SHARED GOVERNANCE COMMITTEE

Report to the Cabinet, Faculty Senate, and Board of Trustees

October 1, 2016

PROVIDENCE
COLLEGE

Contents

Introduction and Committee Charge

The Shared Governance Committee (Committee) was established by the College President and the Board of Trustees in February 2015. The Committee met for the first time on February 6, 2015, and except for two months, has met on a monthly basis since then. The Committee is comprised of three trustees [David Aldrich, Peter Benzie, and Father John Langlois, O.P.]; three faculty members [Dr. Lynette Boos, Dr. Fred Drogula, and Dr. Laurie Grupp]; and three administrators [Kristine Goodwin, Dr. Hugh Lena, Fr. Kenneth Sicard, O.P. (Chair)]. Ann Manchester Molak has provided administrative support to the Committee.

The original committee charge was as follows:

> The Committee on Shared Governance (Committee) will be comprised of representatives from the Board of Trustees (appointed by the Board Chair), the Administration (appointed by the President), and the Faculty (appointed by the Faculty Senate President). The Committee is charged with researching best practices in governance in higher education, soliciting recommendations from stakeholders, determining practices suitable for Providence College, and making recommendations to the Board of Trustees.

At its first meeting, the Committee made slight modifications to the original charge. These modifications were approved by Father Shanley. The revised charge, with the modifications italicized, is as follows:

> The Committee on Shared Governance (Committee) will be comprised of representatives from the Board of Trustees (appointed by the Board Chair), the Administration (appointed by the President), and the Faculty (appointed by the Faculty Senate President). The Committee is charged with researching best practices in governance in higher education, soliciting recommendations from stakeholders, determining practices suitable for Providence College *through consensus*, and making recommendations to the *Faculty Senate, Administration, and* Board of Trustees.

Scope of Work

The Committee agreed at the outset to attempt to reach consensus on all recommendations made, and has been successful in doing so—all actions and recommendations that appear in this report have been agreed to unanimously by Committee members. Committee insights on shared governance have been informed largely by publications and information gathered from the Association of Governing Boards for Colleges and Universities (AGB), especially "Shared Governance in Times of Change: A Practical Guide for Universities and Colleges" (Steven C. Bahls; AGB Press; 2014).

The Committee recognized at the outset that, before any real progress on issues of shared governance could be accomplished, a number of the concerns expressed in the COACHE Report had to be addressed. Four major themes that emerged from the COACHE Report included deep

dissatisfaction with the Administration by the Faculty, a lack of clarity regarding tenure and promotion, work/life issues, and negative feelings of the Faculty toward the President and the Provost. Other common concerns among the Faculty included a lack of trust of the Administration, and a desire for more transparency from both the Administration and the Board of Trustees. The COACHE Report is available at http://internal/assessment/COACHE/.

In April 2015, Dr. Lena reported to the Committee the steps he had taken to begin addressing the concerns in the COACHE Report, including the formation of a Provost's Advisory Committee. In subsequent months, he continued to update the Committee on progress made and steps taken in addressing the COACHE Report. A report of COACHE Action Steps, prepared by the Provost is included in Appendix A of this Report, and a report on Responses to the COACHE Survey is included in Appendix B.

In June 2015, the Committee engaged the services of AGB consultant Dr. Thomas Longin. Our goal was to determine best practices in shared governance at institutions similar to Providence College. Dr. Longin participated, either in person or by conference call, at five meetings. Although he provided some helpful insights based on his own experiences and his knowledge of other institutions, he was not able to provide the data we had requested. The Committee agreed to end the relationship with Dr. Longin in January 2016.

In its own research of shared governance, the Committee recognized that there are various interpretations of shared governance. The Committee agreed to a framework of shared governance that would be suitable for Providence College and that would guide the Committee. This is described in the following section of this report.

In the months since the Committee began meeting, some positive steps have been taken by the Administration and the Board to rebuild trust with the Faculty, and to work toward a model of genuine shared governance at Providence College. The Committee also has recommendations for immediate action, and has presented a number of outstanding issues that must be addressed. These, too, are described below.

Defining Shared Governance

The *Chronicle of Higher Education* points out that "Shared governance has come to connote two complementary and sometimes overlapping concepts: giving various groups of people a share in key decision-making processes, often through elected representation; and allowing certain groups to exercise primary responsibility for specific areas of decision-making."[1]

AGB's approach is similar, but better developed. They consider shared governance as a "system to align faculty, board, and administration in common directions for decision making regarding institutional direction, supported by a system of checks and balances for non-directional

[1] http://chronicle.com/article/Exactly-What-Is-Shared/47065/

(operational) decisions."[2] With this approach, shared governance is seen as a two-part "system." In the first part, which deals with institutional direction, "faculty, board members, and administrators actively engage to share responsibility for identifying and pursuing an aligned set of mission-driven sustainable outcomes and priorities."[3]

The second part is a "system of checks and balances for decisions regarding *operational* issues such as academic programs, tenure and promotion policies, budgeting, and student life."[4]

Our Committee's understanding of shared governance seems to align with AGB's. We believe that our Committee has addressed issues of institutional direction and operational issues, as seen in the "Measures Accomplished" and "Recommendations for Immediate Action," as well as in Dr. Lena's update on COACHE Action Steps.

The March/April 2014 issue of *Trusteeship* included an article entitled "How to Make Shared Governance Work: Some Best Practices." The article suggests five practices to create the alignment in which administrators, trustees, and faculty members become integral leaders. They include:

1. Actively engage board members, administrators, and faculty leaders in a serious discussion of what shared governance is (and isn't).
2. Periodically assess the state of shared governance and develop an action plan to improve it.
3. Expressly support strong faculty governance of the academic program.
4. Maintain a steadfast commitment to three-way transparency and frequent communication.
5. Develop deliberate ways to increase social capital between board members and members of the faculty.

Measures Accomplished

In addition to the measures implemented by the Provost (see Appendices), the Administration has introduced a number of initiatives that have facilitated progress toward a stronger system of shared governance and that have been helpful in addressing some of the tensions that have existed between the Faculty and the Administration. These include the following:

1. The Board of Trustees and the Corporation approved on September 30, 2016 a number of changes to the College Bylaws to reflect the following actions related to shared governance:

[2] Shared Governance in Times of Change: A Practical Guide for Universities and Colleges; p.34
[3] ibid, p. 27
[4] ibid, p. 27

a. Faculty representatives have been added to all Board Committees with the exception of Board Affairs and the Executive Committee. Faculty now serve on the Academic Affairs, Audit, Building & Property, Catholic and Dominican Mission, Development and Alumni Affairs, Finance, Investment, Strategic Planning, Student Affairs, and Varsity Athletics Committees. Faculty now participate in all of the above Committee meetings, including off-site meetings. As committee members, they are entitled to vote on all actions and resolutions to recommend to the Board of Trustees.
b. The Faculty Senate President will now participate in the meetings of the Board of Trustees. Like the College vice presidents, he/she shall have no vote, and shall not be counted among the members of the Board for purposes of the minimum and maximum number of members, as stipulated in the Bylaws, nor for purposes of establishing a quorum.

2. The Faculty Senate President now participates in at least one meeting per month of the President's Cabinet to exchange ideas and to present matters of concern to the Faculty.
3. All committee members who serve on Board committees will be invited to participate in the Plenary Session of the Board if the topic being discussed is relevant to the committee on which they serve.
4. A written report detailing the major topics discussed and decisions approved is now provided by the President to all Faculty after each Board meeting.
5. Faculty who serve on Board Committees are invited to the senior management debriefing session after each Board meeting.
6. The Provost Advisory Committee has been established and is meeting on a monthly basis.
7. At least one President/Provost—Faculty meeting per semester has been held, and will be scheduled on an ongoing basis. These meetings are limited to Faculty and guests specifically invited by the Faculty, and time is reserved for social interaction after each meeting.
8. The Provost now provides a written report of key Cabinet discussions and decisions to the Faculty Senate at each meeting and, if requested, provides oral explanations at the meeting.
9. Plans are in place for the construction of a Faculty Lounge on the second floor of the Library.

Recommendations for Immediate Action

In addition to the measures already in place, the Shared Governance Committee has agreed unanimously on the following recommendations for immediate action:

1. The Shared Governance Committee should be retained as a permanent standing committee. The representative structure, as well as the Committee's approach of working toward consensus, should be a model for most College committees. The current Committee members should remain in place until the completion of the next COACHE survey, which will include questions related to shared governance.

2. The Shared Governance Committee should discuss and recommend appropriate action to resolve the impasse between the Administration and the Faculty Senate in the approval of the College Mission Statement prior to the NEASC accreditation visit.
3. There should be greater transparency and participation by Faculty in the preparation of the College budget.
4. The Post-Centennial Strategic Planning Committee should have broad Faculty representation.

Some Remaining Issues

The Committee is encouraged by the steps taken to address the concerns of the COACHE Report and to introduce new forms of shared governance. Interactions between the Faculty and the President and Provost have improved, and the Faculty—Board interactions have been positive and well-received by the Trustees and the Faculty. We recognize that sustained change does not happen quickly, and that it will take time and effort to arrive at a system of shared governance that is appropriate for Providence College, that is sustainable, and that is embraced by the Board, the Faculty, and the Administration. The Committee's desire is to continue the momentum that we have seen in the last 20 months and to welcome new challenges and ideas.

Some of the challenges that we hope to address in the coming months include, but are not limited to, the following:

1. Lines of communication between the Board, the Faculty, and the Administration must continue to improve. It is also important that the campus community be kept apprised of the work of the Shared Governance Committee and of positive steps accomplished.
2. The Administration must continue in its efforts to be more transparent in sharing how it arrives at decisions that affect the campus community. For example, important recommendations made by standing or ad hoc committees should not be rejected by the Administration with no explanation to the committee.
3. Authority for the assignment of department chairs should be delegated to School Deans.
4. The Faculty, Administration, and, as applicable, the Board must make greater progress in addressing work/family life issues, including appropriate target salary levels for Faculty and Staff.
5. The Faculty Senate should assess its role regularly in representing the Faculty as a whole, and in developing legislation.
6. The role of the President, the Provost, and the Faculty in academic matters including, but not limited to, faculty hiring, curriculum, and promotion and tenure should be reviewed and adjusted accordingly.
7. The current committee structure at the College should be assessed, and if necessary, modified.
8. The five practices described by the AGB in creating alignment between Trustees, Faculty, and Administrators (see page 5) should be adopted.

Conclusion

The Shared Governance Committee has been, and continues to be, a model of the collaboration that should exist between the Board, the Administration, and the Faculty. Interactions between constituent groups and between Committee members have been honest, open, and mutually respectful. Committee recommendations have been thoughtful, practical, and reasonable. We feel strongly that a number of other College committees would benefit from the Shared Governance Committee model.

Appendix A: COACHE Action Steps

Communication

- Monthly reports to the Faculty Senate, by the Provost, on Cabinet discussions and decisions – commenced February 2015
- Written summary, by the President, after each Board of Trustees [BOT] meeting – commenced February 2015
- At least twice yearly open meetings with the President and/or the Provost – April 28, 2015; October 28, 2015; February 24, 2016; April 14, 2016; October 26, 2016
- Periodic opportunities for faculty to meet informally with the President – March 24, 2015
- Link off of Assessment page to COACHE updates
- Regular updates on COACHE activities in the division's Newsletter, the Provost's Advisory Committee and the Shared Governance Committee
- Senate President periodically invited to Senior Cabinet meetings and to Board of Trustees meetings

Leadership & governance

- Creation of Shared Governance Committee with equal membership from BOT, senior management, and faculty senate. Committee meetings monthly: 2/6/15, 3/25, 4/16, 5/20, 6/5, 8/13, 9/15, 10/2, 11/3, 12/1, 2/4/16, 3/22, 4/20, 5/24, 6/10, 8/16; 9/6; 9/30
- Faculty representation on BOT committees increased to a total of 10 committees
- Faculty representatives to BOT are invited to senior management board debriefings
- Shared Governance Committee hired an Association of Governing Boards [AGB] consultant. He did research on committee questions about Presidential overrides, authorities delegated to the Provost, faculty participation on the board, and best practices in shared governance.
- Shared Governance Committee will review College and Board committees with an eye to consolidating them and making them more interdisciplinary
- School deans now have responsibility for academic departments and programs in their respective schools including: independent recommendations on promotion and tenure, tenure-track hiring, academic budgets, and curricular development. They control non-tenure track hiring, approve deviations from normal workloads and overload compensation, the composition of search committees, search timelines, sabbatical and pre-tenure research leaves, and adjudicate personnel issues within their school. The delegation of appointment of chairs and program directors requires senate action
- Expanded participation in dean's performance evaluation, spring 2016

Academic policies and tenure and promotion processes

- The 11th edition of the Faculty Handbook was printed and distributed in August 2015
- Academic policies, currently available on the Web and in the Office of Academic Affairs, are printed in hard copy and distributed to departments and programs and interested faculty

- Leave policy has been updated; Patricia Sickinger is designated to answer questions
- Yearly workshops on tenure and promotion by the Provost continue; in 2015 as a half-day retreat
- Yearly workshops on faculty hiring by the Provost continue
- The Provost hosted a workshop on revising departmental guidelines in summer of 2015; hopefully revised guidelines will provide more transparency as to faculty expectations in tenure and promotion decisions
- Six communications have been sent to faculty explaining their choice in which terms of service apply to them
- Members of CART are familiarized with departmental guidelines and provisions in both operative editions of the Faculty Handbook. Provost and CART now working with departments to revise their departmental procedures/guidelines
- Provost continues to meet, as requested, with faculty on CART recommendations and will work to improve ways to meaningfully convey the rationale for those recommendations
- Deliberation reports will be expected for all recommendations received under the provisions of the 11th edition of the handbook
- CART now provides the Provost with a deliberation report on its recommendations
- Administration stands ready to work with the Faculty Senate on ways to improve the appeals process for promotion and tenure

Compensation and faculty development

- The administration has participated in regular discussion with the Faculty Welfare Committee [FWC] about compensation and benefits; the administration agreed to address faculty salaries in the manner proposed by the FWC (i.e., differential increases by rank and discipline in relation to Sibson medians.) In the second year of a three-year plan to improve salaries by rank and discipline in relation to comparator schools
- FY' 17 overall faculty salary increase is 3.5%; with percent increases ranging from 2-5% depending on distance from recalculated Sibson medians by rank and discipline. As a result, half of the faculty are above the new medians and 60% are above the 95th percentile.
- Promotion increments were raised to $8,000 and $13,000, from $7,000 and $10,000.
- $51,000 was distributed in Faculty Excellence Awards to 16 faculty in May 2016
- Discussions are underway on overload compensation and part-time administrative stipends
- The Provost has additional funds for travel support – Contingency Travel Fund
- The Provost has requested additional funds for faculty development and recognition
- Following review by the Faculty Welfare Committee, the Faculty Senate endorsed a proposal to offer Outstanding Performance Rewards in FY '16
- Funds have been requested for additional faculty awards and a faculty committee has been assembled for a scholarship award
- The Provost has named a faculty member as Provost's Advisor for Faculty Development Initiatives as of July 1, 2016 in a response to a COACHE recommendation

- In FY' 17, over $1M in indirect costs from external grants has been recovered by the College and distributed to faculty, departments, deans and the Office of Sponsored Research & Programs
- Grant request made to the Davis Foundation to promote faculty leadership
- A number of initiatives to support and develop departmental chairs, including a facilitated workshop in
  May 2016

Collegiality, diversity, & mentoring

- Anti-harassment policy and grievance procedures have been revised and posted on the Web page and distributed in hard copy
- Notice of Non-Discrimination is posted on the Web page and distributed in hard copy
- Faculty Senate passed a civility statement at its May 2016 meeting
- More training on personnel matters will be provided to chairs and directors; School of Arts & Sciences has organized a series of peer-to-peer workshops for chairs in the spring of 2016
-

Health, well-being, & family

- The Cabinet met with the HealthCare Advisory Committee and approved a more equitable, tiered, plan for healthcare in 2015-2016; implemented an expanded dental plan
- The Provost and Senate President collaborated on creating a Child and Elder Care Committee; Information is being gathered on agencies that provide support for child care, back-up elder care, and caregiver support. Its inaugural meeting was February 17, 2016.
- The fitness center fee has been waived for all full-time faculty and staff
- The Office of Academic Affairs has reviewed and clarified leave policies and short-term coverage for faculty
- The Campus Transformation Project, which has enjoyed widespread community input, calls for increased parking on campus. Thus far, a new parking lot has been created on the former Glay Field, the Alumni parking lot has been paved, and a new parking structure is being built next to the power plant

Measuring progress

- The new Provost's advisory committee recommended by the COACHE committee has been formed and held/scheduled meetings on 7/23/15; 9/22/15; 11/17/15; 02/12/16; 04/08/16; 05/13/16; 06/17/16; 08/19/16; 09/16/16; 10/21/16
- The earliest the COACHE survey can be re-administered is the spring of 2017, as per our agreement and best practices in assessment. Another three-year agreement signed in August, 2016. Survey will take place between January and April 2017

Reported: 2/28/15; 7/23/15; 8/25/15; 2/12/16; 6/9/16; 9/2/16

Regular Updates can be found at:
http://internal/assessment/COACHE/ On our Institutional Effectiveness page.

Appendix B: Responses to the COACHE Survey (Fall 2016)

Three years ago, I asked Father Shanley's permission to have the Collaborative On Academic Careers in Higher Education (COACHE) at Harvard University's Graduate School of Education conduct a survey of faculty satisfaction at the College. That fall, COACHE conducted an online survey of faculty, which produced a 70% response rate. After receiving the results, a faculty committee held a number of meetings and provided a final report and recommendations to me on January 12, 2015.

The report contained 38 recommendations, which were divided into categories of greatest dissatisfaction:

- Leadership and Governance;
- Tenure and Promotion;
- Collegiality, Diversity, and Mentoring;
- Compensation; and
- Health, Well-Being, and Family.

Some of these recommendations could be addressed immediately, while others are being addressed over time. This document summarizes the action steps taken over the last 20 months. For a full listing of all actions, please visit: http://internal/assessment/COACHE/.

Summary

Leadership, Communication, and Governance

There have been several steps taken to address these grievance areas. To begin, faculty involvement in governance has increased through the appointment of faculty as voting members to 10 of the 12 Board of Trustees' committees. In addition, the Faculty Senate President is invited to the College President's Senior Cabinet meetings once a month and has been attending BOT meetings and its plenary sessions.

While on the subject of trustees' meetings, at the direction of the Board, a Shared Governance Committee – comprised of faculty, BOT members, and senior administrators – has met monthly since February 2015 to make recommendations to Father Shanley and the Board on governance matters. Father Shanley now provides a summary of BOT meetings, and the Provost provides the Senate with a summary of Cabinet meetings. Aside from trustees' meetings, Father Shanley and I have hosted four "all faculty meetings." The fifth is scheduled to be held on Wednesday, October 26.

In terms of governance, recommendations made by the COACHE committee have been enacted – namely, empowering school deans. In addition to responsibility for their respective departments and programs, school deans' authority now includes independent recommendations on tenure and promotion, tenure-track hiring, academic budgets, and curricular development.

They also have jurisdiction over non-tenure track hiring, approving workloads and overload compensation, the composition of search committees and search timelines, sabbatical and pre-tenure research leaves, and adjudicating personnel issues within their school. The College also has doubled its development support for department chairs and program directors and school deans have supported a number of workshops for department leaders.

Tenure and Promotion

In relation to this category, a number of actions have been taken to address faculty concerns. First, the Faculty Senate has clarified policies and procedures governing tenure and promotion procedures under the 10th and 11th editions of the Faculty Handbook. In addition, academic departments have been charged with updating their departmental procedures for evaluating faculty, and the Office of Academic Affairs continues to offer annual workshops on the tenure and promotion processes and the submission of digital dossiers. Most departmental tenure and promotion guidelines, as well as digital dossier instructions, also are posted on Academic Affairs' website.

Lastly, specific to tenure and promotion procedures, six email communications have been sent to faculty explaining their choice of terms of service that will apply to their tenure and promotion decision. Also, CART has been familiarized with departmental guidelines and provisions, and it provides a deliberation report to the Provost.

Collegiality, Diversity, and Mentoring

On these issues, numerous steps have been taken. First, the Faculty Senate has passed a civility statement, and it will discuss the use of its listserv. Also, the College's statement on harassment has been updated, as have procedures on sexual harassment and the bias response protocol.

On the subject of diversity, there are several initiatives underway that are intended to better support an increasingly diverse College community – which is comprised of 17 percent undergraduate day school students of color and 13 percent faculty of color. Academic Affairs and the Office of Institutional Diversity are supporting cross- cultural competency and inclusive excellence training. In addition, a diversity fellow
– from among the faculty – will soon be appointed to assist with the development of proficiency courses. Also, the Office of Academic Affairs has run a number of all- staff workshops focused on areas that include "service excellence" and "dealing with

difficult conversations." New resources also are available to assist with faculty mentoring and a Provost's Advisor on Faculty Development Initiatives has been appointed.

Compensation

The College hired Sibson Consulting to assist with faculty and staff compensation planning. For the last two contract cycles, the College has committed to increasing faculty compensation to bring faculty closer to the median salaries (by rank and discipline) of 19 comparable schools that were chosen by the Faculty Welfare Committee, in consultation with Sibson. The increments for promotion in rank were increased in FY '17, and the College is studying adjunct compensation.

Also, following recommendations by the Faculty Welfare Committee, Faculty Excellence Awards were distributed in 2015-2016; 16 faculty members earned awards that totaled more than $50,000.

Health, Well-Being, & Family

Several areas of progress have been made in relation to this category. First, there have been discussions between the Cabinet and the Healthcare Advisory Committee on healthcare plan options. In addition, the Provost and Senate President created a Child and Elder Care Committee of faculty and policy documents regarding leave and short-term coverage for faculty have been updated. Lastly, the fee at Concannon Fitness Center was waived for all faculty and staff.

Measuring Progress

The COACHE committee recommendations also included the creation of a Provost's Advisory Committee. This committee, chaired by the Faculty Senate President, has been meeting monthly for more than a year with the charge of monitoring progress on COACHE actions. The committee also will shepherd the next administration of the COACHE survey, which will take place between January and April 2017. The survey instrument now includes questions specific to shared governance. More details will follow.

In closing, significant progress has been made to address the concerns that were outlined in the COACHE report. We will continue to focus on the report's recommendations in an inclusive, constructive manner.

The next All Faculty Meeting is scheduled for Wednesday, October 26. It will be held in Ruane 105 from 3:30 – 4:30 p.m. A reception will follow.