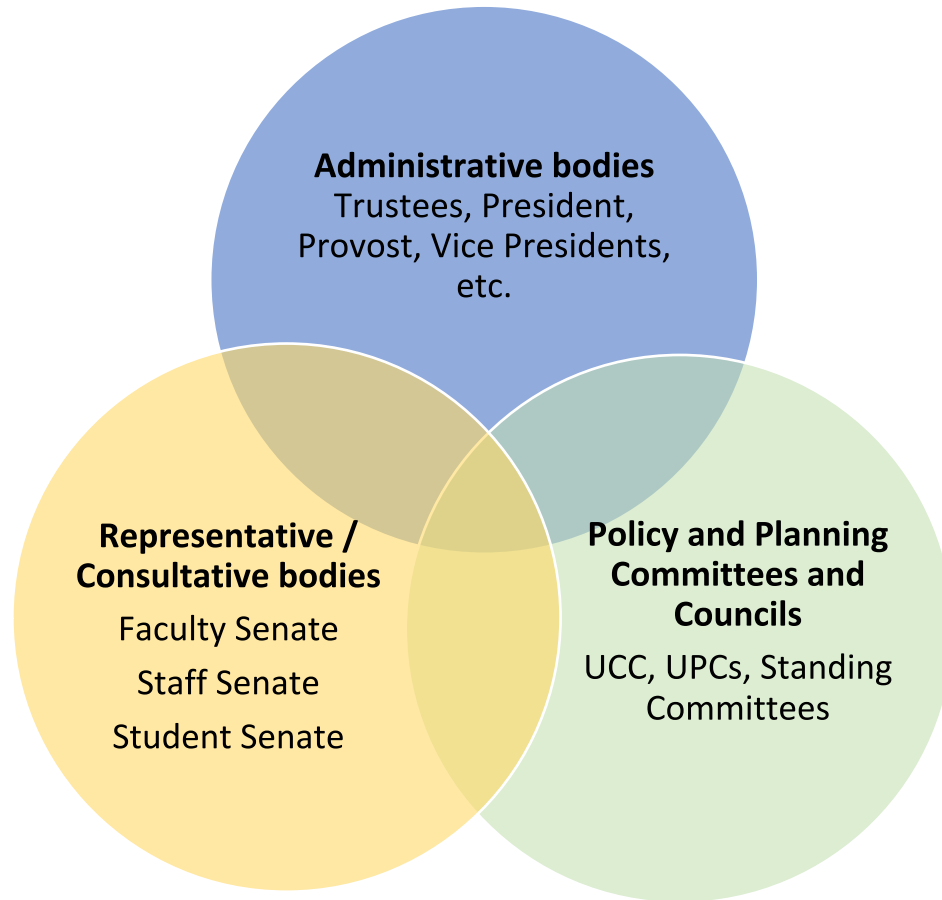


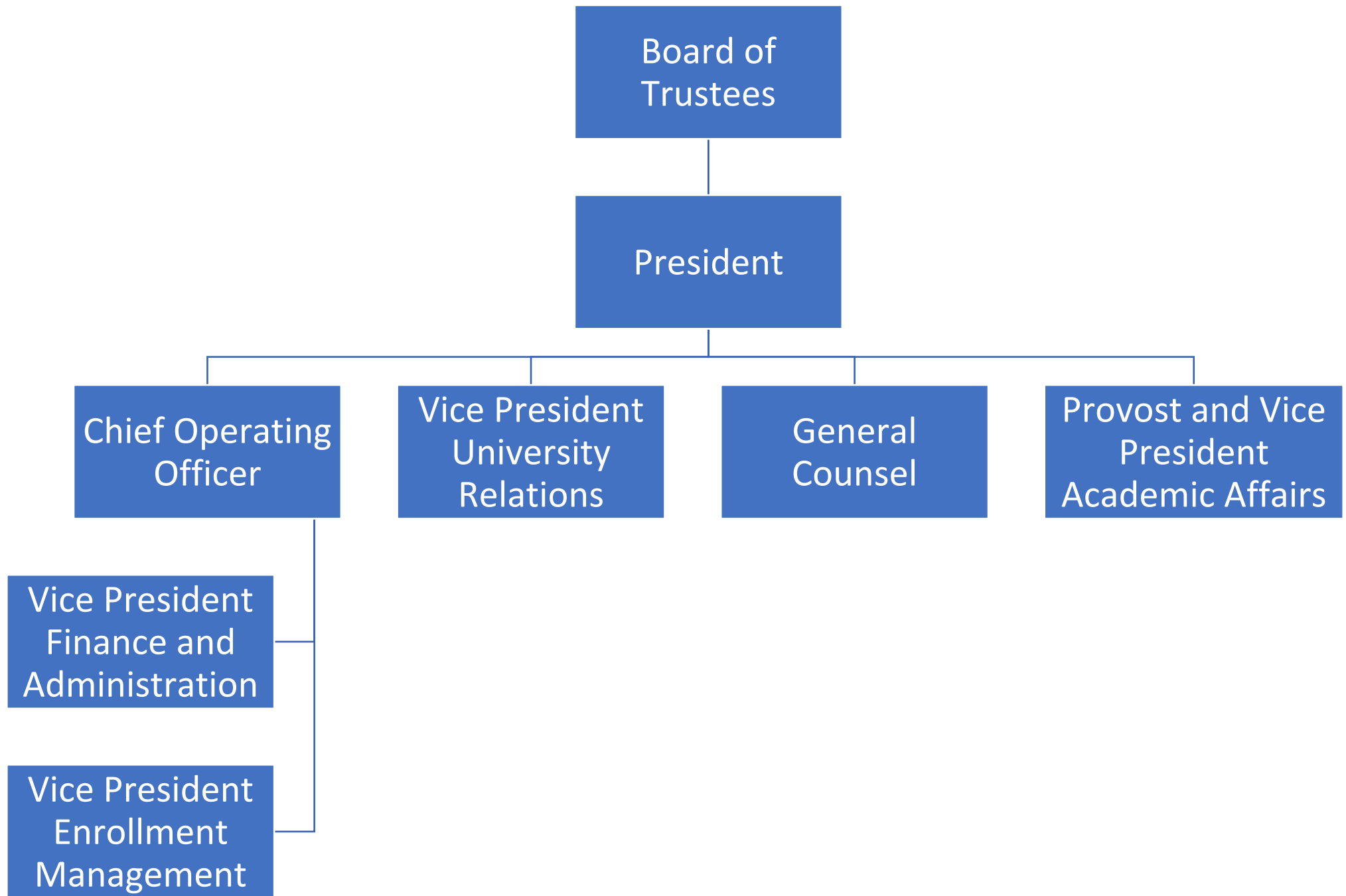
Improving Collaborative Governance at Santa Clara University

October 2020

Three Realms of Collaborative Governance



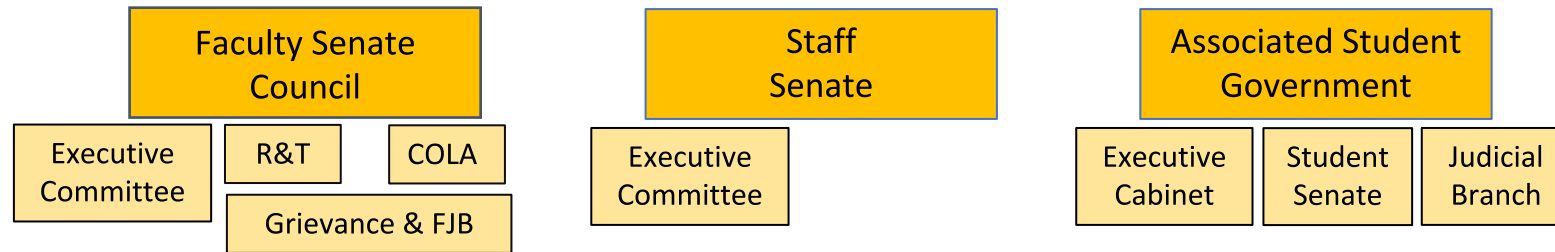
- Unlike shared governance models at other universities where committees simply present proposals to administrators, SCU governance involves ongoing collaboration of faculty, staff, students, and administrators.
- Committees may be appointed to assist or advise those engaged in each realm of collaborative governance.



Collaborative Governance Structures

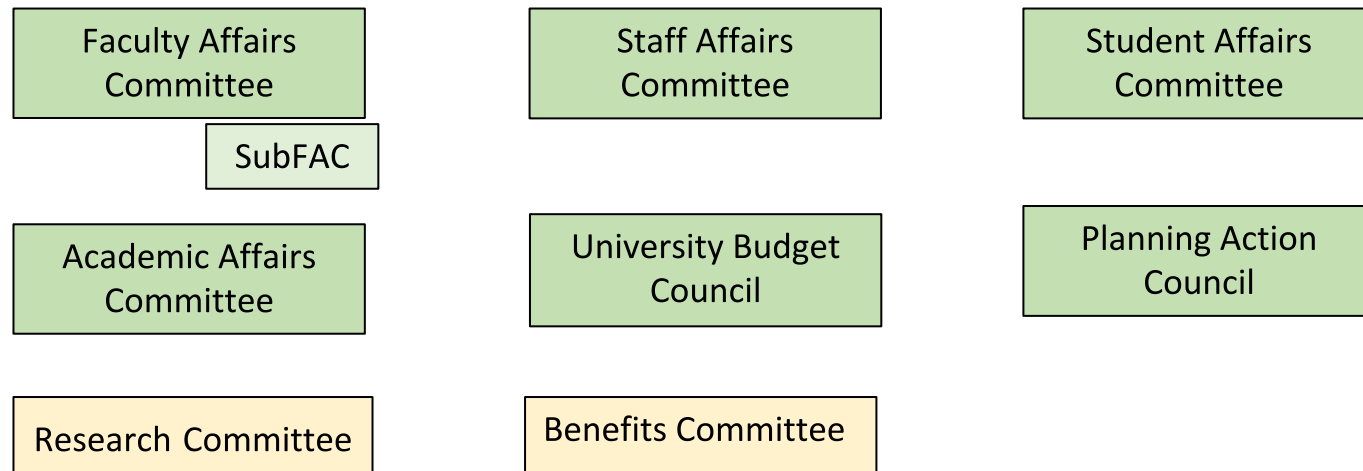
Trustees, President, Provost, Vice Presidents, Deans & Center Directors

Administrative Bodies



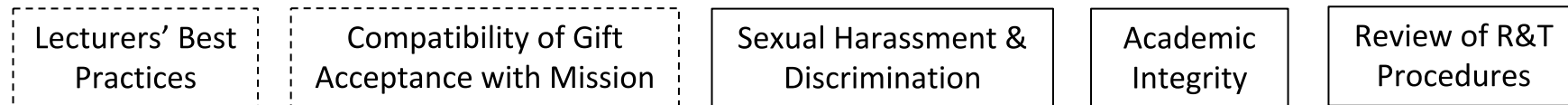
Consultative, Representative & Judicial Bodies

University Coordinating Committee



Policy Committees & Councils (UPCs)

Standing Committees



Task Forces (examples, temporary)

How do administrators participate in UPCs & Standing Committees?

| University Policy Committees & Standing Committees | Administrators or Designees on UPCs |
|--|--|
| Planning Action Council | President chairs the Council <ul style="list-style-type: none"> • Deans, other administrators, and four faculty serve on Council |
| Academic Affairs Committee | Vice Provost for Academic Affairs serves on the committee as the Provost's designee |
| Faculty Affairs Committee | Associate Provost for Faculty Personnel & Policy serves on the committee as the Provost's designee |
| Student Affairs Committee | Vice Provost for Student Life serves on the committee as the Provost's designee |
| Staff Affairs Committee | Associate Vice President for Human Resources serves on committee |
| University Budget Council | Vice President for Finance & Administration chairs Council <ul style="list-style-type: none"> • One dean and two faculty serve on Council |
| Research Committee | Associate Vice Provost for Faculty Development serves on the committee as the Provost's designee |
| Benefits Committee | Associate Vice President for Human Resources serves on committee |

Collaborative Governance at SCU: Successes and Challenges

Teresa McCollough

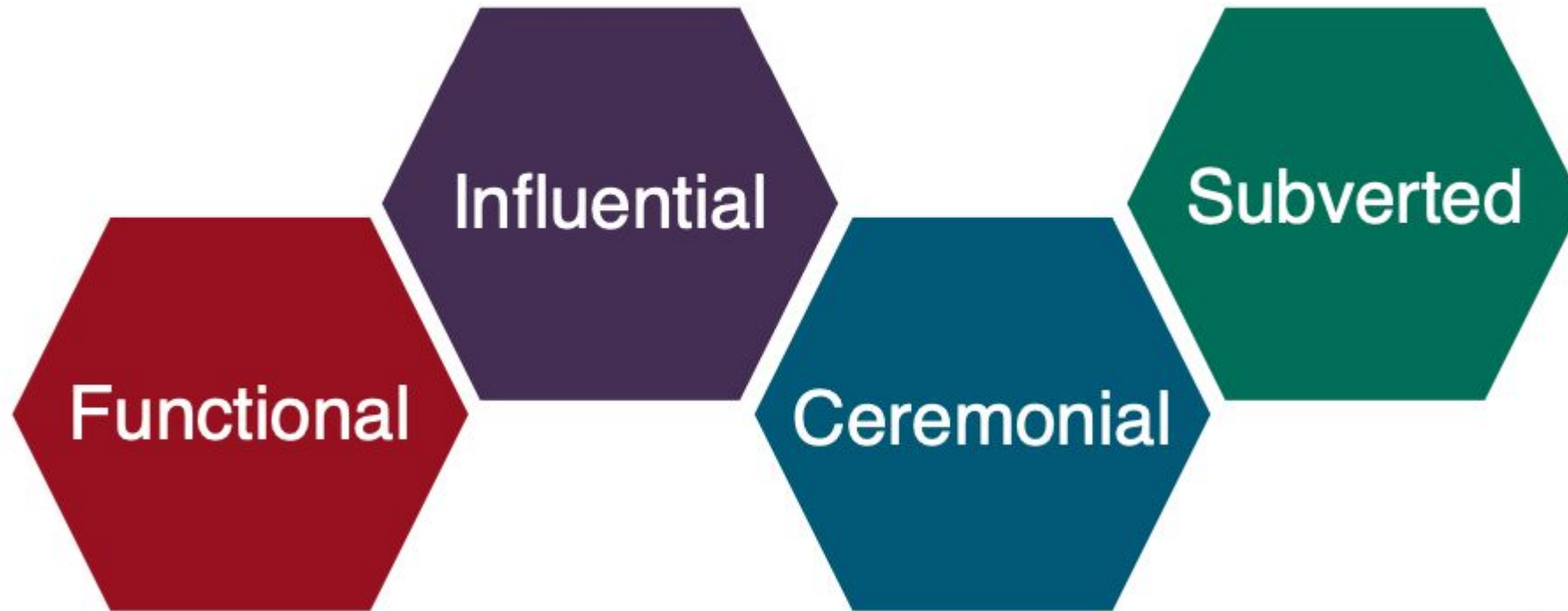
Chair, Faculty Affairs Committee

Leah Nakasaki-Peterson

Chair, Staff Affairs Committee

Governance Models

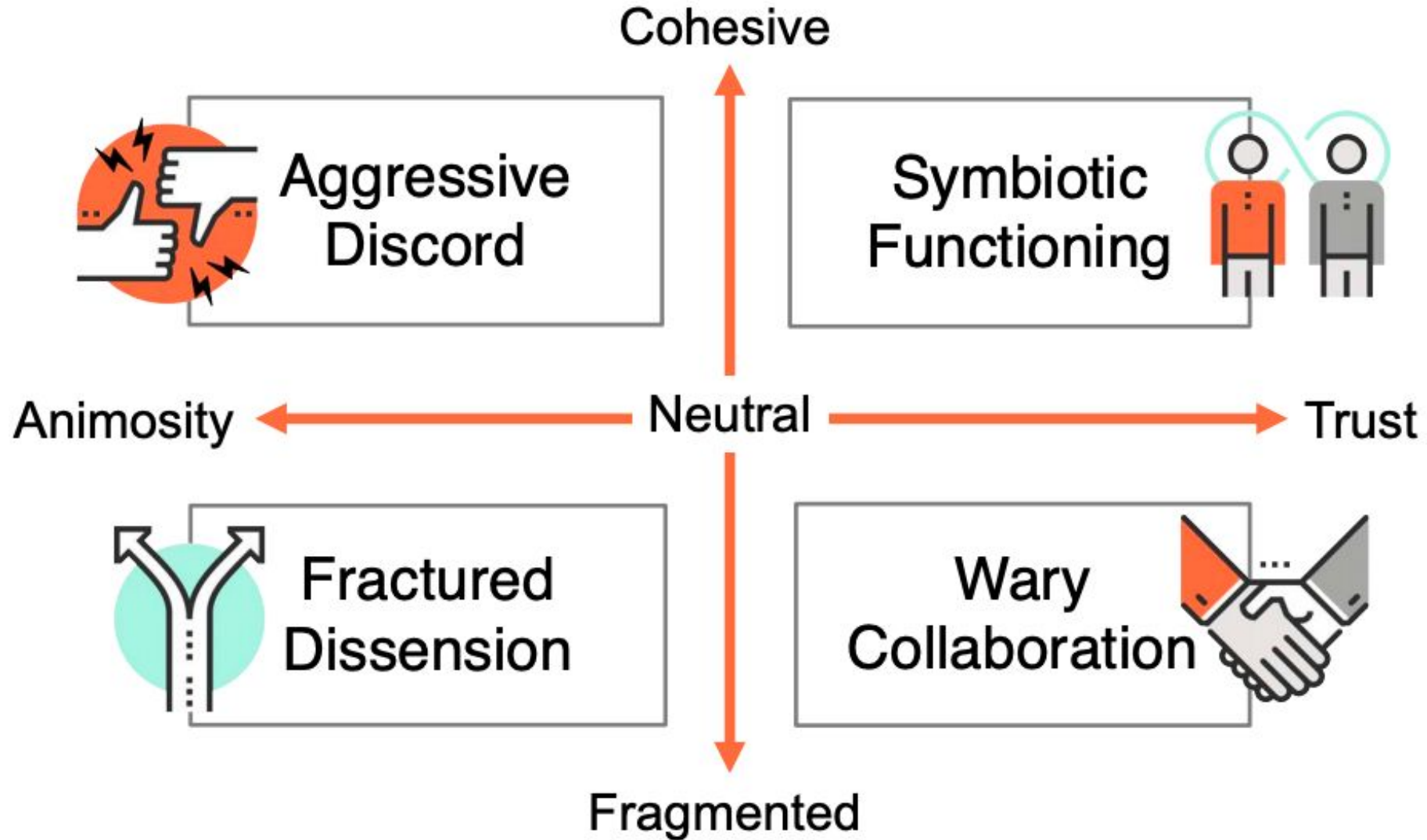
One Example: From Webinar on Faculty Senates



Characteristics of Faculty Senates

| Senate Model | Perception of Campus Constituents | Area of Decision Making | Relationship with Administration |
|--------------------|---|--|----------------------------------|
| Functional | Represents the faculty; protects and preserves faculty rights | Curriculum, tenure and promotion, academic standards | Cooperative |
| Influential | Can initiate change on campus as an essential partner in governance | Curriculum, tenure and promotion, academic standards, institutional improvement, strategic and budget priorities | Collaborative |
| Ceremonial | Not an important component of campus governance; disengaged faculty | Routine/mundane decisions (e.g., election of new Faculty Senate officers) | Cooperative/Passive |
| Subverted | Lacks confidence and respect of governing constituencies | Curriculum, tenure and promotion, and academic standards (although informal models have developed over time) | Skeptical/Confrontational |

Range of Possible Relationships



“Trust takes years to build,
seconds to break,
and forever to repair.”

How to Create Trust in Shared Governance?

- Shared vision/mission
- Mechanisms for creating mutual understanding and trust
- Productive partnerships can include formal and informal collaborations

Discussion

Working in small groups, let's spend some time brainstorming answers to this question:

How might we strengthen our system of shared governance at SCU to engage faculty, staff, students, and administrators in collaborative decision-making?