

# American Association of University Professors Iowa State University Chapter



## Guidelines for Shared Governance in Budget Planning

Iowa State University has endorsed principles of the AAUP including its principles of shared governance. Shared governance is necessary because the faculty possesses the knowledge, expertise, and experience about academic matters that are essential to good decision making and sound educational policy central to the mission of the university. Shared governance requires the participation of faculty at “each level where faculty responsibility is present,”<sup>1</sup> which implies including the faculty voice on matters from curriculum and budgeting to strategic planning.

Under the new budget model, many decisions that have in the past been made centrally have shifted to the colleges. As an institution we are now in a position to begin reviewing the effects of the new budget model.. It appears that the structures of shared governance have yet to adjust to the changes, some unanticipated created by the implementation of the new budget model.

To further aid the Senate and Colleges in their efforts to uphold the values of shared governance, the ISU chapter of AAUP is issuing the following guidelines. In each college there should be a designated body representing the faculty voice involved in all matters of budgeting and planning. The faculty representatives to the body should be elected by the faculty.

### **Guidelines for Shared Governance in Budget Planning**

- 1. Each college should have a designated body involved in budgeting and planning**
- 2. Faculty representatives to the body are elected by faculty**
- 3. Representatives have full access to data**
- 4. The faculty establish the academic criteria for evaluation**
- 5. The body issues formal recommendations**
- 6. Recommendations are issued before decisions are made by relevant administrative unit**

These guidelines ensure a presentation of the views of the whole faculty. In some colleges there exist bodies that meet some of these guidelines, but have not historically been involved in budgeting or planning. Some advisory committees exist that attempt to include the faculty on budget and planning decisions, but are composed of volunteers or members selected by the dean. The role of the faculty in decision process is unclear or gives inadequate consideration to faculty voice. Such situations represent a failure of the administration and faculty to realize the important principles of shared governance.

The governance structures do not need to be the same in each college, but they do need to fully realize the principles of shared governance. A basic principle of shared governance is that, “The structure and procedures for faculty participation should be designed, approved, and established by joint action of the components of the institution. Faculty representatives should be selected by the faculty according to procedures determined by the faculty”<sup>2</sup>

This faculty based approach to shared governance will benefit both the administration and faculty. The administration will receive better recommendations with greater faculty support. The faculty will benefit by having a strong voice that appropriately represents their interests and judgments.