

UNDERSTANDING AND ENHANCING SHARED GOVERNANCE

Rarely has the topic of university governance been more relevant than today, as colleges and universities find themselves impacted by globalization, market competition, calls for greater accountability, and often increasing rancor in the politics of institutional governance internally and externally. Following is a list of selected readings and resources on university governance, which is intended to inform board professionals who translate research to the practice of governance in their institutions.

--Compiled by Charlene Reed, Ph.D., for the 2008 AGB BPS Workshop

Seminal Statements on Institutional Governance

Perhaps the seminal documents regarding college organization and governance are:

- American Association of University Professors. (2001). Statement on government of colleges and universities. In AAU Policy Documents and Reports (9th ed.) or online at <http://www.aaup.org/statements/Redbook/Govern.htm>.
- Association of Governing Boards of Universities and Colleges. (1998, November 8). AGB statement on institutional governance. Accessible online at <http://www.agb.org/governance.cfm>

Selected Readings on University Governance

Association of Governing Boards of Universities and Colleges. (1996). *Stronger leadership for tougher times: Report of the Commission on the Presidency*. Washington, DC: AGB.

Bess, J.L. and J. R. Dee. (2007). *University college and university governance: Theories for effective policy and practice*. Volume I focuses on the state of the system; Volume II focuses on dynamics of the system.

Birnbaum, Robert. (July 2003) The end of shared governance: Looking ahead or looking back Paper presented at the 2003 CHEPA Governance Roundtable; access online at <http://www.usc.edu/dept/chepa/gov/roundtable2003/birnbaum.pdf>.

Birnbaum, R. (1989). The cybernetic institution: Toward an integration of governance theories. *Higher Education*, 18, 239-153.

Birnbaum, R. (1988). *How colleges work: The cybernetics of academic organization and leadership*. San Francisco: Jossey Bass.

Center for Higher Education Policy Analysis (CHEPA). (2003). *Challenges for governance: A national report*. Accessible online at http://www.usc.edu/dept/chepa/pdf/gov_monograph03.pdf

Center for Higher Education Policy Analysis (2004). *Selection and appointment of trustees to public college and university boards*. Los Angeles: CHEPA.

Center for Higher Education Policy Analysis (2005). *Assessing public board performance*. Los Angeles: CHEPA

Chait, R.P., T.P. Holland, and B.E. Taylor. (1996). *Improving the performance of governing boards*. Westport, CT: Oryx Press.

Cohen, M.D., and J.G. March. (1974). *Leadership and ambiguity*. Princeton, NJ: McGraw-Hill.

Dee, J. (2006). Institutional autonomy and state-level accountability: Loosely coupled governance and the public good. In Tierney, W.G., (Ed.), *Governance and the public good*. Albany, NY: State University of New York Press.

Del Favero, M. (2002). Faculty-administrator relations and responsive decisionmaking systems: New frameworks for study. Paper presented at the 2002 CHEPA Research Forum on Higher Education Governance; access online <http://www.usc.edu/dept/chepa/gov/rf2002/delfavero.pdf>.

Duderstadt, J. and F. Womack. (2003). *The future of the public university in America: Beyond the crossroads*. Baltimore: Johns Hopkins University Press.

Eckel, P.E. (2000). The role of shared governance in institutional hard decisions: Enabler or antagonist? *The Review of Higher Education*, 24(1): 15-39.

Education Commission of the States. (1997). *State postsecondary structures sourcebook: State coordinating and governing boards*. Denver, CO: ECS.

Ehrenberg, R.G., Ed. (2004). *Governing academia*. Ithaca, NY: Cornell University Press.

Fretwell, E.K. (2001). *More than management: Guidelines for state higher education system governing boards and their chief executives*. Denver: State Higher Education Executive Officers.

Gumport, P. J. (Spring 2001). Divided we govern? *Peer Review*; access online at <http://www.aacu-edu.org/peerreview/pr-sp01feature1.cfm>

Higher education: Handbook of theory and research. Published annually since 1985, the *Handbook* series provides a compendium of thorough and integrative literature reviews on a diverse array of topics of interest to the higher education scholarly and policy communities, including governance. See overview at <http://www.springer.com/series/6028>

Hill, B., M. Green, and P. Eckel. (2004). *On change IV: What governing boards need to know and do about institutional change*. Washington, DC: American Council on Education. Accessible online at <http://www.acenet.edu/bookstore/pdf/on-change/on-changeIV.pdf>.

- Hollinger, D.A. (2001). Faculty governance, the University of California, and the future of academia. *Academe*, 87 (3), 30-33.
- Ingram, R.T. and Associates. (1993). *Governing public colleges and universities*. San Francisco: Jossey-Bass.
- Ingram, R. (1994). *Effective trusteeship: A guide for board members of independent colleges and universities*. Washington, DC: Association of Governing Boards
- Kaplan, G. (2003). How academic ships actually navigate: A report from the 2001 survey on higher education governance. In R. Ehrenberg (Ed.), *Governing Academia*. Ithaca, NY: Cornell University Press.
- Kater, S. and J. Levin (2003). Shared governance in the community college. Access online at <http://www.oakton.edu/user/~lsaret/LauraSaretOaktonWebSite/Shared%20Governance%20in%20the%20Community%20College.doc>.
- Kerr, C. and M. Gade. (1989). *The guardians: Boards of trustees of American colleges and universities*. Washington, DC: Association of Governing Boards.
- Kezar, A. (2001). Seeking a sense of balance: Academic governance in the 21st century. *Peer Review*, 3(3), 4-8.
- Kezar, A. and P.D. Eckel. (2004). Meeting today's governance challenges: A synthesis of the literature and examination of a future agenda for scholarship. *The Journal of Higher Education*, 75 (4): 371-399.
- Longanecker, D.A. (2004). *Governing for real*. Paper presented at the Governance Roundtable. Santa Fe, NM: Center for Higher Education Policy Analysis.
- MacTaggart, T., Ed. (1998). *Seeking excellence through independence: Liberating colleges and universities from excessive regulation*. San Francisco: Jossey-Bass.
- McGuinness, A.C. (2003). State policy leadership in the public interest: Is anyone at home? Background paper prepared for Macalester Forum on Higher Education. Boulder, CO: National Center for Higher Education Management Systems.
- Minor, J.T. (2004). Understanding faculty senates: Moving from mystery to models. *The Review of Higher Education*, 27 (3), 343-363. <http://journals.ohiolink.edu/local-cgi/send-pdf/040714104734518881.pdf>
- Mortimer, K.P. and T.R. McConnell, (1978). *Sharing authority effectively*. San Francisco: Jossey-Bass.
- Rao, M. (2007, November/December) Who decides what? *Trusteeship*, 15 (6), 24-28.

Tierney, W. (In press). *The impact of culture on organizational decision making*. VA: Stylus.

Tierney, W.G., Ed. (2006). *Governance and the public good*. Albany: State University of New York Press:

Tierney, W.G., Ed. (2004). *Competing concepts of academic governance: Negotiating the perfect storm*. Baltimore: Johns Hopkins University Press.

Tierney, W. G. (2001). Why committees don't work: Creating a structure for Change. *Academe*, <http://www.aaup.org/publications/Academe/2001/01mj/mj01tier.htm>

Tierney, W.G. (1999). *Building the responsive campus: creating high performance colleges and universities*. CA: SAGE Publications.

Wellman, J.V. (2004). Rethinking state governance for higher education. Paper presented at the 2004 CHEPA Governance Roundtable, Santa Fe, NM.

OF SPECIAL NOTE

Challenges for Governance: Improving Decision Making Structures and Accountability in Higher Education

In 2002, the Center for Higher Education Policy Analysis (CHEPA) of the University of Southern California launched a three-year project designed to analyze and recommend ways to improve shared governance in four-year colleges and universities entitled, "Challenges for Governance: Improving Decision Making Structures and Accountability in Higher Education." See the CHEPA shared governance project website at <http://www.usc.edu/dept/chepa/gov/> for a full listing of papers, news, and readings that resulted from this important work.

Artifacts from Institutional Reviews

Many institutions and systems of higher education have undertaken significant revisions to internal governance structures or procedures in recent years. Several examples are noted below and links to institutional artifacts are provided where available. An assessment of these resources reinforces several key points:

- There must be meaningful participation by key stakeholders in the design process in order for the resulting governance structures and/or processes to have credibility and the potential for success.
- It is extremely helpful if not vital in times of institutional stress that roles and responsibilities of various groups in decision making be clearly identified and communicated widely. A matrix from Central Michigan University below provides an excellent example of this concept in action.

- The review process typically began with clearly defined and articulated goals and anticipated outcomes. For example, a review of faculty governance at American University was based on four principles: “(1) the importance of a democratic and inclusive faculty governance system that strengthens the ability of faculty to its responsibility to the institution and our students; (2) faculty time is valuable and the demands of our primary responsibility for teaching and research are substantial; (3) whenever possible decisions should be made at the school, college, and library (academic unit) or departmental level by those most affected by them, and (4) duplication of functions should be avoided.” Guided by these principles, the review committee recommended significant changes in campus internal governance including change from a university council to a faculty senate and a reduction in standing committees to make better use of scarce faculty time for participation.

American University

<http://www.american.edu/governance/>

Arizona Board of Regents, 2004.

http://www.abor.asu.edu/special_editions/redesign/SPBDmtg%20603exec%20sum%20reorg.pdf

Arkansas State University

<http://asunews.astate.edu/SharedGovernancedraft120803.htm>

Auburn University

http://www.auburn.edu/administration/specialreports/fisher_report.pdf

Brown University

<http://facgov.brown.edu/FEC/FacGovReview.pdf>

http://www.brown.edu/Project/NEASC/Study_1998/3OrganizationGovernance_1998%20Self-Study.doc

Bucknell University

http://www.eg.bucknell.edu/~mligare/governance/governance_documents/index.html

California State University

<http://www.calstate.edu/AcadSen/Records/Reports/SharedGovReport.pdf>

Central Michigan University <http://www.uakron.edu/provost/docs/Central%20Michigan--expanded-shared-governance.pdf>

Fairfield University

http://www.fairfield.edu/pres_governance.html

Loyola University

<http://www.luc.edu/sharedgovernance/charter.shtml>

Rensselaer Faculty Governance Review Committee Report
<http://www.rpi.edu/about/governance/FGRCreport.pdf>

The College of New Jersey Governance Structure and Processes 2000
<http://www.tcnj.edu/~steering/review.html>

The University of Akron—Decision Making Task Force Report
<http://www.uakron.edu/provost/reports.php>

University of Arizona
<http://fp.arizona.edu/senate/ShGovExtending.html>

University of Cincinnati—Governance Review without Tears
<http://www.aaup.org/AAUP/pubsres/academe/2006/ND/Feat/Davi.htm>

University of Florida
<http://www.senate.ufl.edu/archives/other/sgtf2005.pdf>

University of Louisiana at Monroe—Excellent source with postings of multiple shared governance readings and links
<http://www.ulm.edu/sharedgovernance/resources.html>

University of Tennessee
<http://chancellor.tennessee.edu/docs/SharedGovernance.pdf>