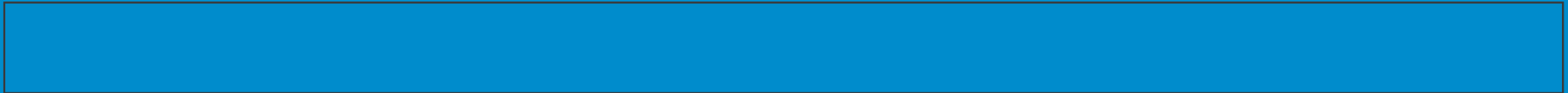


# Shared Governance: Principles and Pragmatism



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# Shared governance: the rules

- **Governing documents (*Statutes and General Rules*)**
- **Principles: democracy, community, legitimacy, accountability, the tenure contract**
- **Process is our friend**



# Shared governance: the need to go beyond the rules

- **What “advice” and “consultation” mean**
- **The letter and the spirit**
- **What does “shared” mean?**
- **A culture of collegiality -- an institutional culture, tone set at the top**

# Shared governance as a communicative relation

- **How we talk with one another**
- **Presumption of shared commitment, good will**
- **Respect for one another's role and sphere of responsibility**
- **Not adversarial, which doesn't mean no disagreement**
- **Trust, confidentiality, sharing information, transparency**



# Shared governance: the pragmatic dimension

- **Apart from principle, a matter of strategic self-interest**
- **Big initiatives are unlikely to succeed without faculty support**
- **Shared responsibility for a decision promotes shared effort**
- **Often, faculty input improves the initiative**
- **Difficult decisions are less divisive when people are consulted, even when they disagree**

# Shared governance at multiple levels: from Department to Board

- **Interdependence of levels**
- **New challenges at the system level: academic initiatives that need “senate like” review**
- **The USC role:**
  - **more than just advice**
  - **more than just a pass-through to the university senates**
  - **how to keep the university senates informed and engaged with system-level initiatives**