

# Welcome to the Academic Affairs Leadership Workshop

By



COUNCIL *of* UNIVERSITY  
SYSTEM FACULTY

*Strengthening Higher Education through Shared Governance*

**Robert B. Kauffman, Ph.D.**  
**Chair, CUSF**

# I - 6.00 POLICY ON SHARED GOVERNANCE IN THE UNIVERSITY SYSTEM OF MARYLAND

(Approved by the Board of Regents October 4, 1996; Amended on August 25, 2000)

## CUSF's Mission:

**“Strengthening Higher Education through  
Shared Governance”**



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## I. PURPOSE

The University System of Maryland (USM) consists of 13 institutions with **distinct but complementary missions**. The Board of Regents recognizes the distinct and **complementary roles** that the Regents, the Chancellor, the Presidents, other administrators, the faculty, the staff, and students have in governing the USM institutions.

Moreover, the Board also recognizes that as higher education changes and evolves, implementation of the fundamental principles of shared governance set forth below must also continue to evolve. This policy affirms the Board's commitment to these fundamental principles, which shall guide the development of institution specific shared governance practices consistent with this policy.

**“Distinct but complementary roles”**

**.... It takes both the administration and the faculty to make the University work. Shared governance is the vehicle to strengthen the education delivered.**

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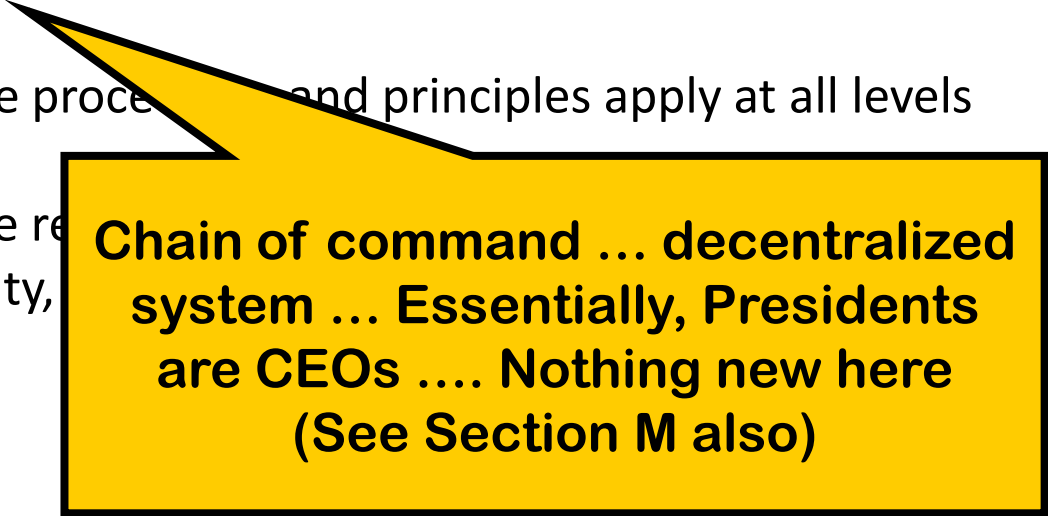
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## II. PRINCIPLES

A. Final authority and responsibility for the welfare of the USM and its institutions rests with the Board of Regents. The Board may delegate to the Chancellor and the Presidents portions of that authority for the purpose of assuring the effective management of the System and its institutions.

B. Shared governance procedures and principles apply at all levels within the USM.

C. Shared governance requires collaboration by faculty,



**Chain of command ... decentralized system ... Essentially, Presidents are CEOs .... Nothing new here (See Section M also)**

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## II. PRINCIPLES

A. Final authority and responsibility for the University System of Maryland rests with the Board of Regents, the Chancellor and the President of the University of Maryland. The purpose of assuring the effective management of the system and its institutions.

B. Shared governance procedures and principles apply at all levels within the USM.

C. Shared governance requires informed participation and collaboration by faculty, students, staff, and administrators.

**The key term is “all levels.”**

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## **II. PRINCIPLES**

A. Final authority and responsibility for the institutions rests with the Chancellor and the Board of Regents for the purpose of assuring the quality of the institutions.

B. Shared governance procedures and principles apply at all levels within the USM.

C. Shared governance requires **informed participation and collaboration** by faculty, students, staff, and administrators.

**It is more than “good communications.” It involves “consultation.” .... Consulting with the faculty doesn’t mean the faculty necessarily make the final decision. .... (Note: State of Shared Governance Report)**

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## II. PRINCIPLES

D. Faculty, staff, and students shall have opportunities to participate, appropriate to their special knowledge and expertise, in decisions that relate to:

1. Mission and budget priorities for the University System of Maryland and its constituent institutions;
2. Curriculum, course content, and instruction;
3. Research;
4. Appointment, promotion, and development of policies;
5. Development of human resources, exempt and non-exempt positions;
6. Selection and appointment of faculty and staff;
7. Issues that affect the ability of students to complete their education, and
8. Other issues that arise from time to time that affect the overall welfare of the USM and/or its institutions.

**Section D reinforces the principle of “consulting” .... Again, it doesn’t necessarily mean faculty make the final decision. .... Remember, these are principles, practices are in the next section.**

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**Usually it is located in faculty handbook.  
.... Not much new here.**

## III. PRACTICE

A. Each USM institution shall have in place **written procedures** and **formal structures** that provide for appropriate collaboration and communication between and among administration, faculty, staff, and students. The structures and procedures shall be developed cooperatively, disseminated widely prior to adoption, and reviewed periodically according to procedures and timelines established in the documents governing institutional practice.

B. Each constituent institution within the USM shall have either a **single shared governance body for the institution as a whole**, or separate bodies for faculty, staff, and students. At least 75% of the voting members shall be elected by their constituencies. This percentage shall not apply to paragraph G. below. These bodies shall have written bylaws and shall meet regularly.

**Single or three shared governance bodies  
.... Not much new here.**



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## III. PRACTICE

C. Each institution shall define the subject matter appropriate for faculty, staff, and/or student participation in the shared governance process.

The definitions shall recognize:

1. The responsibility of administrators for formulating and articulating a vision for the institution, for providing strategic leadership, for managing its human resources, finances, and operations;
2. The central role of the faculty in the development of academic programs, including the assessment of those programs;
3. The essential support provided by the institution to the legitimate interest of the staff in the development of procedures that affect them and the institution;
4. That students are the institution's primary concern and have a legitimate interest in matters affecting the institution, including but not limited to costs, quality of education, and student life;
5. That there is a role for each group in the shared governance of the institution.

**Section C is meaty. First, determining shared governance is a campus matter. In general, it is not CUSF's matter. .... Second, the subsections go on to reinforce the principle that administrators are responsible for administrative things and faculty are responsible for curriculum or content.**

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## **III. PRACTICE**

D. Institutional structures and procedures for shared governance shall address the role of non-tenured and non-tenure track, part-time, adjunct, and other faculty ranks as established by Regents' policy, as well as other employees on long-term contracts.



**In terms of shared governance, we need to do more with non-tenure track, part-time, and adjunct faculty**

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## **III. PRACTICE**

**J.** Given the dynamic nature of institutional governance, it is understood

1. That there may be occasions when institutional leaders must act in the best interest of the institution on major issues affecting the institutional constituencies without full benefit of the shared governance process. In such cases the representative bodies shall be informed in a timely manner and have an opportunity to comment on the issues.
2. That administrators shall inform important constituencies in a timely manner if they choose to disregard, in whole or in part, the advice and recommendation of constituencies, and they should provide the reasons for their decision. In these cases, the shared governance body may, if it so chooses, present a written statement of its position and/or any objections to the decision as part of the institution's or unit's record on the issue.

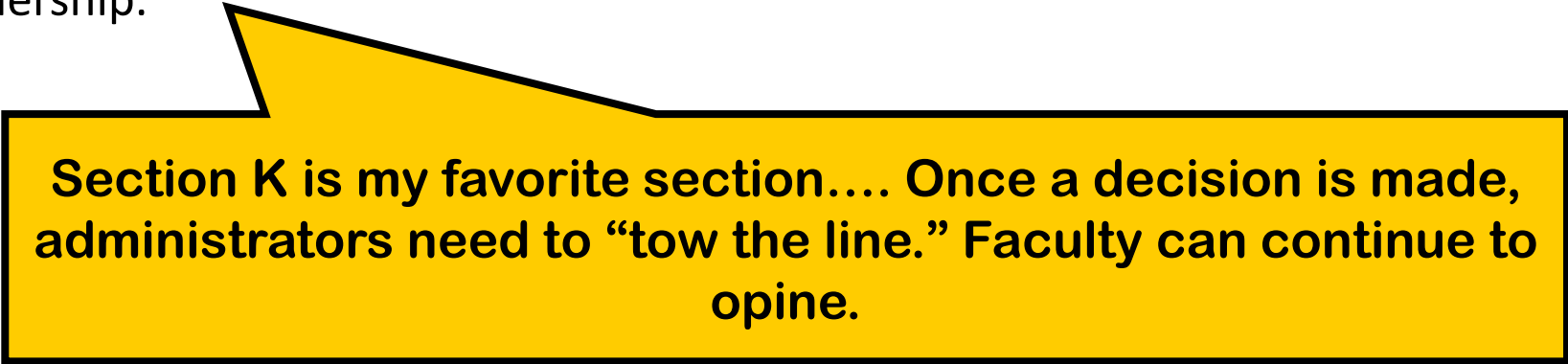
**Institutional leaders (i.e. administrators) can act unilaterally on occasion, if needed, but overall, they need to consult with constituent groups (e.g. faculty, staff and students).**

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## **III. PRACTICE**

K. Faculty and staff who do not hold administrative appointments, and all students, may express their opinions freely on all shared governance matters without retaliation. Administrators, including faculty holding administrative appointments, may also express their opinions freely during policy discussions, without retaliation, but once a decision is reached they are expected to support and implement policy as determined by the institutional leadership.



**Section K is my favorite section.... Once a decision is made, administrators need to “tow the line.” Faculty can continue to opine.**

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## III. PRACTICE

L. Shared governance requires a commitment of resources and time from the USM institutions. Each institution shall provide a proper level of resources, as determined by the President, to faculty, staff, and students to allow them to carry out their shared governance responsibilities effectively.

M. While participation in governance by faculty, staff, and students is necessary and important for the well-being of the USM and its institutions, the final responsibility for the USM rests with the Board of Regents.

N. The Board of Regents, through its Presidents, the Board of Regents, and the Board of Trustees, shall be held accountable for the USM's performance.

**The administration needs to provide faculty with resources to carry out shared governance and the policy.**

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M. While participation in governance by faculty, staff, and students is necessary and important for the well-being of the USM and its institutions, the final responsibility for decision-making rests with institutional Presidents, the Chancellor, or the Board of Regents, who are ultimately held accountable by the public and its elected leaders.

**In case anyone forgot what was stated in the beginning, any power and responsibility for decision-making rests with the Presidents, Chancellor and BOR ... The shared governance giveth and it taketh away too.**

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## **The End**



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**The I-6.00 Policy...**

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