

To: Bloomington Faculty Council
From: BFC Faculty Affairs Committee
Date: April 1, 2015
Subj: Shared Governance Review

The Bicentennial Strategic Plan for Indiana University Bloomington, finalized on March 3, 2015¹ charged the Bloomington Faculty Council to consider recommendations related to shared governance made by the Strategic Planning Faculty Team². According to Principle of Excellence 2, IUB Continuing Priority 1a:

The Bloomington Faculty Council will consider the recommendations of the Strategic Planning Faculty Team and make recommendations to the campus during AY 2015-16 about appropriate changes in the campus approach to shared governance in light of those recommendations. The BFC will do so through a process that permits campus faculty to consider the faculty team's recommendations and provide input to the BFC; actively solicits and is inclusive of multiple faculty voices in all relevant campus communities as the BFC formulates its responses; engages the school and College policy committees and the faculties of each school and the College; and that, through town halls or other open and transparent processes, seeks broad community engagement around the issues of shared governance.

¹ <http://provost.indiana.edu/docs/IUB-Bicentennial-Strategic-Plan.pdf>

² The relevant portion of the "Team Faculty" recommendations was as follows:

Objective 5. Build leadership capacity throughout campus, invigorate shared governance at all administrative levels, and cultivate a sense of "academic citizenship" among the faculty.

Above and beyond their teaching and research, the faculty together assumes responsibility for myriad administrative and governance operations that are vital for the campus to function effectively. Preparation of some faculty for academic administrative jobs as chair, dean, or vice provost must be an ongoing and substantially enlarged commitment. On academic matters, IUB has a long tradition of shared governance, where the administration and faculty leaders deliberate together the best future for the campus -- an arrangement that creates obligations on both sides; administration must consult with the faculty in a timely manner and justify their decisions in a principled and transparent way; faculty governance bodies must develop organizational structures that allow for nimble engagements with administrators at all levels and for faculty positions that reflect the opinions and best interests of the faculty at large. However important it is that all faculty members develop a sense of academic citizenship and assume their fair share of service responsibilities, the overall campus burden of committee and governance work must be lightened - to protect faculty time for teaching and research/creative activity.

Actions:

- 5-1. Expand leadership development opportunities for faculty at all career stages, from all academic ranks and from underrepresented groups.
- 5-2. Rebuild the Bloomington Faculty Council; by replacing the large and cumbersome Council with a smaller "senate" organically connected to school policy committees; by focusing attention of the Council on academic matters; by creating temporary and problem-focused task forces only as needed, each with a specific charge, deadline and assigned deliverable; by holding frequent electronic town hall forums with administrators and open to all interested faculty; by using web-based tools to share data and position-papers on important policy issues and to conduct non-binding referenda on those issues.
- 5-3. Reduce the overall service burden on all faculty at department, school and campus levels (fewer and smaller committees, fewer meetings, problem-focused delimited scope) and encourage departments/schools to create one "service-free" day per week in order to enlarge time for research, teaching and engagement with external constituencies.
- 5-4. Create a real-time campus-wide record of service activities for each faculty member that is transparent to all, to be used to insure that service obligations are distributed fairly and equitably and not in a way that inhibits research productivity, and that service activities are properly recognized and rewarded and seen as an essential component of faculty life.
- 5-5. Provide campus incentives to reward faculty who assume especially onerous service obligations, and accord greater public recognition for such work.
- 5-6. Expand service, governance and administrative opportunities and expectations for NTT faculty, commensurate with their other responsibilities.

Indicators of Progress:

- 5-a. Increase rates of women and faculty from underrepresented minority groups in positions of leadership at all organizational levels.
- 5-b. Increase, in a fair and equitable way, the role played by NTT faculty on committees and governance bodies.
- 5-c. Use the revamped FAR [note: Faculty Annual Report] to demonstrate that the overall service burden on faculty has been reduced, but at the same time, reduce the number of faculty who report negligible or excessive service activity

Based on an earlier draft version of the campus Strategic Plan, the Agenda Committee of the BFC, in September, 2015, charged the Faculty Affairs Committee (FAC) with creating a subcommittee to study Team Faculty's recommendations and advise the Faculty Affairs Committee on any possible changes in shared governance on the campus. The FAC created the subcommittee, which began meeting September 11, 2015 and continued meeting frequently throughout the fall semester and into early in the Spring, 2015 semester.³

The subcommittee began its work by meeting with (most) members of Team Faculty to fully understand that group's work and its recommendations. It considered not only the recommendations of the Team in the Team's report but also supporting materials the Team had developed. In addition, the subcommittee studied shared governance systems at all Big 10 universities (both public and private) and at selected comparable institutions. Since Team Faculty recommended studying the relationship of campus level governance to governance in the IUB schools, members of the subcommittee also studied governance systems in every IUB school, focusing on school policy and budgetary advisory bodies (which are recommended by current BFC policies).

The subcommittee submitted its final report to the FAC March 9, 2015 and members of the subcommittee met with the FAC on March 25, 2015.

The Faculty Affairs Committee has considered the recommendations of the subcommittee and, with few substantive modifications, now recommends them to the Faculty Council for action.

To start with, the FAC agrees with two primary conclusions of the Subcommittee:

1. That the governance-related issues faced at IU-Bloomington are not unique to this campus, but have arisen at nearly all comparable institutions (and that even when governance structures have been subject to dramatic overhaul, similar concerns have persisted) and
2. That the Bloomington Faculty Council should be maintained in something similar to its current form.

The subcommittee's recommendations, the FAC believes, can usefully be divided into two parts. Reformulating the recommendations, and making a few minor substantive changes, we bring two circulars forward for action by the BFC – Circular B37-2015 – “Principles of Shared Governance at Indiana University Bloomington” and Circular B38-2015 – “Recommended Actions to Enhance Shared Governance at Indiana University Bloomington.” We also bring forward, as Circular B39-2015 --- “Implementation of Recommended Actions to Enhance Shared Governance at Indiana University Bloomington” to inform the BFC of how the recommended actions can be implemented, by whom, and against what time schedule.

The “Principles of Shared Governance at Indiana University Bloomington” aim to articulate the general characteristics and goals of the campus system of shared governance. Like President McRobbie's “Principles of Excellence” they define goals and principles from a fairly high altitude. We have designed them as a template against which all aspects of shared governance on this campus can be compared. While they can certainly be modified in the future, we hope that they are reasonably durable.

The “Recommended Actions to Enhance Shared Governance at Indiana University Bloomington” are the specific actions, based on the recommendations of Team Faculty and the subcommittee, that we recommend to the BFC to improve the shared governance system on this campus. Some of these recommendations are quite specific; some are more conceptual and require additional work by various components of the Council – and others involved in the shared governance system – before they can be implemented. One way to think about this document is as a sort of “strategic plan” of its own aimed at improving shared governance on this campus. If the Council supports these recommendations, some can be implemented relatively quickly simply by action of the BFC staff and/or the BFC Executive Committee, some can be implemented fairly simply through amendments to the BFC's bylaws (as the Council has the authority to amend its own bylaws), some require review or revision of current BFC adopted policies or, perhaps, the adoption of new campus policies. This will require additional work by the BFC and its

³ Members of the Shared Governance Review Subcommittee included: Alan Bender (Biology), Tom Gieryn (VPFAA and Sociology), Don Hossler (Education), Moira Marsh (Libraries), Robert McDonald (Libraries – and Subcommittee Co-Chair), Ted Miller (SPEA Emeritus), John Paolillo (Informatics and Computing), Jamie Prenkert (Business), Ben Robinson (Germanic Studies), Micol Seigel (American Studies), Rebecca Spang (History), Herb Terry (Telecommunications Emeritus and Subcommittee Co-Chair) and Maisha Wester (African American and African Diaspora Studies -- Fall semester only)

subcommittees, but should be quite possible next year. Some of these recommendations require action by governance components outside of the BFC's control; we'd hope those units would act on these recommendations expeditiously should the BFC endorse them.

The "Implementation of Recommended Actions to Enhance Shared Governance at Indiana University Bloomington" document explains how the recommended actions could be implemented, by whom, suggests a timetable for action, and – in some cases – suggests some additional matters that should be considered and/or groups or individuals who should be consulted as implementation progresses. As noted above, we advise the Council to simply charge the BFC Executive Committee with following the Principles of Shared Governance and implementing the recommended actions using this document as a starting point or guide. We trust that the Executive Committee will remain open to suggestions by BFC members, and others, on how best to implement any and all actions that the Council endorses.

In voting in favor of these documents, the BFC hereby supports the recommendations and tasks the BFC Executive Committee with implementing the recommendations, within the confines of the financial resources and legislative authority of the Council. The BFC Executive Committee is charged with reporting on the progress of implementation to the BFC by the final Spring 2016 meeting.