GOVERNANCE: DECISION MAKING IN HIGHER EDUCATION:

A Look at University of Scranton Governance Processes

Decision Making in Higher Ed

Governance describes the processes we use in higher ed to engage multiple groups in the policy and decision making process.

Key participants:

- Board of Trustees, Regents, other governing boards depending on type of institution
- Administrative Leadership
- Faculty
- Others (students, staff, external stakeholders)

Key questions:

- Who's in charge – authority, degree of centralization
- Who has a say in what – not everyone is involved all the time; some groups have primary responsibility for some decisions, other decisions call on representative structures for input
- Balance of collegial (more informal, consensus building) vs. managerial approach (top down decision making); quality of conversation & procedural justice (perceived fairness of process) vs. expedience

Core Purpose: Governance

Governance takes place at institutional and other levels to place structure around decision making

Desired product is a collaborative decision related to the institution, often in the formh   fo   B

Governance at Scranton

Toward our Current State: University of Scranton Governance Revisions

Long history of shared governance

Numerous reviews and assessments over the years, most recent in this past year (2010-11).

Following 2008 governance assessment

- Creation of Staff Senate
- Dissolution of University Council
- Creation of University Governance Council
- Other modifications:
    - Definitions/principles of governance clarified to emphasize its role as primarily policy-making
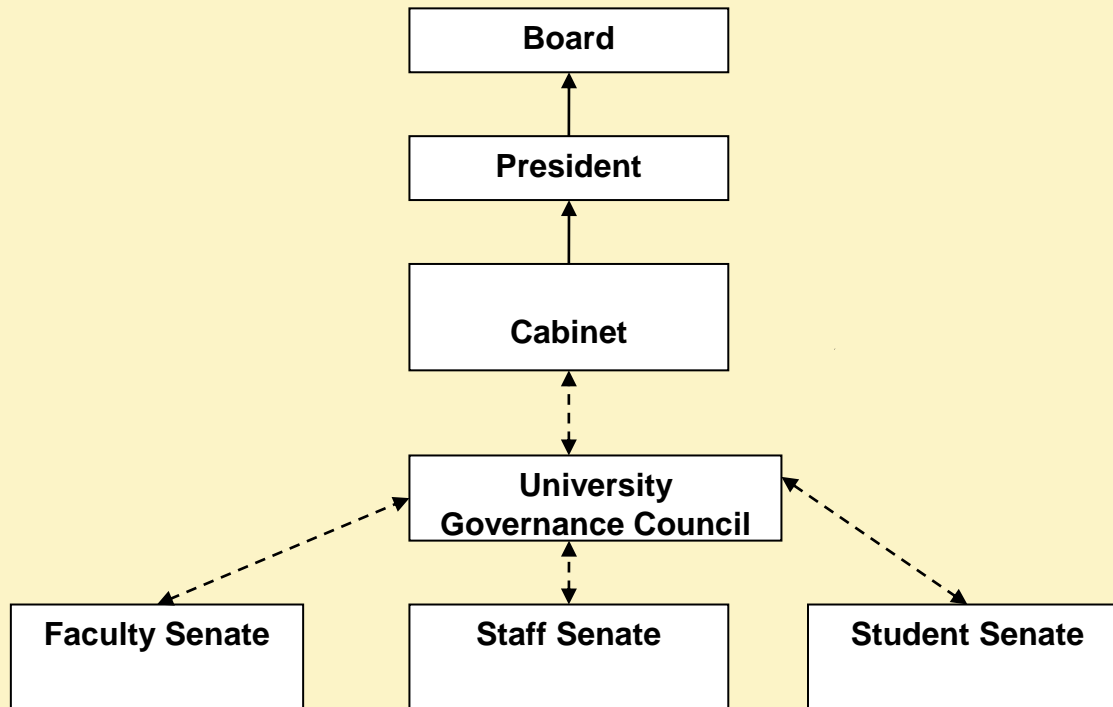   - Cabinet charge revised
    - Policy processes codified and coordinated
    - Governance Web site and materials: http://matrix.scranton.edu/governance/

Overview of Structure


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                    │      Board       │
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                    │    President     │
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                    │     Cabinet      │
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          ┌──────────────────────────────────┐
          │           University             │
          │      Governance Council          │
          └──────────────────────────────────┘
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│   Faculty   │ │    Staff    │ │   Student   │
│   Senate    │ │   Senate    │ │   Senate    │
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→　Indicates a direct relationship

- - →　Indicates an indirect relationship

Each of the three representative governance bodies will have an administrative liaison (direct relationship) to the AC for non-policy issues.

Governance Groups: Senates

Each senate has a role in (1) policy development and (2) constituency issues
- Student Senate
  - President: Oliver Strickland
  - Cabinet Liaison: Dr. Vince Carilli
- Faculty Senate
  - President: Dr. Rebecca Mikesell
  - Cabinet Liaison: Dr. Hal Baillie
- Staff Senate
  - President: Meg Cullen Brown
  - Cabinet Liaison: Tricia Day

Staff Senate Role in Governance

Staff Voice in University Governance, and specifically policy-making

Staff contributions to an effective university: peer support and comradeship

Policy Process

Policies can originate from several places:

- Board, Cabinet (top down)
- Individual offices, departments, divisions, constituency groups (bottom up)
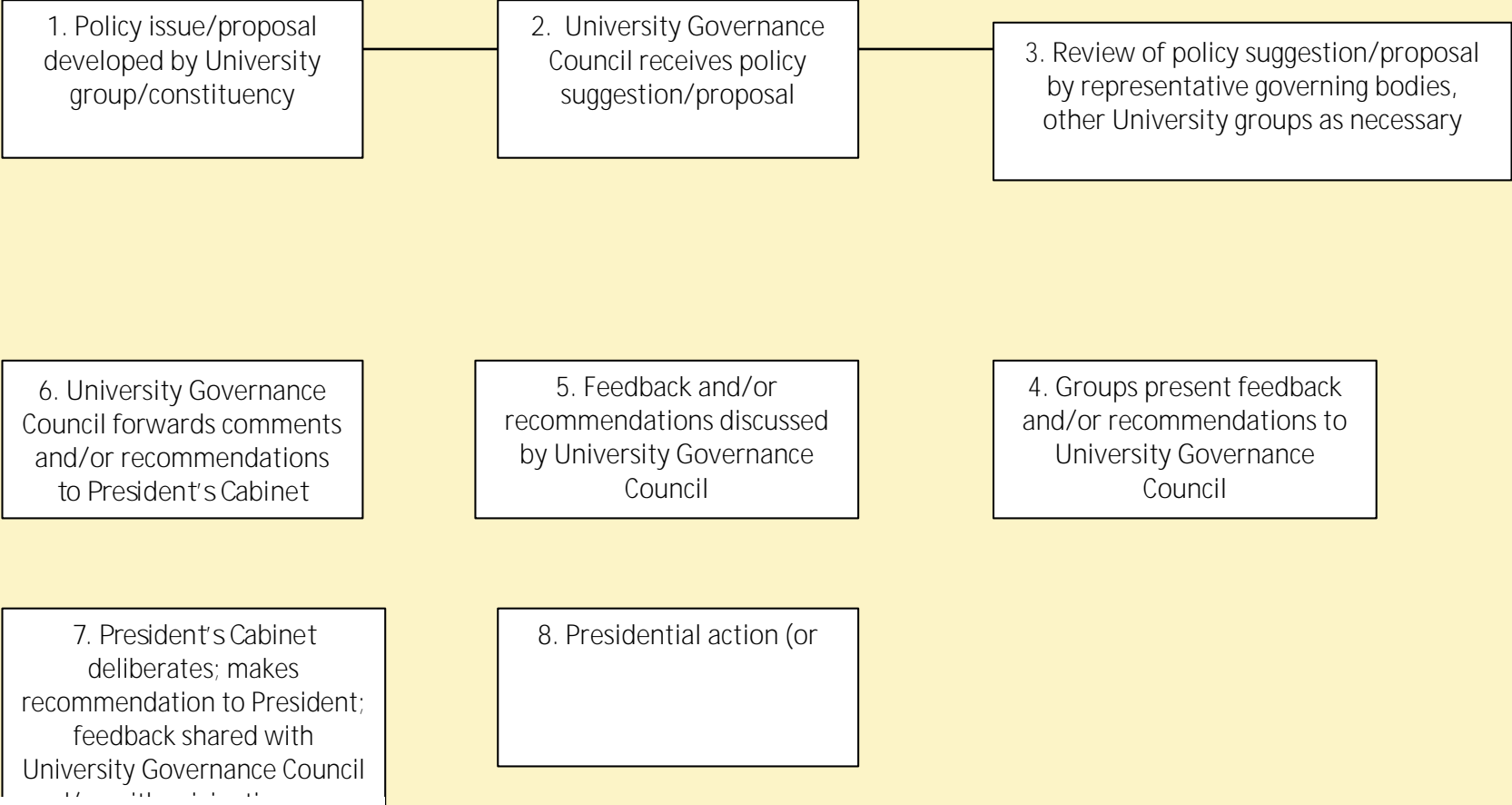- Governance bodies, UGC (in the middle)

Type of policy determines if, and where, it enters formal governance process

- Institutional policies entering into the formal process
- Other Policy Definitions @ www.scranton.edu/governance

Institutional Policy Flow Chart

1. Policy issue/proposal developed by University group/constituency

2. University Governance Council receives policy suggestion/proposal

3. Review of policy suggestion/proposal by representative governing bodies, other University groups as necessary

6. University Governance Council forwards comments and/or recommendations to President's Cabinet

5. Feedback and/or recommendations discussed by University Governance Council

4. Groups present feedback and/or recommendations to University Governance Council

7. President's Cabinet deliberates; makes recommendation to President; feedback shared with University Governance Council

8. Presidential action (or

Growth of Policy Coordination: A Key Goal

We need to have a better grasp of what policies we have, which ones we need that we don't have, and which ones we have that should go away

Development of <u>policy definitions</u> help us to

- Identify different types of policies (and procedures)
- Identify which things need to be reviewed within which level(s) of governance

Development of <u>policy template</u> helps us to

- Ensure that policies have the same structure and required elements (and if what a group or individual is seeking to produce doesn't have those elements, we can say it probably isn't a policy).

Questions

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