



The Art of Working with Faculty

Communication, Translation & Collaboration

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Learning Objectives

- 1.Examine potential points of friction in faculty-business officer interactions
- 2.Discuss the role of faculty and shared governance in campus decision-making
- 3.Describe ways in which business officers can more effectively collaborate with faculty
- 4.Discuss communication skills to employ when working with faculty



Table / Group Prompt – 5 minutes

Please Discuss:

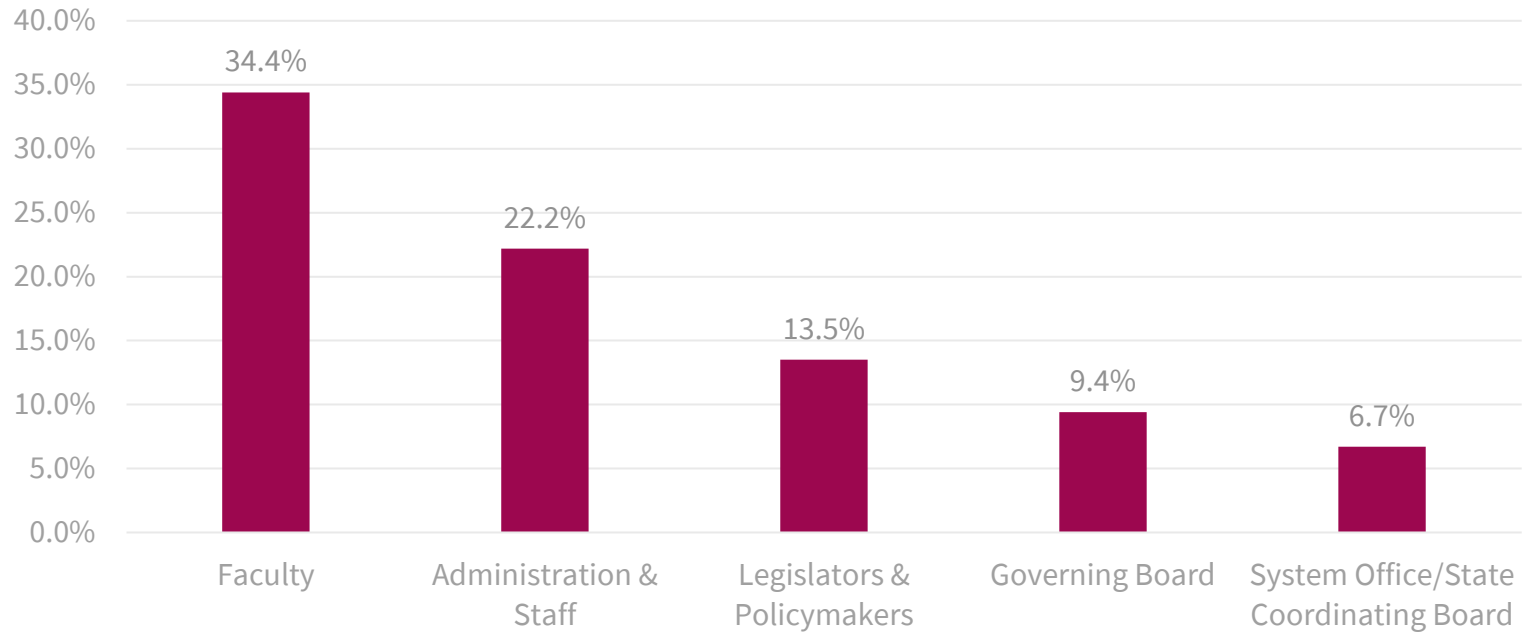
- Introduce yourself to your tablemates – name, institution, and why you chose to attend this workshop

Be prepared to share with the room.



Most Challenging Relationships

CBOs' Five Most Challenging Relationships



Source: NACUBO 2016 National Profile of Higher Education Chief Business Officers

Different Perspectives

How Leaders See Each Other

	Academic	Administration	Trustees
Making decisions	Collegial	Managerial	Directive
Perspective	Disciplinary perspective	Institutional perspective	Corporate perspective
Focus	Micro focus	Macro focus	Top-down
Power	Power over cooperation	Power over resources	Power over leadership

Source: Teibel, H. "A Voice, a Vote, or a Veto." *Business Officer*. June 2016



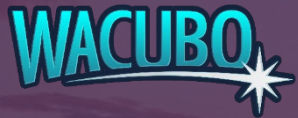
Table / Group Prompt – 10 minutes

Please Discuss:

- What do you talk with your faculty about most frequently?
- What are the topics that cause the most friction?
- Anything else you want to share?

Be prepared to share with the room.





SHARED GOVERNANCE

Role of Faculty and Shared Governance in Campus Decision-Making

POLLING QUESTION

Does your institution have the following?

- A. Faculty Governance
- B. Staff Governance
- C. Both Faculty and Staff (Shared) Governance
- D. Don't Know



Shared Governance

American Association of University Professors, Statement on Shared Governance

3 Reasons

1. Institution recognizes the voices and forces within itself.
2. Regard for the welfare of the institution remains despite mobility of scholars.
3. Institution that understands its interdependence will have greater capacity to solve problems.



No single model for shared governance, every institution is different ...

Bottom Line

At its heart, shared governance ensures the inclusion of a range of voices and ideas in the formulation of goals, priorities, and strategies.

It implies consultation.

Adapted from the Association of Governing Boards of Universities and Colleges ([AGB](#))

Shared Governance at the University of Arizona

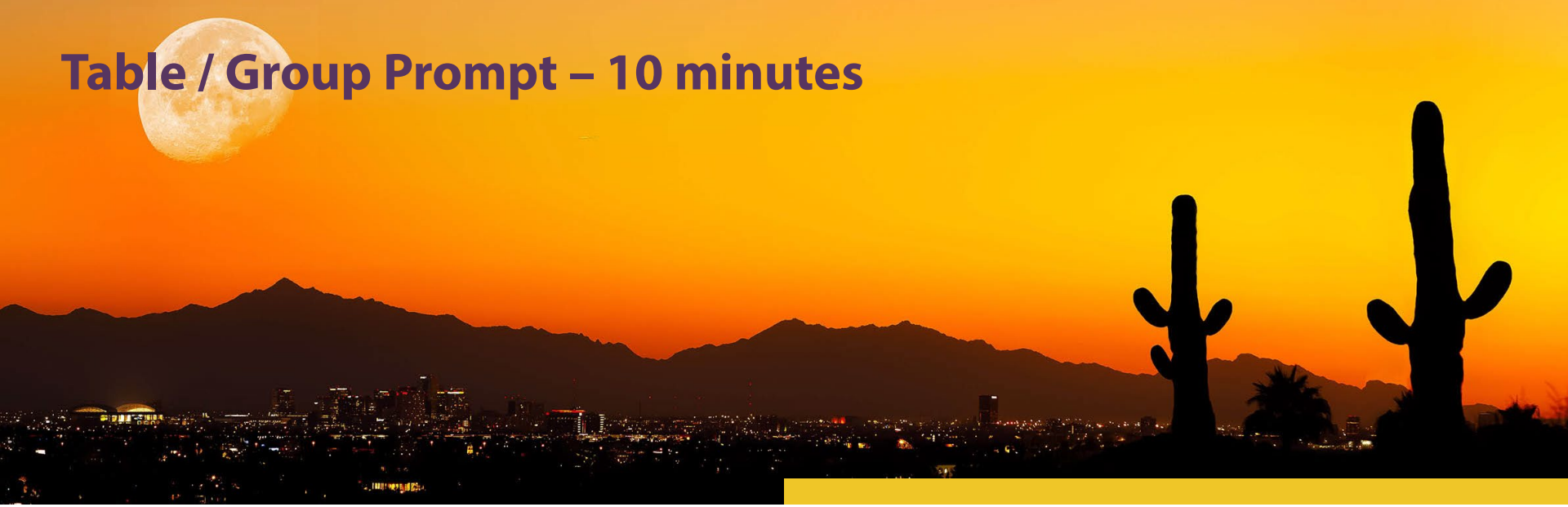
Arizona Revised Statutes §15-1601B

“Subject to the responsibilities and powers of the Board and the University Presidents, the faculty members of the Universities, through their elected faculty representatives, shall share responsibility for academic and education activities and matters related to faculty personnel. The faculty members of each University, through their elected faculty representatives, shall participate in the governance of their respective Universities and shall actively participate in the development of University policy.”

University of Arizona Faculty Senate and Shared Governance MOU with Administration



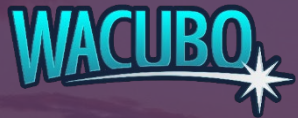
Table / Group Prompt – 10 minutes



Please Discuss:

- How is shared governance and faculty governance enacted on your campus?
- What does it do? What does it NOT do?

Be prepared to share with the room.



EFFECTIVELY
COLLABORATE

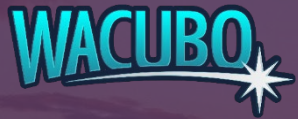
Bridge Building begins with *YOU!*

- Serve on search committees
- Learn about faculty research
- **Stress the mission, NOT money – money is a tool**
- Partnership rather than serving
- Seek the best intentions in others
- Do not accept abuse – communicate effectively and work tactfully with organizational leadership if necessary



Connect to the Mission – Tours & Service



A large saguaro cactus stands in the foreground of a desert landscape. The background shows rolling hills and a sky with soft, colorful clouds, suggesting a sunset or sunrise. A solid red horizontal bar with a thin yellow border is positioned above the text.

COMMUNICATION STRATEGIES

Table / Group Prompt – 10 minutes

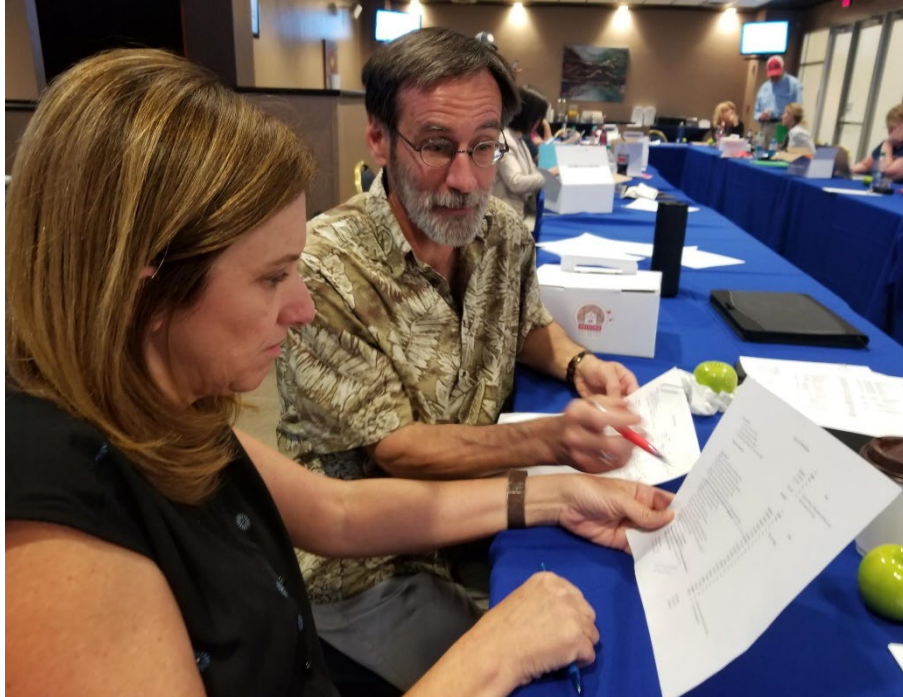
Please Discuss:

- What are some ways business officers can more effectively collaborate with faculty?
- How have you built collegial relationships?
- What communication strategies have you found effective?

Be prepared to share with the room.



Suggestions



- Trust is the basis of all communication
- Be open; host meetings or town halls
- Ask faculty for their thoughts; don't dictate
- Translate information; don't dumb it down
- Tailor messages to each audience
- **[Your Suggestions Here]**

WACUBO*

Thank you!