

1. Where is shared governance alive and well at MU?

- Shared governance is alive and well in the Chancellor's office, in various departments (IT, for example), and in some academic units. My unit is CAFNR. I cannot remember any major policy developed at the college level within the past 10 years that omitted faculty input. My division (department) is Plant Sciences. I do not recall a policy developed at the division level that omitted faculty input.
- Shared governance is also alive and well in certain administrators. I know this list will not include everyone, but I would like to name a few as examples: Jeff Zeilenga, Hank Foley, Gary Allen, Bowen Loftin. These are the kinds of administrators who have a natural tendency to solicit faculty input. Again, there are certainly others, but these names come to mind off the cuff.

2. What are the most disappointing failures to practice effective shared governance in recent years at MU?

I am reluctant to identify many areas of failed shared governance, as publicizing them does not always lead to positive solutions. But because the solutions will come in spite of governance breakdown, and because someone in the future may say that these examples "aforetime were written for our learning," a few are mentioned below.

- The first example has to be the **Renew Mizzou** project, which included the creation of Mizzou North. The process was top-down to the point of being a living cliché. The Renew Mizzou plan was developed in secret then revealed to select faculty merely days before it was announced to the campus, which happened to occur immediately before the summer break. The Renew Mizzou project would have not been possible but for a culture of opacity. In that culture, the "space committees," charged with discussing space allocation, were rarely convened. The lack of shared governance as related to facilities has been resolved with the hiring of Gary Ward.
- The second example would be the plan for **remediation of mold-infested library books**. In the summer of 2014, 185,000 moldy books were destroyed. Yet in the fall of 2014, Library leadership continued to discuss this as pending—how to decide which books would be destroyed in the near future. Many of these books were destroyed in direct violation of an agreement between faculty and the library—no book will be destroyed without faculty approval and opportunity to veto.
- Events surrounding **the Missouri Press** involved a mixture of good and poor shared governance. Two years ago, the closure of the Press occurred after limited discussion among faculty. When the Press was reopened, its advisory committee was populated with faculty from all 4 campuses from the system. The formation of this advisory committee was developed under the leadership of former Chancellor Richard Wallace, who sought considerable faculty input. The advisory committee

was chaired by Mel George, who also listened well. But even after the formation of the advisory committee, financial information was not made available, even to the advisory committee. The financial records were made available only after Faculty Council pass a resolution requiring the Press to share them.

- The MU Strategic Operating Plan (**MUSOP**), especially as it was revised, also lacked shared governance. One reason is similar to the reason shared governance was limited for EO40 and EO41 (see below)—a time crunch.

3. What are the best examples of exercised shared governance by the Faculty Council in the past 5 years (note that an absence of such examples would be rather problematic)?

- Shared governance is excellent in **the development of IT policies**. Just about any committee that addresses IT will solicit, respect, and even rely on the expertise of scholars on this campus. They tend to be faculty-friendly committees.
- Shared governance is also excellent with **major search committees**. Good examples include the hirings of the Chancellor and Provost. There are many other examples, but these are the most important ones.
- Shared governance is improving in **budget allocation**. The Chancellor formed the Budget Allocation Advisory Council (BAAC), populating the committee with faculty members and others to offer guidance on budget-related practices.
- The **long-range visioning** effort is proving to be an excellent exercise in shared governance. Later this month, the Chancellor will be asking for input from all sectors at the university, including students, staff, and alumni.
- Shared governance with regard to **Title IX issues** was mixed in early 2014, but in recent months, has improved to the stature of models worth imitating. Last spring and summer, shared governance was lacking, as the President felt the need to issue Executive Order (EO) 40 and EO41 with minimal faculty input; he relied primarily on a Title IX consultant, welcoming faculty revision to these orders after they were passed by the Board of Curators. (I would point out that the lack of faculty involvement in those months was a product of pressure to “get something on the books” in a timely manner, tracked ultimately back to ESPN’s report of the Sasha Menu Courey tragedy.) In recent months, President Wolfe has actively sought faculty participation in drafting collective rules related to Title IX violations that involve the faculty. In addition, and at the request of IFC faculty, President Wolfe assigned his best administrators (in terms of their ability to work with faculty) to work with Dennis Miller, Chair of IFC, and his colleagues. That committee worked over the holiday break and continues this month in the crafting of policies. This faculty+administrator team is an exciting bunch to watch, as they exemplify shared governance on even the most sensitive of issues. I believe I am correct in saying that every faculty member in IFC as well as each administrator working on this project has commented that “this is how it should be.”

4. It would be good to have a documentable “Continuous Improvement Process” on shared governance that would start with a measuring of metrics that document how “alive and well” faculty governance is at MU. Do you agree? Could this become a priority? Do you have any suggestions on how to proceed?
- This might not be a bad idea. Harry Tyrer suggested this last year. I would not call it a super high priority for me at this time. This year is swamped with issues that most would regard as highest priority—MUSOP, BAAC, racial discrimination, Title IX. But again, it is important and worth pursuing. Also, with the coming of the new Chancellor, I see shared governance being insisted.