



Shining City Upon a Hill



Shared Governance in Higher Education

A Presentation to LCC Faculty Senate

August 16, 2013

What is Shared Governance?

“...the set of practices under which college faculty and staff participate in significant decisions concerning the operation of their institutions.”

----- 2002, American Federation of Teachers
Higher Education Program and Policy Council

What is Shared Governance?

...a philosophy of governing only.

Its practice differs with each institution.

Shared Governance in US Higher Education

1915 –American Association of University Professors Declares policy on Academic Freedom and Tenure, establishing principles of:

- Academic Freedom
- Due Process
- Shared Governance



The Evolution of Shared Governance

1990s– Pressure on institutions of higher education to move from shared governance to corporate governance model.

2002–Push back from the American Teachers Federation (ATF) to publish a policy statement on Shared Governance condemning the erosion of faculty participation in decision-making

Birth of the Community College

1950s

Truman Administration begins establishing
Community Colleges:

- a ready-made organizational structure, and
- a culture that rejects higher education as “an instrument for producing an intellectual elite.”

Shared Governance at Community Colleges

1950-'65

- Experiencing fast growth.
- Allocation of resources is the currency of power within these institutions.
- Conflicts among administrators, faculty and governing boards grow due to opposing agendas.

Shared Governance at Community Colleges

1970s-'80s

- State support and funding grow.
- Multiple players stake claim to governance: legislators, business interests, governors.
- California Assembly Bill 1725 legislates change from “participative” to “shared” governance at CA Community Colleges.

Shared Governance at Community Colleges

1990s-now

- Students demand a seat at the table.
- Competition from proprietary colleges.
- State demands for accountability.
- Unprecedented growth of adjunct faculty.

These all impact the incentives to share decision making power.

The Case of Luna Community College

- Politically-charged environment
- Elected governing board has brought instability to the executive position.
- Common higher education practices do not inform this institution...based on its genesis and leadership background.

Faculty Senate's Task:

- Harnessing the voice of the faculty, to help re-shape the institution.
- Orchestrate consistent action in the face of an inconsistent world (like they do in restaurants!)
- Give faculty a sense of purpose to guide the institution
- Bring focus of institution's energies back to students and teaching

Faculty Senate's Task:

- Improve the delivery of education to Luna students.
- Improve the reputation of the institution.
- Ally with executive to stabilize leadership.