The Value of Service and the Danger of Its Absence at Southeastern

Shared Governance Forum
2.21.2024
Presented by the Faculty Senate Executive Committee

"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."

(AAUP Statement on Government of Colleges and Universities, 1966)

Shared Governance

- "Governance is shared through a network of councils or committees creating multi-level, multi-actor governance to oversee the complexity of modern university functions (AAUP, 2006)."
- "All parties affected by the decisions, plans, and policies are well represented (Johnson et al, 2017, p. 11)."
- "Integral to the academy's culture, as it serves as both a means to an end and an end to be maintained and valued (Johnson et al, 2017, p.11)."

What is the Faculty's role in Shared Governance?

The AAUP conducts an annual survey to develop a snapshot of shared governance practices. The 2021 survey addressed 29 areas of decision-making. Results from this survey indicate faculty primacy and dominance in the following Academic Decision areas:

- Grade assignments
- Curriculum programs
- Teaching assignments
- Institutional Curriculum

**These are consistent from 1971-2021

What is the Faculty's role in Shared Governance?

Results from this survey indicate the following areas fall under joint authority with administration regarding Academic decision-making:

- Course delivery
- Establishing programs
- Intellectual property policies

What is the Faculty's role in Shared Governance?

Results from this survey indicate faculty primacy and dominance in the following Personnel and Administrative Decision areas:

- Faculty Searches
- Promotion and Tenure
- Chair Selection

Joint decision making in Personnel and Administrative areas include:

- Teaching loads
- Teaching assignments

SE Statement on Shared Governance (APPM - 47)

"The administration, faculty, and staff at SE embrace the principle of shared governance. Due to the complexity of institutions of higher education, there is an inescapable interdependence among the governing board, administration, faculty, students, and others. The relationship among these entities requires that there be adequate communication among the entities/components in order to provide full opportunity for appropriate joint planning and effort."

- AAUP's Statement on Government of Colleges and Universities, 1966 is integrated

Relevant Spheres of Decision-Making for Faculty, Staff, and Students (APPM - 48)

1. Mission and budget priorities for the university
2. Curriculum, course content, and instruction
3. Research
4. Appointment, promotion, and tenure of all faculty members and the development of policies that affect faculty welfare generally
5. Development of human resources policies and procedures for exempt and non-exempt staff
6. Selection and appointment of administrators
7. Issues that affect the ability of students to complete their education
8. Issues that arise from time to time that affect the overall welfare of the university.

Faculty Organization and Participation in Governance (APPM - 23)

"The process which the general faculty employ in the formulation of policies and the conduct of the internal affairs of the University utilizes meetings of the faculty and the operations of the department and the committees within the administrative divisions of the University."

- Schools and Academic Departments - "members determine the policies and conduct the affairs of their unit."
- Faculty Senate provides a "forum in which it can share its mutual interests, identify its mutual concerns, and address its mutual problems, thus increasing its involved in the University's activities and goals."

Shared Governance - General Faculty Committees (APPM - 34)

- Function and Membership of all Councils and Committees are included on pages 34 - 47
- Faculty Senate Committee on Committee assigns faculty to the following Councils and Committees.

Academic Appeals Committee	Distance Education Council	Honors Committee	Library Committee
BSLAS Coordinating Committee	Faculty Appellate Committee	Institutional Animal Care and Use Committee	Organized Research and Program Review Committee
Campus Sustainability Committee	Faculty Grievance Committee	Institutional Assessment Committee	
Curriculum Committee	Graduate Council	Institutional Review Board	

Guidance for General Faculty Committees and Councils (APPM-33)

- Faculty may serve as a voting member on up to three committees.
- Quorum - majority of voting members.
- If absent, another member can serve as your unrestricted proxy.
- At least one meeting during the academic year.
- Documents/Communication
  - Complete minutes are to be filed with the FS Archivist
    - Minutes should include: date, time, members present and absent, guests, agenda, motions, and votes. Documents considered.
  - Chair files a year-end report with FS Archivist.

Guidance for General Faculty Committees and Councils (APPM-33)

- FS should be notified of vacancies.
- Membership of committees and councils appear on the FS website.
- New chairs must be elected in May for the following year.
- Email voting is possible (see guidance).
- Ex officio members do not vote
- Administrators shall not serve as chair.
- Robert's Rules of Order

Changes in the SE Faculty

https://www.wolframcloud.com/obj/45c7d883-cffa-4c60-adbc-dfd6a00c5f5d

Changes in the SE Faculty

Year	Percentage of mid-career faculty (number)	Total number of Faculty
2005	46%(52)	112
2007	49% (63)	129
2009	50% (72)	145
2011	40% (62)	154
2013	43% (61)	141
2015	39% (58)	148
2017	34% (40)	117
2019	22% (26)	121
2021	24% (27)	115
2023	21% (29)	139

Trends from 2019-2023

41 Hires
43 Left SE

Concerns at SE

- HLC expectations - decision-making contributions from committees and councils support the mission and work of the university.
- Increased expectations of a shrinking faculty.
  - Decreased expectations on service for junior faculty (Johnson et al, 2017)
- Time- consuming
  - Perception that decision-making beyond the depart or unit level is not valued (Ermine, 2015; Johnson et al, 2017)
- Lack of Training/Orientation (Barker & Manning, 2021; Johnson et al, 2017)

Concerns at SE

- Changing Faculty Demographics (Rank) - fewer mid-career faculty to lead and participate in committees and councils.
- Faculty numbers are decreasing over time.
  - Fewer mid-career faculty - imbalance between teaching, service, and scholarship (Welch et al, 2019)
  - Feelings of loneliness and lack of support (Barker & Manning, 2021; Canale et al, 2013)
- Communication and monitoring of service expectations.
  - Meeting attendance impacts progress of committee work (Kezar & Eckel, 2004)
  - Clear communication about leadership competency development (Barker & Manning, 2021)

Discussion

- How might we improve participation by faculty in Shared Governance structures/activities at SE?
- What are the consequences of changes in faculty demographics by rank for committee work at SE?
- What other concerns should be noted?

References

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