

Effective Shared Governance: Creating Boundaries or Alignment?

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April 29, 2016



Lessons from Arctic Canada:

1. When in quick-sand,
keep moving.



Lessons from Arctic Canada:

2. Too much focus on a mere annoyance can cause you to lose sight of the big threats.





Photo by Larry Fisher, *Quad-City Times*, Oct. 3, 1995



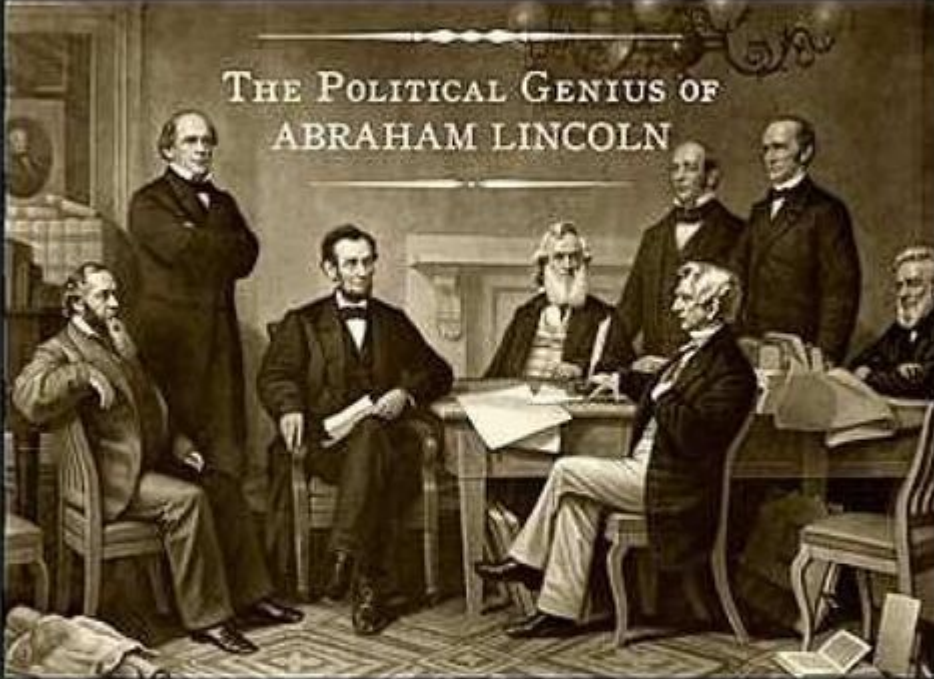
*Each group views Shared
Governance differently:*

1. Faculty
2. Board members
3. Administrators



TEAM OF RIVALS

THE POLITICAL GENIUS OF
ABRAHAM LINCOLN



DORIS KEARNS
GOODWIN

WINNER OF THE PULITZER PRIZE

Cover of Doris Kearns Goodwin's *Team of Rivals*

(featuring Francis B. Carpenter's
“First Reading of the Emancipation
Proclamation Before the Cabinet”)



An effective Team of Rivals can:

1. Lead to consequential boards
2. Empower faculty governance
3. Enhance legitimacy for administrative leadership
4. Create alignment



Four views:

- Equal Rights
- Consultation
- Rules of Engagement
- Shared Responsibility



Shared Governance as...

Equal rights to governance



Shared Governance as...

Obligation to consult



Shared Governance as...

Rigid rules of engagement



Shared Governance as...Frost?

My apple trees will never get across
And eat the cones under his pines, I tell him.
He only says, “Good fences make good
neighbors”...

“Why do they make good neighbors? Isn't it
Where there are cows?”

But here there are no cows.

-Robert Frost, *Mending Wall*



Shared Governance as...

Open communication that
aligns priorities & creates a
culture of shared responsibility



To align priorities:

- Nurture culture of transparency
- Commit to joint consideration of difficult issues
- Agree on shared set of metrics for success
- Craft checks & balances to maintain mission focus



Barriers:

- Attitudinal
- Structural
- Behavioral



Attitudinal Barriers:

- Myths corrode trust



Five myths about trustees:

1. 'Suits' practicing Drive-by management.
2. Care more for the website's landing page than the content of the catalog.
3. Prefer bragging rights to lasting outcomes.
4. Bean counters who lack vision.
5. Motivated by Good Ol' Days that weren't really that good.



Five myths about administrators:

1. Only care about the bottom line.
2. Puppets of the board.
3. Self-promoting hucksters of higher ed.
4. The best administrators are order-takers for my constituency.
5. Essentially, a necessary evil.



Five myths about faculty:

1. Kittens would be easier to manage.
2. Want to be asked, but don't care to respond.
3. Best to find the path of least resistance.
4. Professional contrarians who reward their best with tenure.
5. They just can't take 'Yes' for an answer.



Structural Barriers:

- Excessive decentralization
- Prone to ‘Grumbler’s Veto’
- No implementation matrix



Behavioral Barriers:

- Conflict avoidance
- Lack of respect
- Impatience
- Divide and conquer attitudes



Six Best practices:

1. *Actively engage board members, administrators, and faculty leaders in a serious discussion of what shared governance is (and isn't)*



Six Best practices:

2. Periodically assess the state of shared governance and develop an action plan to improve it



Six Best practices:

3. *Expressly support strong faculty governance of the academic program*



Six Best practices:

4. *Maintain a steadfast commitment to three-way transparency and frequent communication*



Six Best practices:

5. *Insist on mutual accountability
and outcomes measures*



Six Best practices:

6. *Develop deliberate ways to increase social capital between board members and members of the faculty*



What roles should students
play in Shared Governance?



Merci Thanks Tack

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