

MEMORANDUM

TO: Fort Wayne Senate

FROM: Kathy Pollock, Chair
Executive Committee

DATE: January 31, 2017

SUBJ: Statement on Shared Governance

WHEREAS, Meaningful shared governance involves the administration and the faculty, along with the Boards of Trustees, and, where appropriate, the Community Advisory Council, working together for the betterment of the university; and

WHEREAS, Legitimate differences of opinion exist as to what does and does not constitute meaningful shared governance; and

WHEREAS, Breaches of shared governance, either real or perceived, can breed distrust and discontent among and between the faculty and the administration; and

WHEREAS, Adoption of a Statement on Shared Governance detailing expectations for shared governance processes at IPFW that is agreed to and adhered to by both the faculty and the administration can prevent future breaches and help to restore trust between faculty and administration;

BE IT RESOLVED, That the Fort Wayne Senate adopts the attached Statement on Shared Governance; and

BE IT FURTHER RESOLVED, That the Fort Wayne Senate requests the central administration indicate its willingness to abide by the principles and procedures outlined in this statement.

Fort Wayne Senate Statement on Shared Governance

Shared Governance

The Fort Wayne Senate views the American Association of University Professors' (AAUP) "Statement on Government of Colleges and Universities" as the starting point of reference for all conversations about shared governance at IPFW.¹

The Constitution of the Fort Wayne Senate empowers the faculty to recommend policies regarding students and faculty; to make recommendations on academic organization, the budget, and other university operations; to determine the academic calendar, policies for class scheduling, and policies for student participation in athletics; and to review and approve academic degrees and curriculum; among other responsibilities. These powers can only be meaningfully exercised in an environment in which shared governance is acknowledged and supported by the faculty, the administration, and other university boards, councils, and constituencies.

The AAUP defines shared governance as being carried out by three interdependent components: governing boards², presidents (the chancellor and the central administration), and faculty. According to the AAUP, "a college or university in which all the components are aware of their interdependence, of the usefulness of communication among themselves, and of the force of joint action will enjoy increased capacity to solve educational problems."

This relationship of "interdependence . . . calls for adequate communication among these components, and full opportunity for appropriate joint planning and effort." The AAUP notes that what constitutes "appropriate joint planning and effort" will vary from situation to situation, but asserts that "two general conclusions regarding joint effort seem clearly warranted: (1) important areas of action involve at one time or another the initiating and decision-making participation of all the institutional components, and (2) differences in the weight of each voice, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand." To phrase (2) another way, each component might not have an *equal* voice in any particular decision, but each component should at least have *a* voice.

¹ The AAUP's "Statement on Government of Colleges and Universities" can be found in American Association of University Professors, *Policy Documents and Reports*, 11th ed. (Baltimore: Johns Hopkins University Press, 2014), 117-22; online at <https://www.aaup.org/report/statement-government-colleges-and-universities>; and as an appendix to this Statement on Shared Governance.

² IPFW's status as a campus within both the Indiana University and Purdue University systems means that it does not have its own governing board, instead being overseen by the Boards of Trustees of the two parent institutions. IPFW has a Community Advisory Council, but as currently constituted, its powers do not mimic those of a governing board. In practice, IPFW operates at a greater remove from its governing boards than what is ideally envisioned in the AAUP's "Statement on Government of Colleges and Universities."

The AAUP provides guidelines for the areas of university management and governance where each institutional component should have the primary voice. In the case of faculty, “The faculty has primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process.” The precise meaning and scope of these areas of primary responsibility can and should be a subject of discussion on any university campus, but in general it is desirable to give the faculty as wide a latitude in these areas as possible. The AAUP recommends that on matters of primary faculty responsibility, “the power of review or final decision lodged in the governing board or delegated by it to the president should be exercised adversely only in exceptional circumstances, and for reasons communicated to the faculty.” Such communication should be made early and as quickly as possible, as faculty should “have opportunity for further consideration and further transmittal of its views to the president or board.” Within this set of expectations, the AAUP recognizes that “Budgets, personnel limitations, the time element, and the policies of other groups, bodies, and agencies having jurisdiction over the institution may set limits to realization of faculty advice.”

In order to fully support shared governance at IPFW, the Senate proposes the following procedures.

Procedures

1. In all university decision-making processes having any implications for shared governance, the central administration should consult with the faculty. This consultation must be with the Senate and the relevant Senate committee and/or subcommittee. For decisions affecting shared governance at the college or department level, relevant administrators should consult with equivalent faculty representatives at the lower levels.
2. In all university decision-making processes that require active faculty participation, such as a study or investigation, the development of a set of recommendations, or any ongoing effort to leverage faculty expertise, the default starting point should be the utilization of existing shared governance bodies (i.e., the Senate, its committees and subcommittees) rather than creating new committees, task forces, working groups, etc.
3. In situations where, after consultation with the faculty, it is determined that existing shared governance bodies cannot or should not be used to accomplish the desired ends, the central administration should work with the faculty to develop a mutually acceptable process for conducting the proposed work that honors the principles of shared governance. Part of this shared governance process should be the establishment of clear expectations for how many faculty will participate, how they will be selected, what they will be asked to do, and how their work will be used.
 - a. The Senate should have the opportunity to endorse the proposed shared governance process and method of selecting faculty to participate.
 - b. Faculty should always be elected to participate in shared governance processes. How they are elected should depend on the specific process to be undertaken and whose interests the faculty are expected to represent (e.g., the interests of all faculty, college

- faculty, or department faculty). At an absolute minimum, the Senate Executive Committee should be charged with selecting faculty for participation in shared governance processes when other forms of election are not feasible or preferable. Under no circumstances should the administration appoint faculty to participate in shared governance processes.
4. Shared governance processes will generally take one of two forms: limited-term processes focused on producing a discrete product or ongoing processes focused on longer-term work.
 - a. Whenever faculty participate in a limited-term shared governance process, the results of that process shall be submitted to the Senate for review.
 - b. Whenever faculty participate in an ongoing shared governance process, they shall submit a brief annual report to the Senate Executive Committee, or an appropriate Senate committee or subcommittee, detailing their work and its ongoing or anticipated uses on campus.
 5. All matters that are decided by the Senate that require administrative action should be enacted by the administration, or in cases where the administration has determined that it shall not, the administration shall explain that decision by a date no later than the third Senate meeting after the passage of the resolution, preferably at a Senate meeting.

General Provisions

1. Nothing in this Statement on Shared Governance should be construed to apply to situations wherein the administration seeks to use faculty expertise outside of shared governance processes (e.g., an award selection committee).
2. While seeking faculty, staff, student, and community feedback on administrative decisions is laudable, the feedback-seeking process alone does not constitute a meaningful shared governance process.
3. With existing ongoing administrative committees with shared governance responsibilities that operate outside of shared governance processes, every reasonable effort should be made to bring them into alignment with the procedures outlined in this Statement on Shared Governance and with the Fort Wayne Senate Constitution and Bylaws.