



TRUTH & SERVICE

Faculty Institute: Shared Governance

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Shared Governance

- Faculty and Administration collaborate on major decisions
- Faculty recommendations are given heavy weight
- Faculty leads in some areas, while administration takes the lead in other areas

Authority

- Southern Association of Colleges and Schools (SACS)
 - Requires institutions to “publish[] policies on the responsibility and authority of faculty in academic and governance matters.” (Section 3.7.5)
- American Bar Association (ABA)
 - “The allocation of authority between the dean and the law faculty is a matter of determination by each institution as long as both the dean and the faculty have a significant role in determining educational policy.” (Standard 207)
- NCCU Faculty Handbook
 - “A document on Shared Governance was adopted by the Faculty Assembly of the University of North Carolina in April 2005, and supported by the NCCU Faculty Senate.” (Section 2.3)
- UNC Faculty Assembly
 - Standards of Shared Governance on the 16 UNC Campuses (2005)

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- UNC Faculty Assembly
 - **Standards of Shared Governance** on the 16 UNC Campuses (2005)

Authority Con't

- The University of North Carolina
 - The University of North Carolina (UNC) is a multi-campus university composed of all 16 of North Carolina's public institutions that grant baccalaureate degrees, as well as the NC School of Science and Mathematics.
 - The UNC Faculty Assembly is the elected body of representatives of the faculty of the seventeen constituent institutions of the University of North Carolina. The Assembly is dedicated to upholding and exercising the principles of academic freedom, shared governance, tenure, and the faculty's primary responsibility for the University's curriculum.

Authority Con't

- UNC Faculty Assembly's **Standards of Shared Governance**
 - Preamble
 - Definitions
 - The Faculty Senate
 - Chair of the Faculty
 - Faculty Governance Responsibilities
 - Administration-Faculty Collegiality
 - Compliance

Authority Con't

- UNC Faculty Assembly's **Standards of Shared Governance**
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 - **Administration-Faculty Collegiality**
 - **Compliance**

Authority Con't

- UNC Faculty Assembly - **Standards of Shared Governance**
 - Preamble
 - “A strong tradition of shared governance is essential to the excellence of any institution of higher learning[.]”
 - “[It is] the responsibility of the chancellor ... to ensure that the institution’s faculty has the means to give effective advice with respect to questions of academic policy and institutional governance, with particular emphasis upon matters of curriculum, degree requirements, instructional standards, and grading criteria[.]”

Authority Con't

- UNC Faculty Assembly - **Standards of Shared Governance**
 - Faculty Governance Responsibilities
 - “The university’s curriculum is the responsibility of the faculty. The faculty . . . must give approval to academic policies prior to their implementation.”
 - “The faculty must be consulted on any proposal to adopt or amend campus policies of reappointment, tenure, and promotion, and of post-tenure review. It is expected that any such proposals will be initiated by the faculty[.]”
 - “The faculty must be afforded full opportunity to review and approve faculty handbooks, academic policy manuals, and any institutional policy statements that affect the faculty’s teaching, research, or conditions of employment.”

Authority Con't

- UNC Faculty Assembly - **Standards of Shared Governance**
 - Administration-Faculty Collegiality
 - “A collegial, candid, and cooperative relationship should exist between the administration and the faculty.”
 - “It is expected that senior administrators will uphold the decisions of the senate in areas in which the faculty has primary responsibility, such as curriculum and tenure/promotion policies.”
 - “The chancellor . . . should . . . seek meaningful faculty input on issues in which the faculty has an appropriate interest but not primary responsibility.”

Authority Con't

- UNC Faculty Assembly - **Standards of Shared Governance**
 - Administration-Faculty Collegiality Con't
 - “The chancellor should effectively advocate the principles of shared governance to the Board of Trustees.”
 - “The chancellor should typically sustain the recommendations of faculty tenure, hearings, and grievance committees. When the chancellor acts against the recommendations of such committees, the chancellor should meet with the committee or otherwise adequately communicate the reasons for not sustaining its recommendations.”

Authority Con't

- UNC Faculty Assembly - **Standards of Shared Governance**
 - Administration-Faculty Collegiality Con't
 - “The faculty should participate meaningfully in the selection of academic administrators through membership on search/hiring committees and the opportunity to meet and comment on ‘short-listed’ candidates before hiring decisions are made.”
 - “The faculty of each college, school, or department should be consulted in the appointment or reappointment of the dean or department chair either through majority membership on the search or evaluation committee or by direct consultation with the appointing administrator either in person or by other means approved by the faculty senate.”

Authority Con't

- UNC Faculty Assembly - **Standards of Shared Governance**
 - Administration-Faculty Collegiality Con't
 - “The chancellor or provost, in consultation with the faculty senate, should establish effective procedures that enable members of the faculty having voting privileges to regularly evaluate the performance of senior administrators.”

Authority Con't

- UNC Faculty Assembly - **Standards of Shared Governance**
 - Compliance
 - “It is the responsibility of the faculty of each campus to advocate, seek, and monitor the campus’s adherence to the Standards of Shared Governance.”
 - “When a campus is not in compliance . . . faculty should seek resolution through processes at the campus level.”
 - “However, when the faculty’s sustained efforts . . . have not been successful, the faculty . . . is encouraged to consult with the officers of the Faculty Assembly, who will bring the matter to the attention of the President and work with all parties to achieve a resolution.”

Authority Con't

- UNC Faculty Assembly - **Governance Committee**
 - The Governance Committee deals with system-level shared governance issues, policies, and procedures. Where needed, it works with campuses to strengthen campus-level shared governance policies and procedures.
 - NCCU Law Professor David Green has been appointed Chair of the Governance Committee. As a result, NCCU will be the state-wide expert on Faculty Governance for the UNC System.
 - One of the important tasks Professor Green will oversee as the Chair of the Governance Committee is exploring the extent to which faculty governance in crisis on the UNC campuses.

Benefits

- Protection of the Mission
- Experts on Curriculum
- Continuity

Threats to Faculty Governance

- Increase in Administration
- Power Struggles
- Apathy on the part of Faculty