

Commission on Faculty Shared Governance

Draft Model and Recommendations

(As of August 21, 2020)

SECTION 1: Background

As part of ongoing System Redesign efforts, the Chair of the Board of Governors, Cindy Shapira, established a commission to enhance the System's governance and accountability by integrating faculty into the shared governance model at the system level. The Commission membership represents faculty, administration, the faculty union, board members, and trustees.

Commission Membership

Commission Chair	Don Houser, BOG Leadership and Governance Committee Chair
BOG Member-at-large	Noe Ortega, PA Deputy Secretary of Education
Faculty (IFC Member)	Francisco Alarcón, Professor and Department Chair, IUP
Faculty (IFC member)	Nancy VanArsdale, Professor, East Stroudsburg
Faculty (IFC Member)	Matt Girton, Professor and Department Chair, Lock Haven
Faculty (APSCUF Rep.)	Jamie Martin, Statewide APSCUF President
University Trustee	Bobbi Kilmer, Mansfield University COT Chair
Administrator	Guiyou Huang, President, Edinboro
Administrator	Tom Ormond, Provost, Shippensburg
Administrator	Sharon Picus, (Former) Interim A&F Vice President, Kutztown
Administrator	Laura Delbrugge, Dean, Clarion

The Commission has been tasked with making recommendations that will strengthen shared governance at the system level by developing a faculty shared governance body that participates in meaningful consultation on system-level strategy planning, budgeting, policies, and other matters as may be deemed appropriate.

The Commission's specific activities have included:

- Actively engaging faculty, union leadership, administrators, trustees, and board members in a dialog to foster shared understanding of the purpose and scope of faculty shared governance in the State System;
- Learning from the current state of faculty shared governance as it is practiced both at system and university levels;

- Learning from the current state of faculty shared governance at other university and college systems, focusing especially on those where faculty are organized by collective bargaining units;
- Maintaining a commitment to transparency and frequent communications among stakeholders; and
- Offering quarterly reports to the Board of Governors, leading to a proposed model and set of recommendations addressing systemwide faculty shared governance.

The Commission has developed [guiding principles](#) (shown below) for faculty shared governance to inform the design, structure, and implementation of a system-level faculty shared governance body. The Commission also identified a [matrix of issues](#) on which a system-level faculty council might engage to better inform decision making—being mindful not to infringe on the roles and responsibilities of the faculty union, management, or campus-level faculty shared governance. The [guiding principles](#) and [matrix of issues](#) were posted online in March 2020 for review by faculty and administration.

Guiding Principles

Effective system-level shared governance between faculty and administration:

1. Requires an investment of the time necessary to build relationships that foster mutual accountability, respect, and trust;
2. Provides a forum for engagement;
3. Requires mutual commitment to a collaborative policy development process;
4. Respects university-level shared governance/processes;
5. Reflects processes/structures/practices that are understandable, accepted, transparent, and sustainable;
6. Augments, but does not supplant, the existing shared governance role of the collective bargaining unit;
7. Establishes common ground that builds morale and collaboration—acknowledging the successes and failures of the past to inform decision making about the future;
8. Creates a supportive environment that allows for healthy tension in which sharing of different perspectives and ideas enables problem solving;
9. Depends upon timely and effective communication with active sharing of reliable information; and
10. Requires periodic assessment to gauge effectiveness.

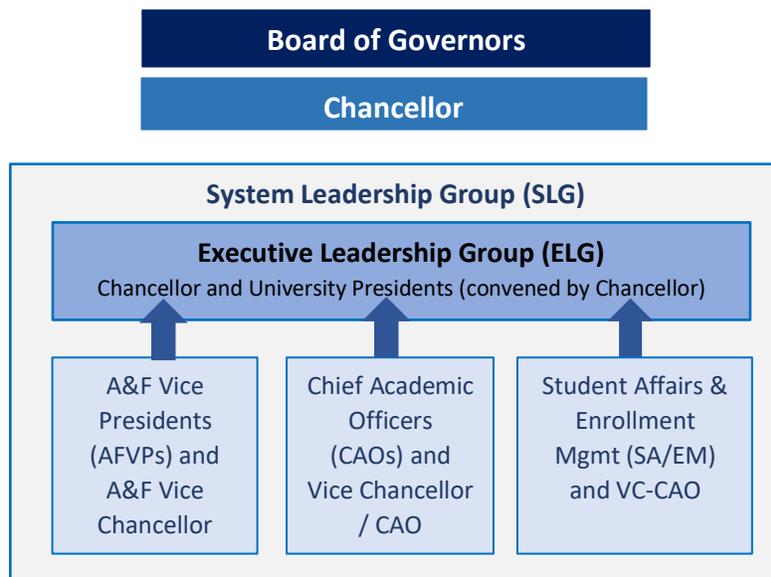
SECTION 2: The Current State of System-level Shared Governance

Shortly after arriving at the State System, Chancellor Dan Greenstein created the *System Leadership Group* (SLG) in order to leverage the existing knowledge and infrastructure of administrative leaders across the System. Working with the Chancellor and designated senior staff, the SLG includes the Executive Leadership Group (ELG)—comprising the Chancellor and 14 University Presidents—who are supported by three advisory councils:

- 1) Administration and Finance Vice Presidents;
- 2) Chief Academic Officers; and
- 3) Leaders in Student Affairs and Enrollment Management.

The SLG and each component part—the ELG and three councils—convene regularly with their counterparts in the Office of the Chancellor to provide for mutually beneficial collaboration, effective communication, and informed system-level recommendations for the Chancellor and, ultimately, the Board of Governors. Trustees are represented in the System’s shared governance framework by the PA Association of Councils of Trustees (PACT), which has a voice at quarterly Board of Governors meetings.

Diagram A: System Leadership Group



NOTE: The SLG structure does not modify the role of Trustees, either at the campus level or in their representation by PACT

SECTION 3: Draft Model Framework

Based on dialogue with stakeholder groups and among commissioners—and informed by faculty shared governance models from around the nation—the Commission has recognized that there is no single, perfect shared governance model for system-level faculty shared governance. Any faculty shared governance solution will be tailored to the practices and policies of the State System.

The State System thus has the distinct advantage of creating system-level faculty shared governance *ex nihilo*. The Board of Governors has made strides in this direction by establishing the [Interim Faculty Council](#) and adding a non-voting faculty liaison. The Board of Governors is, moreover, committed to a

permanent structure for faculty consultation at the system level, beyond what exists for issues related to collective bargaining.

The Commission is proposing that a permanent **Faculty Council** be formed that will:

- Operate as an advisory body to the Chancellor, the System Leadership Group (and ELG), and to the Board of Governors (through the faculty liaison) to provide access to the perspectives, insights, and expertise of the faculty;
- Engage in strategic conversations not only for discussion of issues pertaining to academics, budget and planning, and students, but also to gather information that will help inform decisions affecting the general welfare of the System; and
- Develop and maintain a system-wide communications network to provide for efficient transmission of relevant information to and from faculty.

SECTION 3A: Recommendations for Roles & Responsibilities of the Faculty Council

- 3A.1 Establish a charter for the Council that reflects the [guiding principles](#) set forth by this Commission and the shared values articulated in the charters for the other ELG and SLG councils.
- 3A.1.1 The charter would address the general operations of the Council including but not limited to member elections and terms, term limits, and meeting frequency.
- 3A.1.2 The currently seated IFC would develop the charter for the permanent Council using a process the IFC determines and then would submit the draft charter to the Chancellor and Board Chair for approval.
- 3A.2 Elect a faculty liaison to the Board of Governors and determine term of office. The Board of Governors should make every effort to seek statutory changes to allow the faculty representative to be a full voting member.
- 3A.3 Provide guidance and input on system-level policy and issues for consideration by the System Leadership Group (and ELG), the Chancellor, and the Board of Governors.
- 3A.4 Members would serve as conduits to their respective university faculty to disseminate and discuss issues of concern and provide an important two-way communication role for faculty—supporting timely and proactive input regarding system-level issues.

SECTION 3B: Recommendations for Composition and Structure of the Faculty Council

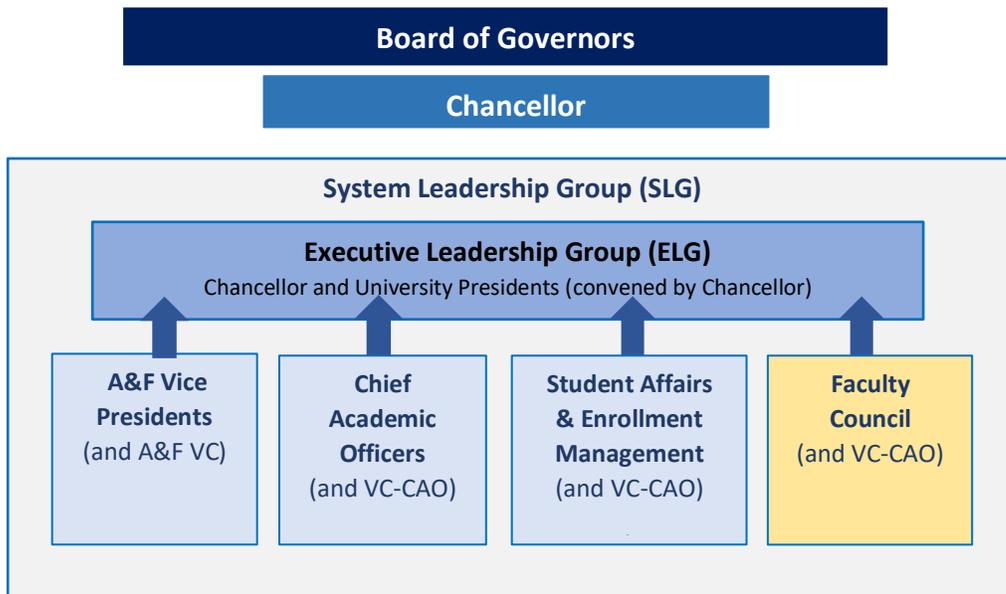
- 3B.1 Every university would be equally represented on the Council with one member and one alternate.
- 3B.2 Council members would be elected from each university by a process determined on each campus and guided by the Council's charter.

- 3B.3 Members could be divided into advisory sub-groups/committees—as deemed necessary by the Council—to help focus discussions aligned to areas based on the [matrix of issues](#) developed by the Commission.
- 3B.4 The Chancellor would designate no more than three senior leaders from the Office of the Chancellor to serve as non-voting, ex-officio members of the Council to foster ongoing engagement on issues and provide contextual information in real time, as they do for other SLG groups. The Council may also request to meet with other system staff and/or meet without any system staff on occasion.

SECTION 3C: Recommendations on Structural Alignment:

In order to promote timely, open, and continual dialogue across the sectors of leadership at the system level, the Commission recommends that the Council be incorporated into the SLG. This relationship allows for the faculty voice to be included at the system level through dialog with the 1) Administration and Finance Vice Presidents, 2) Chief Academic Officers, and 3) leaders in Student Affairs and Enrollment Management in advising the Chancellor and 14 university Presidents on system-level matters. Additionally, the Council’s perspective on system-level issues would be conveyed to the Board of Governors through the faculty liaison to the Board, who would be selected by the Council.

Diagram B: Proposed Addition to the System Leadership Group



SECTION 4: Additional Recommendations

- 4.1 Once codified in Board of Governors policy, the faculty shared governance model will be periodically reviewed by the Board—especially in the early years—to evaluate the efficacy of its structure and operation and to make modifications as needed in order to foster faculty shared governance at the system level.
- 4.2 Until such time that the the faculty representative to the Board of Governors is statutorily created, the role of the Faculty Liaison to the Board of Governors should be codified in policy to allow the liaison to be included in all meetings except when a clear conflict of interest is identified by the Chair of the Board of Governors.

Conclusion

The Commission believes inclusive, collaborative shared governance must be nurtured at every level of Pennsylvania’s State System of Higher Education, which is at the core of its recommendation to create a systemwide faculty council. As stated in Guiding Principle #1, shared governance requires an investment of time to build relationships that foster mutual accountability, respect, and trust. And while the Commission’s focus has been on advancing shared governance at the system level, it acknowledges the importance of constant vigilance in promoting robust shared governance at every level.

This document represents the work of the Commission, which comprises a cross section of faculty members, administrators, and university and system leaders. In doing its work over the past year, the Commissioners have sought input from others within their respective stakeholder groups in order to develop these recommendations and prepare this draft document for public review.

The Commission now seeks input from any and all who have an interest in the success of the State System and its universities. Comments should be sent to board@passhe.edu no later than **October 7, 2020** in order for them to be considered by the Commission in preparation of its final document for the Board of Governors.

Please send comments to:
board@passhe.edu
no later than
October 7, 2020