculty responsibility is present....The agencies may consist of meetings of all faculty members of a department, school, college, division, or university system, or may take the form of faculty-elected executive committees in departments and schools and a faculty-elected senate or council for larger divisions or the institution as a whole.”

*Statement on Government of Colleges & Universities, 1966*

# Who says faculty have a voice? -

AAUP, ACE, AGB

“The chair or head of a department, who serves as the chief representative of the department within an institution, should be selected either by departmental election or by appointment following consultation with members of the department and of related departments; appointments should normally be in conformity with department members’ judgment.”

*Statement on Government of Colleges & Universities, 1966*

# Who says faculty have a voice? -

- The California State Legislature

“The Legislature recognizes that joint decision-making and consultation between administration and faculty or academic employees is the long-accepted manner of governing institutions of higher learning and is essential to the performance of the educational mission of such institutions and declares that it is the purpose of this act to both preserve and encourage that process...”

The Legislature promotes joint decision-making, robust consultation, and “the full exercise of the functions of the faculty in any shared governance mechanisms or practices”

From: *The California Higher Education Employer-Employee Relations Act (HEERA)*  
Section 3561(b)

# Who says faculty have a voice? -

- The Trustees of the California State University -

“ Collegiality consists of a shared decision-making process and a set of values which regard the members of the various university constituencies as essential for the success of the academic enterprise.”

From: *Report of the Board of Trustees' Ad Hoc Committee on Governance, Collegiality, and Responsibility in the California State University*  
Adopted by the Board of Trustees of the CSU, September 1985

# Who says faculty have a voice? -

- Academic Senate of the CSU

“Collegiality consists of a shared decision-making process and a set of attitudes which cause individuals to regard the members of the various constituencies of the university as responsible for the success of the academic enterprise.”

Adopted by the Academic Senate of the CSU, March 1985



# Who says faculty have a voice? -

- Academic Senate of the CSU

“Because the university's curriculum is of central concern to the faculty and because faculty have the primary responsibility in curricular decisions, it follows that faculty should have the major voice in academic policy decisions which closely affect the curriculum, access to the curriculum, or the quality of the curriculum.”

*Collegiality in the California State University System*  
Academic Senate of the CSU(1985)

# Who says faculty have a voice?

- Cal Poly Constitution of the Faculty

“Joint decision making and consultation between the administration and the General Faculty have been recognized by the legislature of the State of California as the long accepted manner of governing institutions of higher learning and are essential to the educational mission of such institutions.”

# Who says faculty have a voice? -

- Cal Poly Constitution of the Faculty

“The responsibilities of the faculty, and the powers necessary to fulfill those responsibilities, and the collegial form of shared governance are based on historic academic traditions that have been recognized by the people of the State of California through their legislature.”

# Who says faculty have a voice?

- Cal Poly Constitution of the Faculty

“In order to participate fully in the process of joint decision making and consultation with the administration, the Academic Senate is empowered to exercise all legislative and advisory powers on behalf of the General Faculty.”

# Why should we have a voice? -

We sometimes say, “The faculty own the curriculum.” By that we mean that the faculty, by virtue of their specialized knowledge, are the only appropriate body to define, present, advise about, and, as necessary, defend the curriculum.

# Why should we have a voice? -

- First, given disciplinary differences, faculty members at the discipline level possess expertise that is core to the development of curriculum and to the review of both curriculum and faculty.
- Second, peers in the discipline understand the norms, constraints, and body of work in their discipline, which makes them better able to assess their colleagues' scholarly and pedagogic accomplishments given the resources available.
- Third, discipline faculty members also have a deep experiential understanding of the realities and constraints of workload in the department.

*Adapted from: CSU Stanislaus RPT Survey Group Report: Perceptions of Retention, Promotion and Tenure Processes and Practices (2014) -*

# BEDROCK

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- ♦ Curriculum
  - ♦ Personnel
  - ♦ Academic Freedom
  - ♦ Governance

# Faculty, Senate, CFA & Governance -

- Negotiating governance
- Unspoken agreement
- The Sacramento model



# Faculty, Senate, CFA & Governance -

## Governance and the California Faculty Association

- Distinct and overlapping responsibilities
- At Cal Poly, faculty governance and CFA have had amicable and productive interactions for many years
- Communication between faculty governance and CFA is an appropriate communication on matters within and outside scope.

# ASCSU Topics du Jour -

- Presidential Search Processes
- Academic Freedom Task Force
- Intellectual Property Policies
- Defining General Education
- Developmental Instruction – Statway inter alia
- Ethnic Studies Task Force draft report
- Sustainable Financial Model Task Force draft report
- RSCA funding
- Non Tenure Track Faculty Participation in Governance
- Faculty Hiring plans & Tenure Density
- Civility Policies
- Shared Governance – system and campus