Task Force on Shared Governance

Recommendations for Implementation

submitted to the

President’s Advisory Council

Presented by:

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Membership of SGTF

• Ken McMurdy, Associate Professor of Mathematics, Task Force Chair (TAS)
• Beth Barnett, Provost and Vice President of Academic Affairs
• Marta Bautis, Professor of Documentary and News Production (CA)
• Dean Chen, Associate Professor of Political Science (SSHGS)
• Kirsten DaSilva, Vice President of Administration and Finance
• John Gronbeck-Tedesco, Associate Professor of American Studies (SSHGS)
• Stephan Lally, President, Student Government Association
• Nicholas Lapiska, Senate President, Student Government Association
• Christopher Romano, Vice President of Enrollment Management and Student Affairs
• Eddie Saiff, Dean, School of Theoretical and Applied Science
• Marcia Sexton, Technical Services Librarian (George T. Potter Library)
• Gladys Torres-Baumgarten, Professor of International Business (ASB)
• Ashwani Vasisht, Associate Professor of Sustainability (SSHS)
• Brittany A. Williams-Goldstein, Chief of Staff and Board Liaison
Linking PAC to SGTF, Through PAC’s Function

PAC Lends itself to the Facilitation of Shared Governance Because:

• Its Membership Spans the Gamut of Stakeholders Involved with Shared Governance—Administration, Faculty, Staff, Students and Community

• The Expectations of It Span the Categories of Shared Governance Recommendations—Collaboration (Mutual Respect), Communication (Information Sharing), Continuous Improvement (Learning)
Purpose of this Presentation

• Present the Model Undergirding the Shared Government Task Force (SGTF) Recommendations

• Present the Key Elements Embodied in the SGTF Report

• Present the Key Recommendations of the SGTF Report, in the Following Three Inter-connected Categories
  • Collaboration (Mutual Respect*)
  • Communication (Information Sharing*)
  • Continuous Improvement (Learning*)

• The Current Opportunity for PAC
  • Facilitate and Sustain the Shared Governance Process At RCNJ

* “PAC members will foster an environment that is committed to learning, mutual respect, and information sharing”—excerpted from the Guidelines and Expectations for PAC
CULTURES OF DECISION MAKING

Control of Implementation

- **Bureaucratic**
  - Hierarchical Leadership
  - Formal and Top-Down

- **Corporate**
  - Transformational Leadership
  - Strategic and Political

- **Collegial**
  - Servant Leader
  - Consensual and Bottom-Up

- **Enterprise**
  - Collective Leadership
  - Flexible and Devolved

Policy Definition

Two Alternative Decision Models

Hierarchical Leadership

- Good Ideas
- Engagement
- Reduced risk

Distributed Leadership

- Permission
- Resourcing
- Decision-making agility

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Two Clusters of Leadership

**Hierarchic Leadership**

- **Bureaucratic**
  - Hierarchical Leadership
  - Formal and Top-Down

- **Corporate**
  - Transformational Leadership
  - Strategic and Political

**Distributed Leadership**

- **Collegial**
  - Servant Leader
  - Consensual and Bottom-Up

- **Enterprise**
  - Collective Leadership
  - Flexible and Devolved

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Spiralling In Toward A Shared Governance

**Hierarchic Leadership**

- Bureaucratic: Hierarchical Leadership, Formal and Top-Down
- Corporate: Transformational Leadership, Strategic and Political

**Collegial Leadership**

- Collegial: Servant Leader, Consensual and Bottom-Up
- Enterprise: Collective Leadership, Flexible and Devolved

**Distributed Leadership**

KEY ELEMENTS: SGTF REPORT

• Responsibility and accountability from those who participate
• Well-defined areas of authority, as well as the recognition of interrelatedness
• Broad and diverse inclusion and participation by community-at-large
• Representative participants should be selected by the Stakeholders
• Shared commitment to make decisions consistent with the Mission and Goals of the College
• Respect for culture and history of the College, so that changes made or models adopted fit with agreed-upon principles and values.
COLLABORATION

Recommendation 4: Mentorship for new members of representative bodies, with emphasis placed on effective representation within the context of that group.

Recommendation 6: All Stakeholder groups should be encouraged to designate a liaison to advise/report on matters pertaining to College-wide accreditation by the Middle States Commission on Higher Education.

Recommendation 7: Conduct regular joint meetings between Stakeholder leadership.

Recommendation 9: The College-at-large should actively support any effort by the Staff to establish a mechanism for representation in College governance.

Recommendation 10: Annual meeting of Stakeholder group leadership to engage candidly on shared governance events/issues from the preceding year and suggest changes that may improve shared governance moving forward.
COMMUNICATION

Recommendation 1: Make meetings more open and transparent.
   a) Provide consistent advance notice of meeting agendas.
   b) At the close of each meeting, explicitly set a list of takeaways so that liaisons/representatives report out consistent information to their respective constituent groups.
   c) Review and/or adjust meeting management to ensure that the reporting out by liaisons/representatives is inclusive and adequate.

Recommendation 2: Maintain a centralized website with current information on all standing College committees and governance groups to include committee charges, membership, and in what capacity members serve.

Recommendation 3: Multi-channel dissemination of information about items currently under review.
   a) An excellent example of this is the system currently used by Provost’s Council, which places voting items into a 30-day review cycle, during which time representatives engage their constituencies and gather feedback.
Recommendation 5: All Stakeholder groups should recognize Institutional Research as the College’s official resource for publicly available data and should be encouraged to make use of its data.

Recommendation 8: Establish an Annual Shared Governance Retreat

Recommendation 11: Biennial survey of the entire College on the state of Shared Governance at the College, soliciting suggestions for improvement; this will be followed by an open forum of the College.

Recommendation 12: Shared Governance decisions will be memorialized through documentation that includes the Decision-Making Plan that was devised between the representative groups (as outlined in the protocol section of the report), the decision that was made, and a rationale for that decision.
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