Restructuring
Shared Governance
in Higher
Education

William G. Tierney
Vicente M. Lechuga

EDITORS

Restructuring Shared Governance In Higher Education New Directions For Higher Education

James L. Bess,Jay R. Dee

Restructuring Shared Governance In Higher Education New Directions For Higher Education:

  [Restructuring Shared Governance in Higher Education](#) William G. Tierney,Vincente M. Lechuga,2004-09-17 Shared governance has been a hallmark of higher education in the United States since the early twentieth century Since its inception faculty administrators trustees and other interested parties have either bemoaned or celebrated the idea We offer a variety of viewpoints that bring to light various ways to think of shared governance The intent is to foment dialogue and debate about the shape of shared governance for the future Our assumption is that many challenges are at academe s doorstep that may require significant changes If those of us who work in colleges and university are not well organized to deal with those challenges the solutions that we develop will be love s labors lost Governance is the means to implementing ideas that either respond to problems or provide new strategies If academic governance is ineffective then it needs to be reformed The shape of those reforms is what the authors of this volume consider Chapters address the subject of shared governance from several perspectives including partnerships between the state and higher education disjointed governance in university centers and insitutes a cultural perspective on communication and governance and balancing governance structures with leadership and trust Contributors also explore a conceptual framework of faculty trust and participation in governance This is the 127th issue of the Jossey Bass quarterly report series New Directions for Higher Education   **Shared Governance in Higher Education** Sharon F. Cramer,2017-04-01 Offers practical advice for achieving shared governance in higher education Shared Governance in Higher Education Set Volumes 1 2 and 3 For those seeking a way to change opinions of shared governance from pointless and unlikely to possible and intriguing Shared Governance in Higher Education Volume 1 will trigger meaningful conversations by offering valuable new perspectives Experienced governance members the contributors provide practical insights for everyone involved in academic governance and illuminate the subtle aspects of governance that make the difference between success or failure Each chapter takes a different view of governing within institutions of higher education and explores topics such as engaging all stakeholders including students in shared governance building on the benefits of a large complex system and bringing together pressing current needs with realistic strategic planning Several in depth descriptions of academic challenges and the many roles of governance in addressing them are thoughtfully explored The contributors look both deeply and broadly moving beyond platitudes The result is a volume that will appeal to those beginning their terms of service as governance members or transitioning into leadership positions as well as those looking for ways to assist others via governance symposia or conferences and that will enable readers to shape their involvement in shared governance in unique new ways   **Bridging the Divide between Faculty and Administration** James L. Bess,Jay R. Dee,2014-06-20 Conflicts between faculty and administration have become particularly virulent and disruptive in recent years as institutions have struggled to adapt to intensifying pressures for efficiency and accountability Analyzing common sources of conflict and challenges on campus that impede attempts to address these conflicts Bridging the Divide between

Faculty and Administration provides a theory driven and research based approach for authentic discourse between faculty and administration This important resource presents a wealth of strategies for improving communication in colleges and universities ultimately enhancing organizational effectiveness and institutional performance Special Features End of chapter Implications for Practice provide practical tips and advice for faculty and administrators to use in their own contexts Analysis of actual conflicts based on extensive interviews with administrators and faculty across a variety of college and university settings Exploration of creative ways for faculty and administrators to work across differences in their belief systems and to address the underlying sources of conflict **Higher Education: Handbook of Theory and Research** John C. Smart,2006-05-11 Published annually since 1985 the Handbook series provides a compendium of thorough and integrative literature reviews on a diverse array of topics of interest to the higher education scholarly and policy communities Each chapter provides a comprehensive review of research findings on a selected topic critiques the research literature in terms of its conceptual and methodological rigor and sets forth an agenda for future research intended to advance knowledge on the chosen topic The Handbook focuses on twelve general areas that encompass the salient dimensions of scholarly and policy inquiries undertaken in the international higher education community The series is fortunate to have attracted annual contributions from distinguished scholars throughout the world The Organization of Higher Education Michael N. Bastedo,2012-05 Tierney University of Southern California and the late J Douglas Toma University of Georgia **Higher Education Governance in East Asia** Jung Cheol Shin,2018-10-01 This book deepens our understanding of how higher education governance has recently changed in the rapidly developing higher education systems of East Asia Focusing on China Japan Korea Malaysia and Taiwan it explains the implications of how state centered political systems interpret political and economic environments such as neoliberalism as well as how each system is coping with global pressures The book makes a valuable contribution to organization studies in higher education by investigating and detailing how individual higher education institutions are responding to their new environments Governance of Higher Education Ian Austin,Glen A. Jones,2024-08-01 The new edition of Governance of Higher Education explores the work of traditional and contemporary higher education scholarship providing readers with an understanding of the assumptions historical traditions and paradigms that have shaped the scholarship on governance worldwide Updated throughout to reflect current higher education governance research and with expanded discussion of key theories and new relevant concepts this book brings together vast and disparate writings including frameworks drawn from a wide range of disciplines and newly bolstered case studies Coverage includes the structures of governance cultures and practices the collegial tradition as well as newfound critique of outdated organizational theory leadership concepts quality assurance and accountability and system governance Furthermore this work synthesizes the significant theoretical conceptual and empirical scholarship to advance research and practice of governance As universities across the globe face a myriad of challenges and multiple stakeholder demands

Governance of Higher Education offers scholars practitioners and higher education graduate students an essential resource for advancing research and the practice of governance **The Stress of Change: Testing the Resilience of Institutions** Martin Kramer,2015-06-22 Colleges and universities have administrative and governance arrangements that can come to terms with change These can come into play to interpret and modulate change and to allow necessary adjustments through participatory processes But the capacity of these mechanisms to preserve and protect the institution is not ordinarily all that visible Gradual and decorous accommodations tend to make the working of these mechanisms largely or even wholly invisible It is a premise of this collection of essays that we need to look at highly stressful change to understand or at least get a feel for the capacity of governance administration and faculty to deal with major issues This is the 151st issue of the Jossey Bass series New Directions for Higher Education published quarterly Addressed to presidents vice presidents deans and other higher education decision makers on all kinds of campuses New Directions for Higher Education provides timely information and authoritative advice about major issues and administrative problems confronting every institution **Staff Governance and Institutional Policy Formation** Michael T. Miller,John W. Murray,2011-10-01 The number of staff members serving American higher education institutions has more than doubled in the past twenty years as occupations in technology development government relations and even athletic administration have grown as never before in the history of the academy As the number variety and importance of these positions have grown so has the need for their involvement in determining the direction and vision of the contemporary university Often in opposition or cast in a competing light staff governance bodies are positioned within the governance framework of faculty students trustees and even legislatures all bound together by formal and legal authority guidelines The current volume is among the very first to explore this landscape and begins with a critical evaluation of the context of how staff are involved in decision making The text devotes six chapters to an in depth exploration of the environment where staff governance is used in private and community colleges with athletics and student affairs in collective bargaining environments and how the inclusion of staff can be an asset to institutional self determination The final section describes the array of topics staff governance bodies address and shares a case study of one professional administrator who chaired a staff senate The concluding chapter outlines the implications in policy formation evaluation and agenda setting for the involvement of staff in the higher education community The book is a must read for new senior college administrators staff governance leaders practitioners in human resource management those concerned about democracy in education and scholars studying higher education management **The Art and Politics of Academic Governance** Kenneth P. Mortimer,Colleen O'Brien Sathre,2010-02-15 Using case studies and relevant literature this book illustrates the challenges to legitimate Shared governance domains when the routine of the academy is forced to deal with big issues often brought on by external forces Mortimer and Sathre have gone beyond a discussion of faculty administrative behavior by focusing on what happens when the legitimate governance claims of faculty trustees and presidents clash They place these

relationships in the broader context of internal institutional governance and analyze the dynamics that unfold when advocacy trumps collegiality The book closes with a defense of shared governance and offers observations and practical suggestions about how the academy can share authority effectively and further achieve its mission **Higher Education Finance Research** Mary P. McKeown-Moak,Christopher M. Mullin,2014-02-01 There is a void in the literature on how to conduct research in the finance and economics of higher education Students professors and practitioners have no concise document that examines the field provides history definitions of terms sources of data and research methods Higher Education Finance Research Policy Politics and Practice fills that void The book is structured in four parts The first section provides a brief history and description of the general organization of American higher education the sources and uses of funds over the last 100 years and who is served in what types of institutions Definitions of terms that are unique to higher education are provided and some basic rules for conducting research on the economics and finance of higher education are established Although in some ways conducting research in higher education funding is similar to that for elementary secondary education there are some important distinctions that also are provided The second section introduces guiding philosophies sources of data data elements vocabulary metrics and analytics related to institutional revenues and expenditures Chapters in this section focus on student oriented revenues institutionally oriented revenues and funding formulas The third section introduces accountability related concepts by first examining the accountability movement in higher education and performance based approaches applied in budgeting and funding then looking at methods to determine public and private returns on investment in postsecondary education and closing with an examination of finance from the perspective of the primary consumer students The fourth and last section of the book focuses on presenting postsecondary finance research to policy audiences to assist in connecting academic research and policy making Chapters focus on accounting for time considerations in analysis the placing of data in context to make the data and findings relevant and ways to effectively communicate findings to various policy making audiences **Guiding the American University** Peter N. Stearns,2015-09-25 American higher education is under unprecedented pressure beginning with the public funding and student debt crises and extending to inadequate performance in student retention and growing global competition Respected educator and scholar Peter N Stearns breaks down the underlying problems exploring the most contentious issues for university leaders and administrators today Guiding the American University covers the major facets of university operation administration faculty and students and discusses what should be changed and what should be preserved Covering major topics for debate and real problems facing American higher education today including the tenure system online learning administrative bloat and campus culture this book is a critical resource for aspiring and current higher education administrators Research based and stemming from a range of case studies this book s insightful and fresh recommendations serve as an important contribution to the conversation on the future of American higher education **Reviews of National**

Policies for Education Higher Education in Kazakhstan 2017 OECD,2017-03-15 Higher education policy is the key to lifelong learning and this is particularly important as the ageing population is increasing in many countries It is a major driver of economic competitiveness in an increasingly knowledge driven global economy and it also brings social cohesion and *Engaging the Six Cultures of the Academy* William H. Bergquist,Kenneth Pawlak,2007-10-19 In The Four Cultures of the Academy William H Bergquist identified four different yet interrelated cultures found in North American higher education collegial managerial developmental and advocacy In this new and expanded edition of that classic work Bergquist and coauthor Kenneth Pawlak propose that there are additional external influences in our global culture that are pressing upon the academic institution forcing it to alter the way it goes about its business Two new cultures are now emerging in the academic institution as a result of these global external forces the virtual culture prompted by the technological and social forces that have emerged over the past twenty years and the tangible culture which values its roots community and physical location and has only recently been evident as a separate culture partly in response to emergence of the virtual culture These two cultures interact with the previous four creating new dynamics *Understanding Community Colleges* John S. Levin,Susan T. Kater,2018-03-21 Understanding Community Colleges provides a critical examination of contemporary issues and practices and policy of community colleges This contributed volume brings together highly respected scholars as well as new scholars for a comprehensive analysis of the community college landscape including management and governance finance student demographics and development teaching and learning policy faculty and workforce development At the end of each chapter the Questions for Discussion section helps to bridge the gap between research and practice Written for students enrolled in higher education and community college graduate programs as well as social sciences scholars this provocative new edition covers the latest developments in the field including trends in enrollment developmental education student services funding and shared governance Radical Reimagining for Student Success in Higher Education Jo Arney,Timothy Dale,Glenn Davis,Jillian Kinzie,2023-07-03 Co published with the American Association of State Colleges and Universities AASCU which sponsored the project from which the book emerged This book answers the question What would your institution look like if students really mattered The authors argue that really putting student success at the center of attention will require a radical reimagining of higher education Much of what is presented here is grounded in the findings of the American Association of State Colleges and Universities AASCU s Re Imagining the First Year RFY initiative which brought together 44 member institutions over a three year period to identify and test programs strategies and tools aimed at improving retention rates for first year students The book makes a provocative set of arguments about what is possible if campuses radically reimagine their culture practices structures and rules with the primary purpose of helping students succeed in college and beyond **A Professor at the End of Time** John Best,2017-03-17 A Professor at the End of Time tells one professor s story in the context of the rapid reconfiguration of higher education going on now and analyzes what the

job included before the supernova of technological innovation the general influx of less well prepared students and the diminution of state and federal support wrought wholesale changes on the profession **Power, Persuasion, and Politics in the Higher Education Workplace** George S. McClellan,Felecia Commodore,Dena Kniess,2025-06-19 This invaluable resource supplies foundational knowledge and expert strategies on navigating the workplace dynamics of power persuasion and politics across higher education Despite burnout compassion fatigue and questions of privilege and oppression being at the forefront of academia little if any attention is given to the political aspects of professional practice across the array of campus administrative and academic units By masterfully leveraging scholarly literature on power persuasion and politics with the tried and true collegiate expertise of the contributing authors faculty and staff will develop the knowledge and skills they need to negotiate the pervasive often intimidating political behavior that dominates the higher education workspace The ultimate guide to understanding engaging and thriving in the campus workplace this book belongs in the hands of all higher education professionals *Student Governance and Institutional Policy* Michael T. Miller,Daniel P. Nadler,2006-05-01 Colleges and universities face a variety of challenges in meeting the needs of students and one of the greatest is their ability to respond to student needs while protecting institutional and academic integrity For those working with students a primary example of this challenge is the involvement of students in shared decision making a process often developed and fostered through organizations such as student government Few discussions have embraced the challenges of shared governance with students particularly within the past two decades This book arose from continuous conversations with college and university administrators and policy makers who struggle daily with the decision making process and the role of student voices The volume is also intended to be an extension of the Julie Caplow and Michael Miller volume on Policy and University Governance 2003 that looked at internal and external governance issues and their impact on institutional policy formation and decision making The collections of chapters included here provide a comprehensive view of student involvement in policy formation and decisionmaking The volume begins with a general overview of the challenges associated with investing students with power authored by Tulane University s Morolak O Laosebikan Buggs Michael Miller and Daniel Nadler then provide a rationale as to why students have been involved in shared decision making in the past outline the benefits and problems historically associated with student shared governance and offer some meaningful recommendations for continuing to work with students **Minding the Dream** Gail O. Mellow,Cynthia M. Heelan,2014-11-07 Minding the Dream provides challenging reflective and practitioner based information about community colleges that is data based clear and accessible for the general reader as well as the scholar New employees current leaders graduate students legislators and boards of trustees need a grounded sense of the magnitude of the community college sector Minding the Dream evokes the laudatory goals of the early pioneers of the community college movement while accurately framing key programs and political conundrums challenging community colleges Minding the Dream celebrates community colleges successes and is

scrupulously honest about their failings Community college leaders need honest information about what s working and need to be challenged about the things that are not State Legislatures and Congress need updated facts to assist them in making wise funding decisions regarding community colleges Community college advocates need updated information to assist them in their advocacy work and Higher Education programs need an updated book about community colleges to use as a basic text These are the people who can benefit from reading Minding the Dream

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