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