



STAKEHOLDER INVOLVEMENT REGARDING GOVERNANCE.

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DIES-SEMINAR:
STAKEHOLDER INVOLVEMENT IN HIGHER EDUCATION
AMMAN, 17/18 NOVEMBER 2014

WHAT IS A GOVERNANCE IN HEI'S?

Is the process for distributing authority, power and influence for academic decisions among **campus constituencies**

- board of trustees,
 - faculty,
 - students,
 - staff,
- administrators,
- the academic or education council/senate,
 - and unions

(SHARED GOVERNANCE) = *responsibility is shared*

Models of HEI's Governance

1. Unicameral Governance
2. Bicameral Governance
3. Tri-cameral Governance
4. Hybrid Governance

SHARED ACADEMIC GOVERNANCE? WHY IS IT IMPORTANT?

SHARED GOVERNANCE IS THE SET OF PRACTICES UNDER WHICH COLLEGE FACULTY AND STAFF PARTICIPATE GOVERNMENT, STUDENT, COMPANIES IN SIGNIFICANT DECISIONS CONCERNING THE OPERATION OF THEIR INSTITUTIONS. COLLEGES AND UNIVERSITIES ARE VERY SPECIAL TYPES OF INSTITUTIONS WITH A UNIQUE MISSION—**THE CREATION AND DISSEMINATION OF IDEAS**. *THEY HAVE CREATED PARTICULAR ARRANGEMENTS TO SERVE THAT MISSION BEST.*

SHARED GOVERNANCE, AROSE OUT OF A RECOGNITION THAT:

- ACADEMIC DECISION-MAKING SHOULD BE LARGELY INDEPENDENT OF SHORT-TERM MANAGERIAL AND POLITICAL CONSIDERATIONS;
- FACULTY AND PROFESSIONAL STAFF ARE IN THE BEST POSITION TO SHAPE AND IMPLEMENT CURRICULUM AND RESEARCH POLICY, TO SELECT ACADEMIC COLLEAGUES AND JUDGE THEIR WORK; AND
- THE PERSPECTIVE OF ALL FRONT-LINE PERSONNEL IS INVALUABLE IN MAKING SOUND DECISIONS ABOUT ALLOCATING RESOURCES, SETTING GOALS, CHOOSING TOP OFFICERS AND GUIDING STUDENT LIFE.



WHY IS SHARED GOVERNANCE UNDER ATTACK?

UNTIL RECENTLY, TOP UNIVERSITY ADMINISTRATORS, BOARDS OF TRUSTEES AND KEY POLITICAL LEADERS COULD BE COUNTED ON TO RECOGNIZE AND DEFEND THE RIGHT OF INDIVIDUAL FACULTY AND STAFF MEMBERS AND THEIR REPRESENTATIVE ASSEMBLIES TO PARTICIPATE IN THE DESIGN AND IMPLEMENTATION OF THE EDUCATIONAL GOALS AND POLICIES OF THE INSTITUTION. BUT NO LONGER. WHY?

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THE CORPORATIZED MODEL (PRIVATE UNIVERSITIES) OF HEI'S GOVERNANCE HAS ENGENDERED A REAL CRISIS IN HIGHER EDUCATION THROUGH:

1. OUTSOURCING JOBS
2. REDIRECTING THE TEACHING OF COURSES FROM FULL-TIME DEDICATED PROFESSIONALS TO EXPLOITED PART-TIME AND TEMPORARY FACULTY, GRADUATE TEACHING AND RESEARCH ASSISTANTS, WITH LOW PAY, LITTLE SECURITY AND NO ACADEMIC FREEDOM;
3. RE-ORIENTING THE CURRICULUM TOWARD BUSINESS-ORIENTED COURSEWORK
4. BUYING AND SELLING "COURSEWARE," THROUGH THE APPROPRIATION OF COMPUTER-BASED INTELLECTUAL PROPERTY FOR PURPOSES OF COMMERCIAL EXPLOITATION;
5. DEVELOPING FOR-PROFIT TEACHING AND/OR RESEARCH SUBSIDIARIES OF COLLEGES AND UNIVERSITIES, WHICH ARE OUT OF THE REACH OF PUBLIC SCRUTINY; AND
6. FORMING COMMERCIAL CONSORTIA WITH OTHER UNIVERSITIES AND PRIVATE INVESTORS.

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STAKEHOLDER INVOLVEMENT IN HIGHER EDUCATION
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BASIC PRINCIPLES OF SHARED GOVERNANCE THAT SHOULD BE OBSERVED IN ESTABLISHING, MAINTAINING AND STRENGTHENING OUR HEI'S.

- Faculty and professional staff set academic standards and curriculum
- Faculty and professional staff require academic freedom
- Faculty and professional staff should have primacy in decisions on academic personnel and status
- Participation in shared governance should be expanded.
- Unions, representative assemblies and faculty senates all can have significant roles in shared governance
- Accrediting agencies(Like the Jordanian Accreditation Commission) should support fully the concept of shared governance in their standards

STRATEGIES FOR HIGHER HEI'S:

- increasing public funding for higher education;
- granting more autonomy to institutions for managing financial resources;
- establishing direct links between results and the amount of public funding allocated;
- encouraging the diversification of funding sources as well as the creation of partnerships with
- research institutes, businesses, and regional authorities

NATIONAL STRATEGIC POLICIES FOR HIGHER EDUCATION. THERE SHOULD BE AN “EFFICIENT” WAY OF ADMINISTERING OUR INSTITUTIONS OF HIGHER EDUCATION, WHY?

- times have changed;
- colleges and universities ought to be run more like businesses;
- the rapid technological changes taking place—computerization, the Internet, Web-based courses—require adaptability;
- the marketplace of higher education is rapidly changing, with wholly online institutions
- and for-profit universities creating competitive challenges to our traditional ways;
- faculty are too slow to make decisions to adapt to change and cling to outmoded models of deliberation and reflection when action is required;
- faculty resist efforts to keep the curriculum up to date and inappropriately inject politics multiculturalism, liberalism—into it; and
- the tenure system stands as an obstacle to greater accountability and improved performance.

PRIORITIES WITH RESPECT TO ACADEMIC STAFF

- a focus on more balanced gender and age distribution;
- more autonomy for managing academic staff; and
- the introduction of performance criteria.

CONCLUSION

Shared governance is vital to maintain the academic integrity of our universities, to prevent the pressures of commercialization from distorting the institution's educational mission or eroding standards and quality, and to uphold the ideals of academic freedom and democratic practice. Strengthening shared governance is the responsibility of all universities, and a *priority* of our universities.