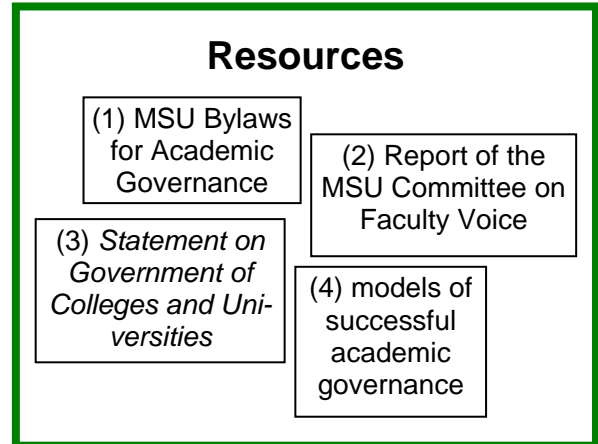


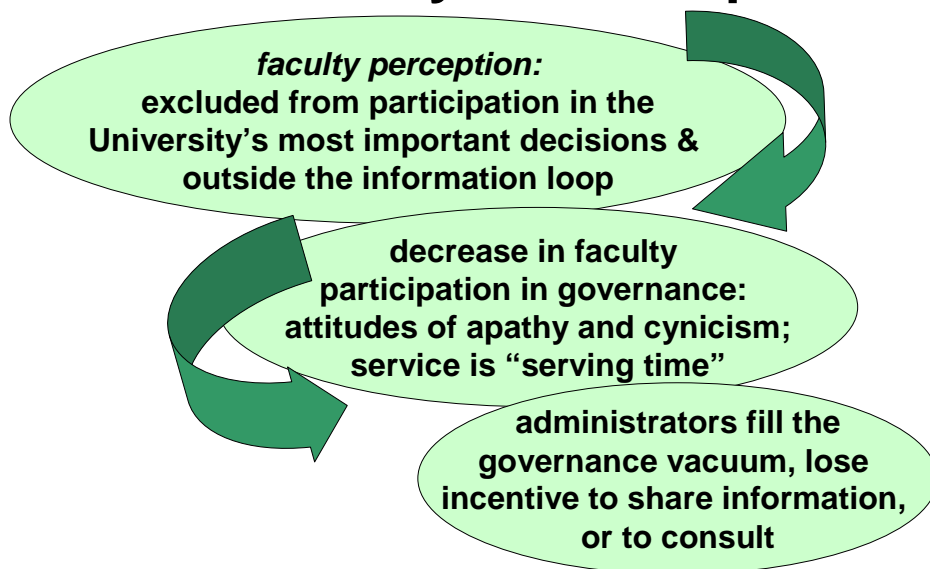
Task Force 1 on the Structure of Academic Governance presentation to MSU Faculty Council 27 March 2007

Overview. Task Force 1 was established by Faculty Council to study and to make recommendations on the structure of academic governance, preserving everything positive that could be identified in the existing structure. The Faculty Voice committee had already identified serious problems demoralizing faculty. In the spirit of looking forward and being positive, we won't drag out the list of dirty laundry. But before this process reaches its conclusion, Faculty Council will need to take a sober look at the variety of issues discussed in that report and ask itself whether the same *sorts* of things could easily happen again.

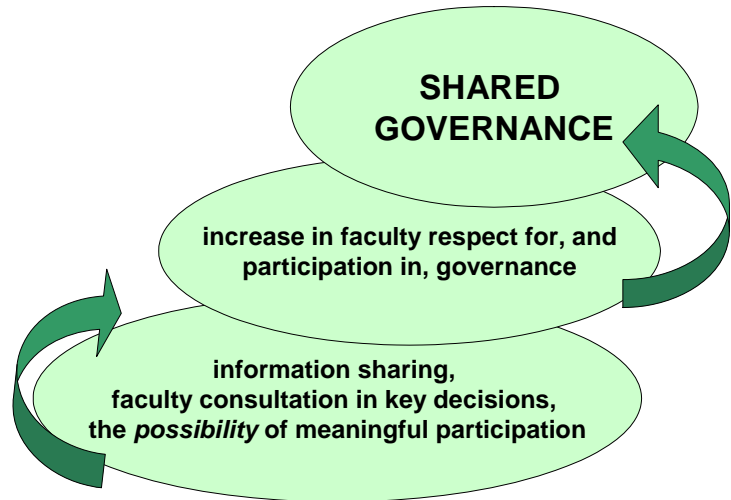
In general terms, the Voice Committee had found a two-decade, downward *spiral* from the faculty's sense that it was denied crucial information, and was excluded from the University's key decisions; to apathy and cynicism; to the withdrawal of many good faculty from governance altogether, while others "serve time" from a sense of civic duty; to the inevitable conclusion that the administration (finding faculty poor partners in governance) takes the initiatives, and often avoids meaningful consultation when making many of the most important decisions. In such a climate, decisions uninformed by the faculty's perspective can have disastrous consequences for teaching and research, costing faculty more time in the long run in damage-control. That is unworthy of a great university.



MSU Faculty Voice Report



Obviously, we need to reverse the spiral; we need to repair our relationships and to reinforce better practices — which will take time. The task force examined agreed *principles* of university governance as articulated in the *Statement on Government of Colleges and Universities* jointly formulated by American Council on Education (ACE), the Association of Governing Boards of Universities and Colleges (AGB), and the American Association of University Professors (AAUP). Governance succeeds when each constituency is able to deliberate independently about the issues proper to it, and when the results of its independent deliberations can be discussed openly in an atmosphere of mutual respect and trust. Reserved to the faculty is its “primary responsibility for such fundamental areas as curriculum, subject matter and methods of instruction, research, faculty status, and those aspects of student life which relate to the educational process.”



More importantly, under MSU’s existing bylaws, these very issues are reserved to faculty in §1 (see image right). *The anomaly at MSU is that the faculty has no forum for independent deliberation.* The board, the administration, and the students do — but not the faculty.

MSU Bylaws for Academic Governance §1

Matters reserved to the faculty:

- “matters affecting the professional responsibility of the faculty to establish and maintain the intellectual authority of the University”
- “decisions concerning the appointment, salary, reappointment, promotion, tenure, or dismissal of individual faculty members”

Task Force 1 also scrutinized the governance structures of respected Research-1 universities that are considered by both their faculty and their administrations to have successful shared governance. Again, MSU is anomalous in having no deliberative and legislative Faculty Senate, chaired by faculty, setting its own agenda about matters reserved to faculty. All the rest do.

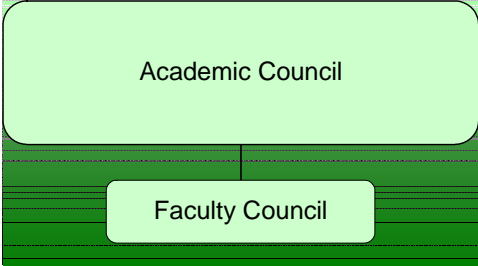
University of California, Berkeley University of North Carolina, Chapel Hill	University of Minnesota University of Wisconsin, Madison
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It is essential that the faculty continue to be informed by the views of other constituencies, but its responsibility to maintain the *intellectual authority* of the University is not being met under existing structures. By the way, there’s no danger of faculty power getting out of hand since even with *delegated* responsibility, decisions must be reviewed by the administration and the Board of Trustees.

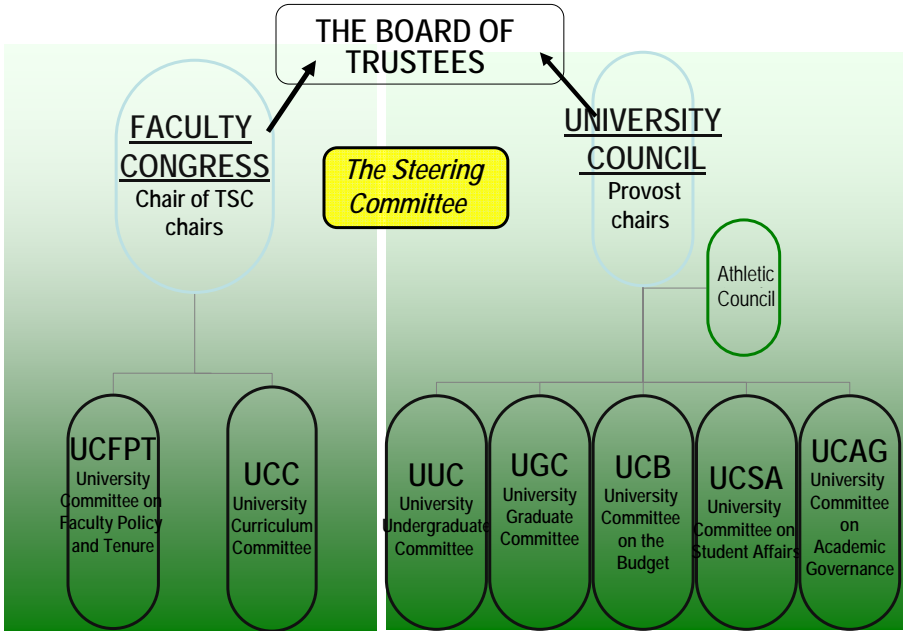
Central bodies. At base, the change in proposed governance structure is very simple. Cur-

Current Governance

rently, the Faculty Council is subordinate to the Academic Council. Leaving aside changes in terminology for a moment, the recommendation is simply to elevate the Faculty Council to independent status with regard to the two areas reserved to faculty in the bylaws. The overarching *purpose* of the suggested structure is to provide the faculty with a place to deliberate, to debate, and to reach consensus, with its recommendations going directly to the administration and Board for approval and action, rather than passing through a second sieve. This would strengthen the voice of the faculty on the issues already reserved to faculty in our Bylaws. As the report notes, this proposed structure parallels the governance models of peer institutions with respect to the subject matter peculiarly within the expertise of the faculty.



In detail, the report proposes *two* deliberative, legislative bodies with different primary responsibilities: Faculty Congress (in essence, the successor to Faculty Council), and University Council (succeeding Academic Council). Setting the *agendas* of the two central bodies, and referring matters to committees, would be *The Steering Committee* (TSC), elected by direct ballot of the full Academic Senate — then to be called an Academic or Faculty *Assembly*. The Steering Committee would make jurisdictional decisions on the appropriate body to review issues. The Faculty Congress would elect its chair, who would convene both the Faculty Congress and The Steering Committee itself.



Faculty Congress

- elected by direct ballot in each college from among, and by, the members of the Academic (Faculty) Assembly;
- chairs of standing committees would serve on the Faculty Congress;
- non-voting *ex officio* members would include representatives from the administration, ASMSU and COGS, and two faculty members of the Athletic Council, designated by the President;
- Faculty Congress would have delegated responsibility for faculty status and the intellectual authority of the University -- as reserved to faculty in the Bylaws.

University Council

- is chaired by the Provost;
- has primary responsibility for all universitywide issues not reserved to faculty;
- is composed of representatives from ASMSU and COGS, Appointed Council, members of the Faculty Congress, deans, and the administration (as in the Bylaws);
- to help integrate university and college governance, it would *also include* the chairs of the College Advisory Committees.

Standing Committees. Task Force 1 recommendations on standing committees reflect significant consultation with members of the committees in place at the time of writing, as well as information gathered during the Faculty Voice process. Proposals in the report leave intact the expectation of student members and administrative *ex officio* members. Similarly, current processes for selecting or electing members would be unchanged. Currently there are seven standing committees; three would remain essentially unchanged, except for their names. Descriptions of the chief functions are collected together on the following page.

Standing Committees

Current | Proposed

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • University Graduate Council • University Committee on Student Affairs • University Committee on Academic Governance | } | <ul style="list-style-type: none"> • <i>University Graduate Committee</i> • <i>University Committee on Student Affairs</i> • <i>University Committee on Academic Governance</i> |
|---|---|--|

The personnel subcommittee of the University Committee on Faculty Affairs would be combined with the University Committee on Faculty Tenure to form the University Committee on Faculty Policy and Tenure. This change is intended to reduce overlap in duties and minimize redundant effort.

Standing Committees

Current | Proposed

- | | | |
|---|---|--|
| <ul style="list-style-type: none"> • University Committee on Faculty Affairs subcommittee on personnel • University Committee on Faculty Tenure | } | <ul style="list-style-type: none"> • University Committee on Faculty Policy and Tenure |
| <ul style="list-style-type: none"> • University Committee on Academic Policy | | <ul style="list-style-type: none"> • University Undergraduate Committee, and University Committee on the Curriculum |
| <ul style="list-style-type: none"> • UCFA Budget Subcommittee | | <ul style="list-style-type: none"> • University Committee on the Budget |

The functions of the University Committee on Academic Policy would be integrated with the University Committee on Curriculum and the University Undergraduate Committee. The UCFA budget subcommittee would become the University Committee on the Budget.

Note also changes to the Athletic Council, illustrated on the slide on the following page.

University Committee on Student Affairs

advises the VP for Student Affairs and Services and Dean of Students on all policies of the Office of the Vice President for Student Affairs and Services and other university policies as they affect students' academic achievement

University Undergraduate Committee

essentially identical to University Curriculum Committee, but will consider issues related to undergraduate curriculum

University Committee on the Budget

- advises the Provost on formulating the University's annual budget request to the State;
- submits an annual report to the University Council on academic budget allocations and adjustments in salary and other forms of economic benefits;
- has no student members;
- When appointing members of the Athletic Council, the President shall designate one member to serve *ex officio* each year on this committee.

University Graduate Committee

essentially unchanged: sets grading policy; reviews all changes in graduate and graduate-professional courses, curricula, and degree requirements proposed by academic units, and recommends their approval or rejection to the UCC

University Committee on Academic Governance

- reviews, interprets the Bylaws for Academic Governance;
- considers appeals of department bylaws by college committees;
- is responsible for recommending amendments to University Council.

Athletic Council

- the President designates two (of eight) members to serve *ex officio* (without vote) on the Faculty Congress; one reports regularly to the Faculty Congress, and the other reports regularly to the Athletic Council;
- the President designates one (of eight) to serve *ex officio* (without vote) on the University Committee on the Budget.

Those above report to University Council; those below report to the Faculty Congress.

University Committee on Faculty Policy and Tenure

- makes recommendations to the Faculty Congress and to the Provost on personnel policies relating to faculty appointment, reappointment, promotion, leaves, retirement, and assignments to teaching, research, and administration;
- makes recommendations on procedural rules on tenure and dismissal, and on substantive policies on tenure;
- recommends changes in policy and procedure to the Faculty Congress.

University Committee on Curriculum

- exercises the faculty's delegated authority to review and approve or reject all changes in undergraduate, graduate, graduate-professional courses, curricula, and degree requirements proposed by academic units, making recommendations to the Faculty Congress;
- makes recommendations to the Provost on criteria for the establishment and deletion of courses and curriculum.

The Steering Committee — Roles

- Solicits input from faculty, accept referrals, and forge agreements with other bodies;
- Communicates frequently and directly with the administration, College Advisory Committees; officers of COGS and ASMSU, and the Board of Trustees (replacing faculty liaison representatives);
- Sets the agendas for Faculty Congress and University Council;
- Refers matters to all committees, informing and coordinating committee agendas;
- Acts in an executive capacity only when other governance committees are not in session and if especially rapid responses are required.

The Steering Committee Membership

- Eight faculty members elected by all faculty. Terms are three years, with lifetime maximums of six years.
- The Provost (or designee), one undergraduate student (designated by ASMSU), and one graduate student (designated by COGS); they have voice on all matters and vote on matters not reserved to faculty;
- Each faculty member sits *ex officio* on a standing committee except the chair;
- The chair is elected annually by the Faculty Congress from among the faculty members (lifetime limit, 3 years). The Chair votes only in case of ties.

Overview, Debra Nails, Philosophy
Central Bodies, Charles Ten Brink, College of Law
Standing Committees, Phylis Floyd, Art and Art History
Steering Committee, Yair Shachar-Hill, Plant Biology