
The 2021 AAUP Shared Governance Survey: Findings on Faculty Roles by Decision-Making Areas

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Statement on Government of Colleges and Universities

- “Important areas of action involve at one time or another the initiating capacity and decision-making participation of **all the institutional components.**”
- “**Differences in the weight of each voice**, from one point to the next, should be determined by reference to the responsibility of each component for the particular matter at hand.”
- “The faculty has **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.”

Statement on Government of Colleges and Universities

In areas where the faculty doesn't have primary responsibility, the faculty still participates in decision-making. These areas include:

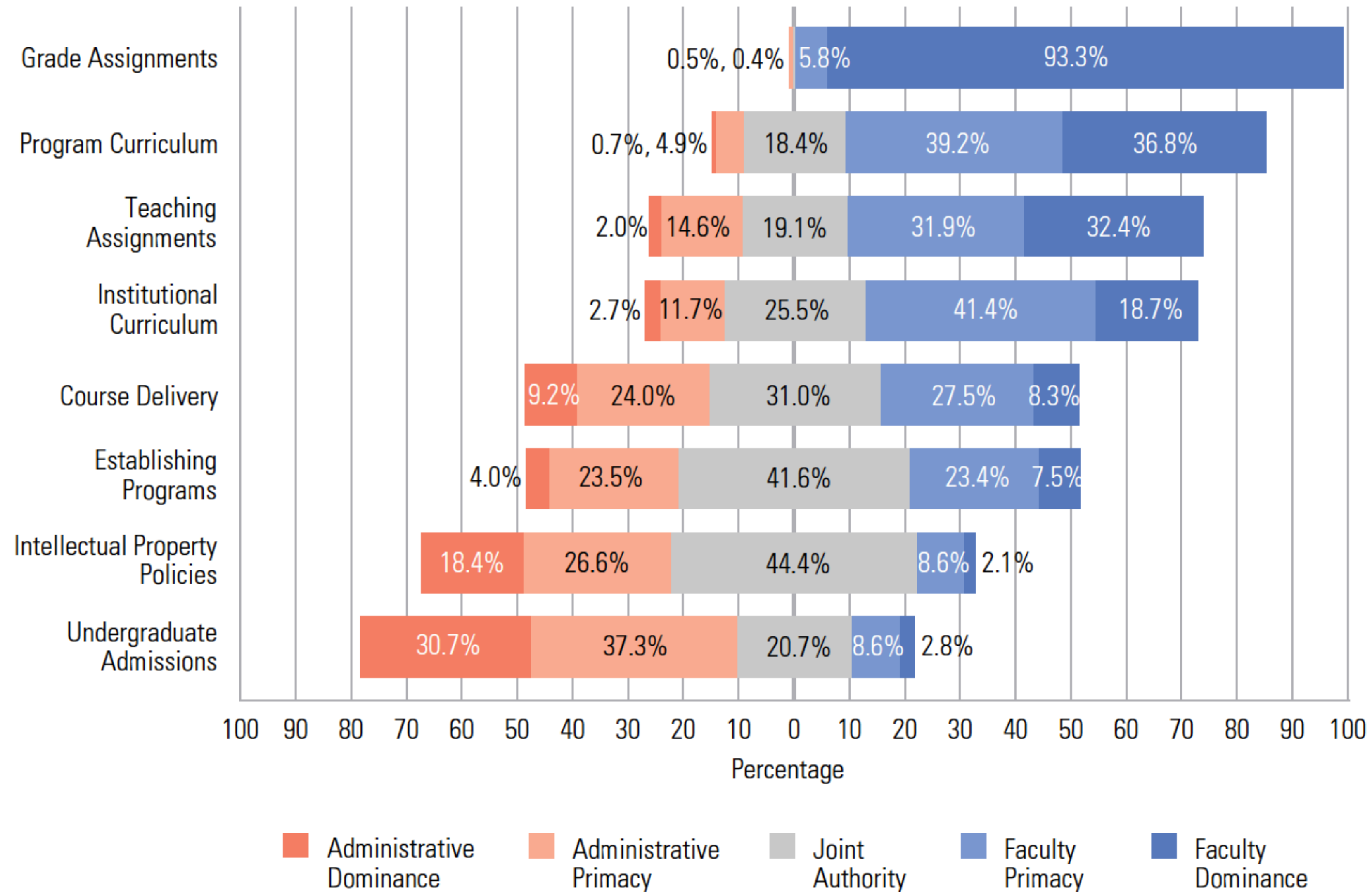
- ✓ Long range planning
- ✓ Hiring and evaluation of administrators
- ✓ Physical plant
- ✓ Budget

A Hierarchy of Levels of Faculty Participation

| | | | | |
|-----------------------------|---------------------------|--------------------|--------------------|----------------------|
| Administrative dominance | Administrative primacy | Joint authority | Faculty primacy | Faculty dominance |
|-----------------------------|---------------------------|--------------------|--------------------|----------------------|

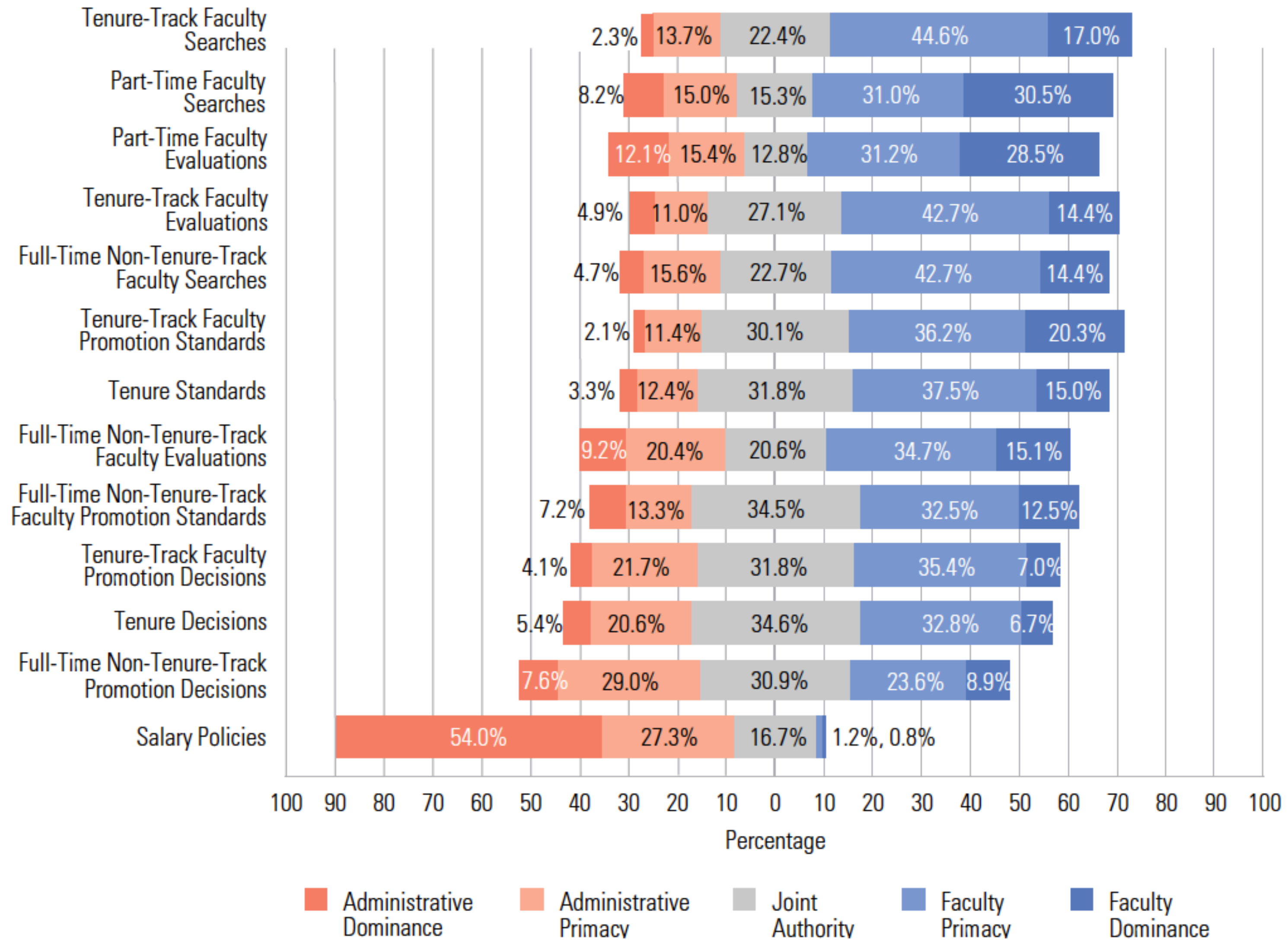
- **Dominance:** A group is making decisions in an area essentially unilaterally. The other group is informed of the decision or consulted in a pro forma fashion but generally has no influence on the outcome.
- **Primacy:** A group has primary authority for an area but that the other group has an opportunity to participate meaningfully in the final decision. If there is disagreement between the two groups, the group that has primacy normally prevails.
- **Joint Authority:** This level of participation means that both groups exercise equal influence in making decisions in an area. If an area is subject to collective bargaining between a union and the administration or board, the level of faculty participation should presumably be “joint authority.”
- **Faculty:** If decisions in a particular area are made by the department chair or head, they should be considered as being made by the faculty if heads or chairs are chosen by departmental election on a regular schedule. Otherwise, faculty participation needs to occur through an elected senate or council, or else through the general faculty.
- **Administration:** Deans, associate deans, provosts, associate provosts, etc. should be regarded as administration, regardless of whether they may hold faculty rank. Department chairs or heads that are not chosen by departmental election on a regular schedule should be regarded as administration.

FIGURE 1
Faculty Authority in Academic Decisions, 2021



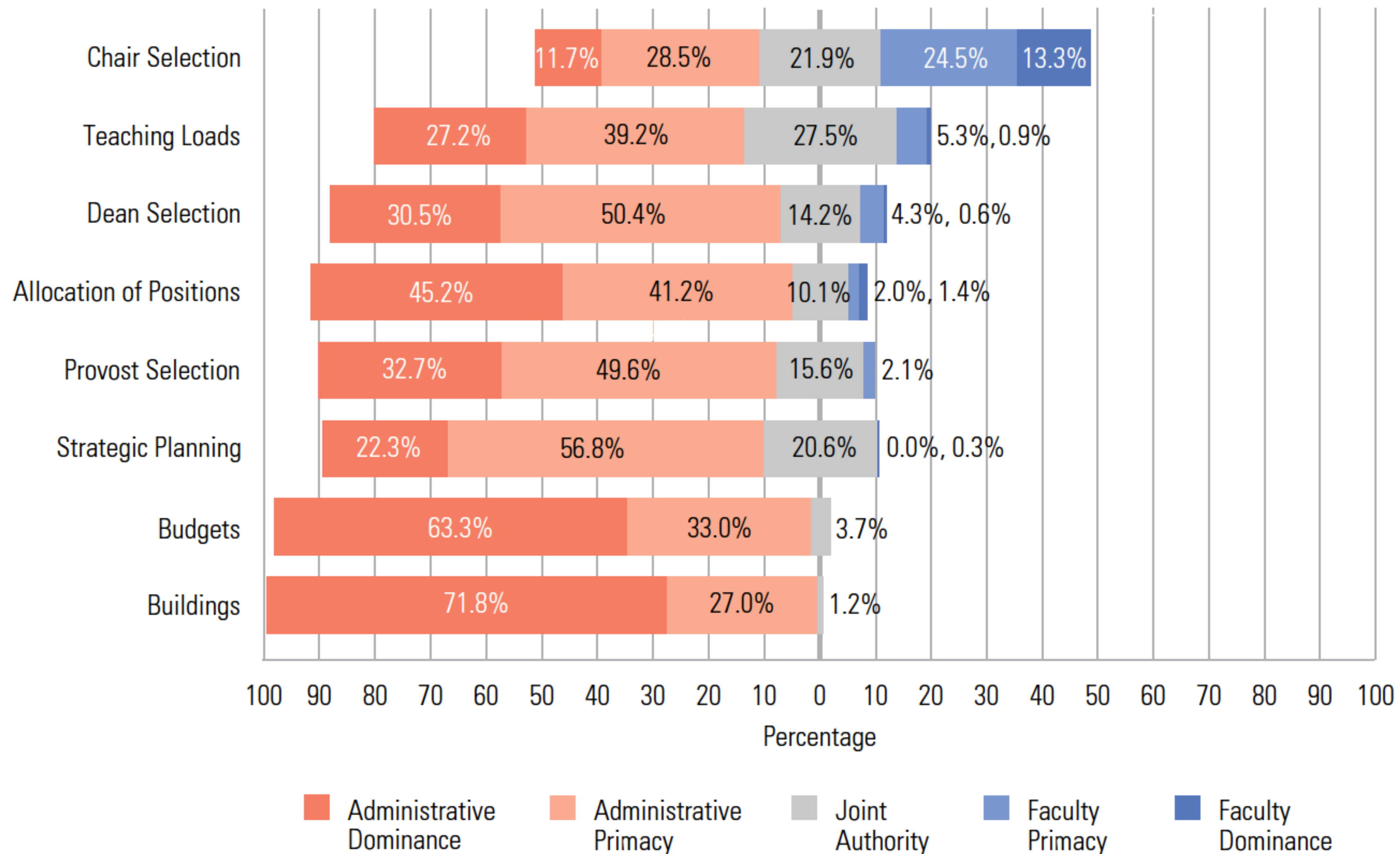
Note: Totals may not add to 100 due to rounding.

FIGURE 2
Faculty Authority in Personnel Decisions, 2021



Notes: Percentages for full-time non-tenure-track faculty promotion standards and decisions include responses only from institutions that have a promotion system for full-time non-tenure-track faculty. Totals may not add to 100 due to rounding.

FIGURE 3
Faculty Authority in Administrative Decisions, 2021

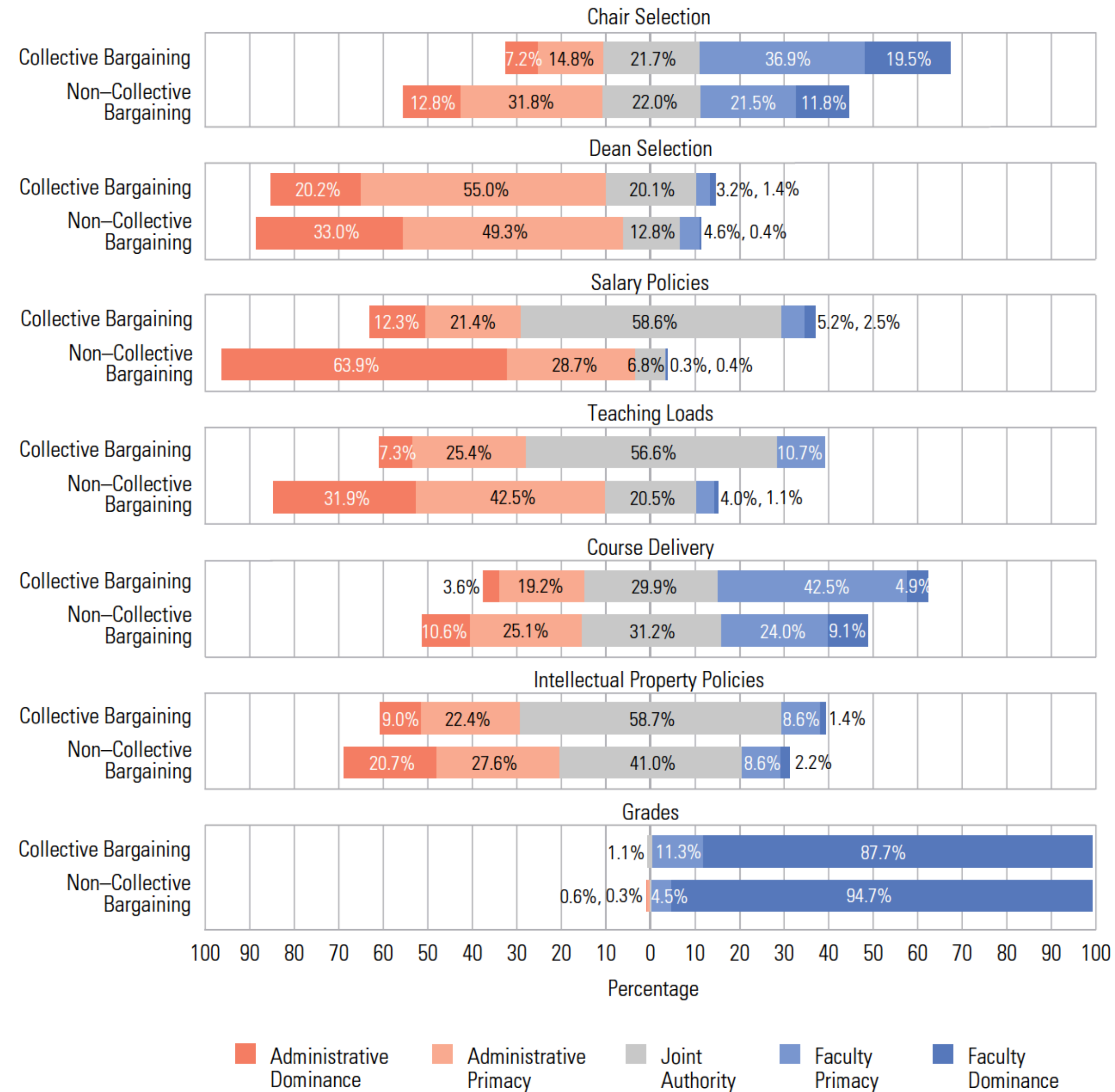


Note: Totals may not add to 100 due to rounding.

Results are broken down by...

- **Control:** public, private not-for-profit.
- **CB:** the tenured/tenure-track faculty are unionized (at institutions with a tenure system) or the full-time faculty are unionized (at institutions without a tenure system).
- **Carnegie:** Bachelor's, Master's, Doctoral.
- **Size:** small (< 2,000 students), medium (between 2,000 and 5,000 students), large (> 5,000 students).

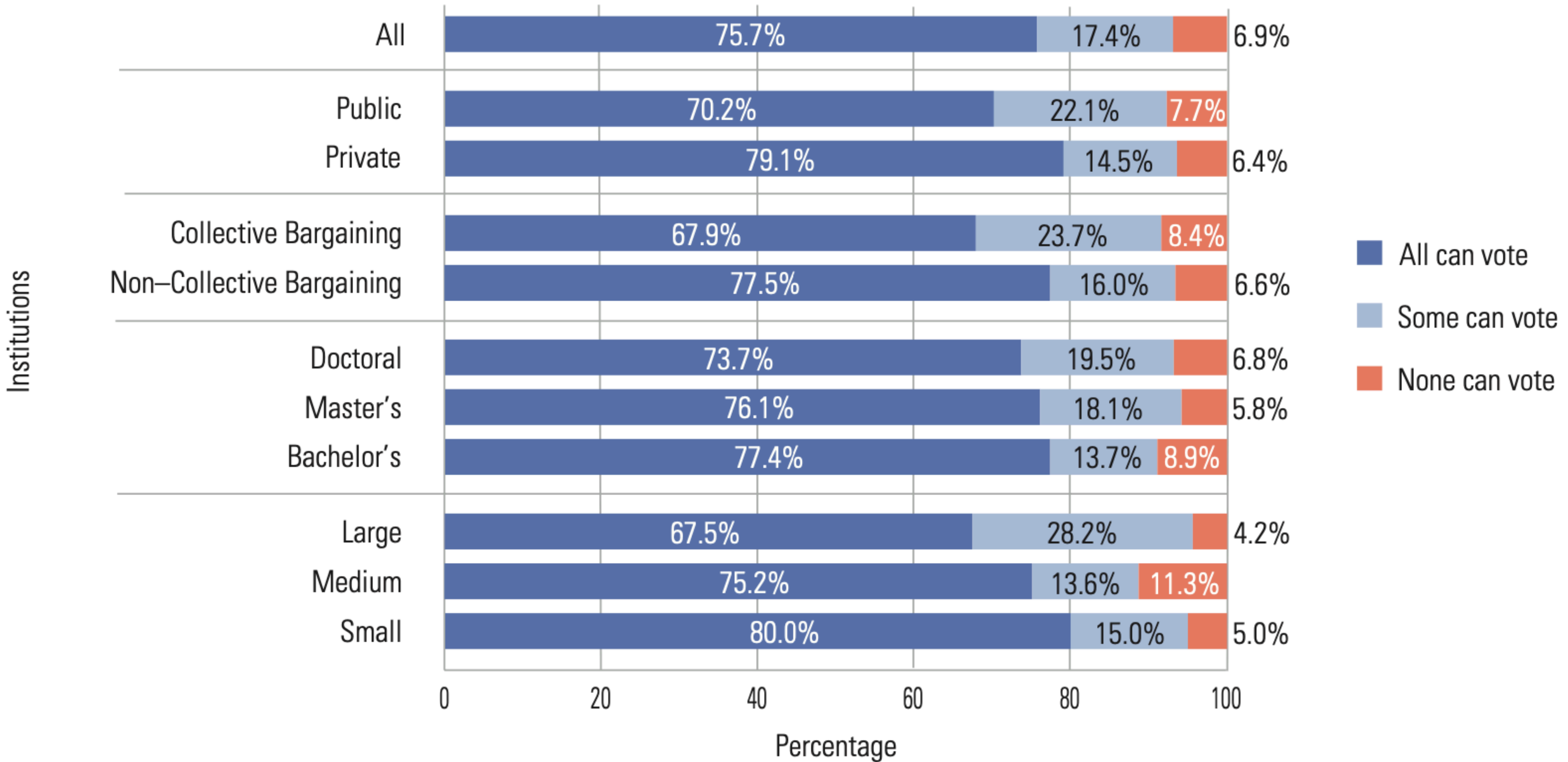
FIGURE 5
Faculty Authority by Faculty Collective Bargaining Status, 2021



Note: Totals may not add to 100 due to rounding.

FIGURE 1

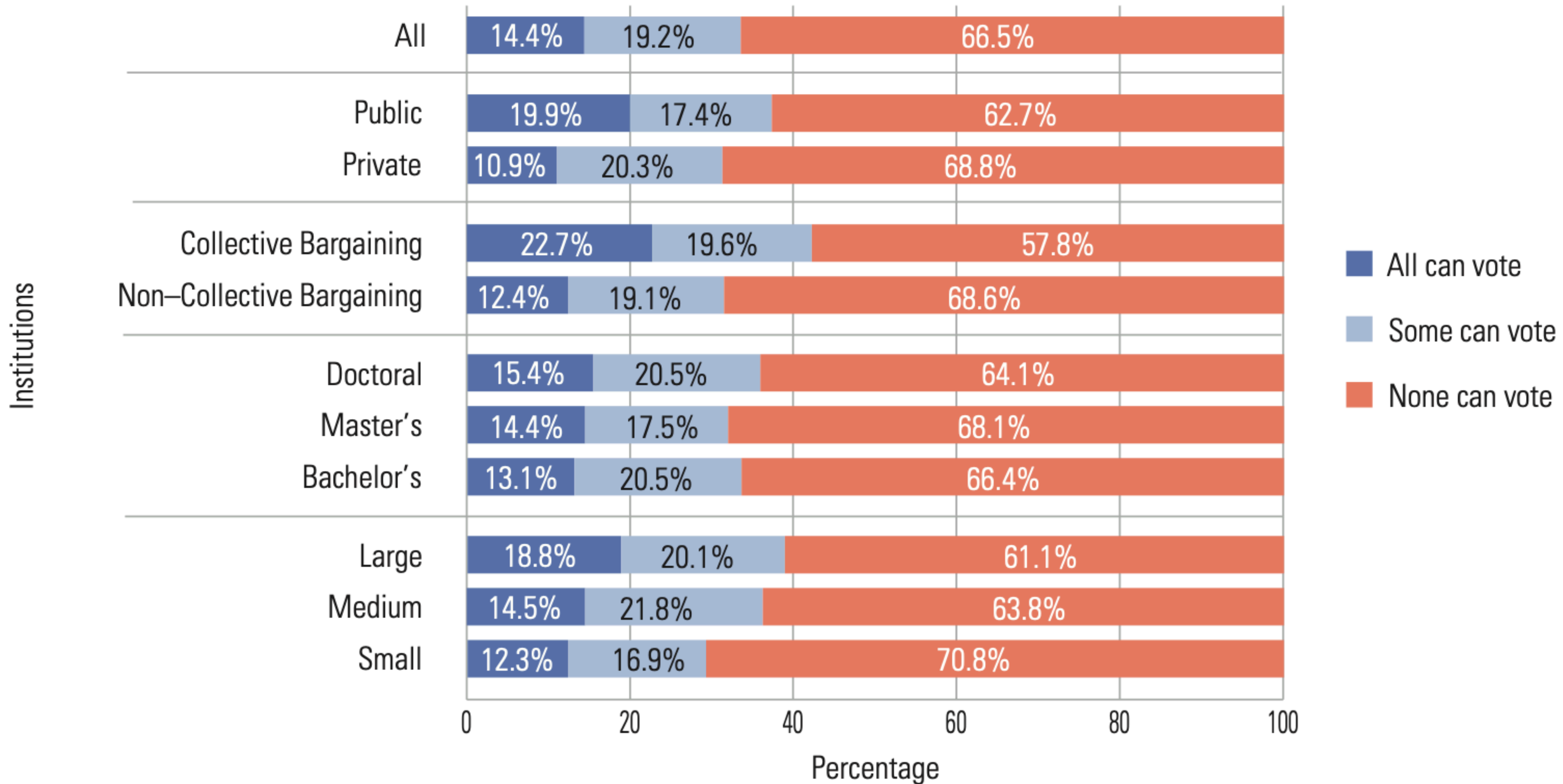
Senate or Council Voting Rights of Full-Time Non-Tenure-Track Faculty



Source: 2021 AAUP Shared Governance Survey.

Note: Findings are from four-year institutions with a tenure system and a faculty senate or council.

FIGURE 3
Senate or Council Voting Rights of Part-Time Faculty



Source: 2021 AAUP Shared Governance Survey.

Note: Findings are from four-year institutions with a faculty senate or council.