

# Shared Governance in an Era of Constrained Resources

ACM Institute on College Futures  
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# Pre-conference case study

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- ❖ Structure of responses
- ❖ Diversity of responses
- ❖ Intra-institutional diversity of responses

# Some observations

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- ❖ observation 1
- ❖ observation 2
- ❖ observation 3

# and, some questions

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- ❖ Noticed this and wondered that
- ❖ Why did some of you focus on this?
- ❖ How would you do that?



# Approaches to governance

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- ❖ Governing Board/President relations
- ❖ faculty-centered shared governance
- ❖ idiographic case studies

Governance: the procedural and administrative activities that promote the work of an institution. In brief, governance explains how we organize ourselves to educate students.

# Governance: a stylized process

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- ❖ Agenda Setting
- ❖ Deliberation and Building Support
- ❖ Institutional Decision-making
- ❖ Taking Action
- ❖ Closing the Loop



# Agenda Setting

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- ❖ How do ideas emerge?
- ❖ Is the provost or dean the principal source of new initiatives? Who else? Are there venues where ideas go to die? Colleagues who will dependably kill initiatives?
- ❖ By what means would a new issue or initiative be placed on the agenda?

# Deliberation and Building Support

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- Is assessment information routinely introduced into the discursive phase? By whom?
- Where are new programs or initiatives discussed? With whom?
- What are the means by which discussion will end?

# Institutional Decision-making

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- ❖ Is the information from the deliberations shared with faculty and other constituencies? How?
- ❖ How will your institution take action? Voting? By whom?
- ❖ Are there aspects of institutional action that require formal approval?

# Taking Action

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- ❖ Does the “institutional decision” specify the actions to be taken? By whom?
- ❖ How is action/inaction reported to the community? To which constituencies?

# Closing the Loop

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- ❖ Are there governance mechanisms for accountability?
- ❖ Does assessment information undergird this process? How?
- ❖ How does this process inform the institution's agenda?



**Halcyon College**

# Questions for Halcyon's Future

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- ❖ What are the first steps that Provost Tuinal should take? Be specific in justifying the sequence of initial steps.
- ❖ Should the planning process be delegated to an existing committee or committees? Or a new group formed? If so, how?
- ❖ What information will be needed for the coming discussion with the faculty? Who introduces it? To what venues?
- ❖ How might the faculty discussion best be structured? What is the role of Provost Tuinal? What other administrators should be involved and how?
- ❖ What are the criteria that should inform the final proposal?