What is Shared Governance?

Carol Shubin
Professor of Mathematics, CSUN
November 2011
What is Shared Governance?

Faculty and administrators take joint responsibility for the academic mission of the University. Shared governance gives to faculty the primary responsibility for the educational functions of the University, consistent with basic policy as set by the Board of Trustees.

These responsibilities include, but are not limited to: design and implementation of curricula of the highest academic quality; setting and maintaining academic and professional standards, including admission and degree requirements; facilitating and insuring the free conduct of creative and scholarly activities; determining faculty personnel policies, procedures, and criteria and overseeing their implementation; exercising major influence over decisions on hiring, tenure, and promotion; and participating meaningfully in budgetary decisions, especially when they directly affect the academic mission of the university.
Some Problems with SHARED GOVERNANCE?

The budget of the Faculty Senate is ….

Staff is ….

Number of people represented is ….

How important is the faculty’s voice in financial planning decision-making?
On the Faculty Senate

The Faculty Senate appears to be composed of two distinct groups of people:

1. Lifers -- people who serve multiple terms

2. One timers for PPR purposes

   It would be nice to draw in a more diverse and active group who accomplished more substantive policy work.

Term Limits?

   More incentives for new people to partake in useful work for the university such as analysis?
A Real Problem

The faculty have been unable to develop a functional bargaining group or self-government and shared governance does not exist. This has a demoralizing effect.
Lack of Power has Led to Budget Imbalances and the Threat of Strike.

CSUN Tenure/Tenure Track faculty salary is less than 1/10 of the university’s total expenditures.
HAVE WE LOST OUR WAY?
Success Will Not Come from Top-Down Management

Too many initiatives that waste the faculty’s and staff’s time and university resources have come down from management.

Set goals and give incentives for success.
Don’t Impose Rule When It Does Not Make Sense
Incentives Do Not Necessarily Have to Be Financial

MUTUAL RESPECT CAN GO A LONG WAY....
Time for a Plan

Policies from the Chancellor’s Office are conflicted. Enrollment is restricted and contracts with CFA are not honored for political reasons, yet demands are made on the faculty and staff to decrease time to graduation and increase graduation rates.