

# 1.2

## Watchlist of major governance challenges

This list is based on survey of CAUT member associations and issues raised with the Governance Committee by member associations. Let us know your issues by contacting us.

| Issue                                                    | What your association can do                                                                                                                                                                                                                                                                                    | Where to look for help                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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| <p>Faculty disengagement / quiescence / intimidation</p> | <ul style="list-style-type: none"> <li>■ Provide members with educational and informational resources about governance and associated rights</li> <li>■ Organize a governance-related campaign relevant to your institution (for example, around the need for an open president/provost/dean search)</li> </ul> | <ul style="list-style-type: none"> <li>■ CAUT resources on the <b>organizing model</b></li> <li>■ Library section: <b>Academic Staff Association Structures and Practices</b></li> <li>■ Library section: <b>Collective Agreements</b> (especially clauses on academic freedom, duties and responsibilities, collegial rights)</li> <li>■ Library section: <b>Academic Administrator Search, Performance Evaluation, and (Re) Appointment</b></li> </ul> |

| Issue                                                                                                                                                                                | What your association can do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Where to look for help                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
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| <p>Lack of communication / transparency / available data</p> <p>Overuse of closed meetings and practices / disproportionate demands for secrecy in routine governance activities</p> | <ul style="list-style-type: none"> <li>■ Challenge routinized secrecy in public institutions through communications with members and more widely</li> <li>■ Organize members to call in governance forums for more transparency</li> <li>■ During collective bargaining, negotiate provisions for transparency</li> <li>■ Consider grieving unduly secretive non-disclosure agreements or practices, including through use of academic freedom language</li> <li>■ File access to information requests, where appropriate</li> </ul> | <ul style="list-style-type: none"> <li>■ Library section: <b>Collective Agreements</b></li> <li>■ Library section: <b>Academic Administrator Search, Performance Evaluation, and (Re) Appointment</b></li> <li>■ Library section: <b>Institutional Planning, Budgeting, and Finances</b></li> <li>■ CAUT Policy Statement: <a href="#">Openness and Transparency in Post-Secondary Institutions</a></li> <li>■ CAUT Policy Statement: <a href="#">Academic Freedom</a></li> <li>■ CAUT Legal Advisory: <a href="#">Fiduciary Duties of University Board Members</a></li> </ul> |

| Issue                                                                                                                                                                                                                                                                           | What your association can do                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Where to look for help                                                                                                                                                                                                                                                                                                                                                             |
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| <p>Managerialism / corporatization</p> <p>Administrative or external dominance of senate and/or board, including underrepresentation of contract academic staff / overrepresentation of corporate appointments</p> <p>Marginalization of senate by or relative to the board</p> | <ul style="list-style-type: none"> <li>■ Educate members about senate powers and functions under governing legislation</li> <li>■ Use existing governance provisions to their potential</li> <li>■ Ensure elected senate seats are filled</li> <li>■ Campaign for robust election processes, where these do not already exist</li> <li>■ Encourage strong candidates to offer themselves by approaching them directly</li> <li>■ Support academic staff on senate (for example, through senate caucus, information and analysis-sharing, training for senators)</li> </ul> | <ul style="list-style-type: none"> <li>■ Library section: <b>Academic Staff Association Structures and Practices</b></li> <li>■ Library section: <b>Senates and Faculty Councils</b></li> <li>■ Library section: <b>Boards of Governors</b></li> <li>■ CAUT Policy Statement: <a href="#">Collegiality</a></li> <li>■ CAUT Policy Statement: <a href="#">Governance</a></li> </ul> |

| Issue                                                                                                                                                                         | What your association can do                                                                                                                                                                                                                                                                                                            | Where to look for help                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
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| <p>Lack of consultation re: major university decisions / initiatives (policy, planning, new systems, etc.)</p> <p>Pseudo-consultations, including on budgets and finances</p> | <ul style="list-style-type: none"> <li>■ Communicate concerns about process to members and encourage members to raise them with colleagues and administrative heads</li> <li>■ Organize motions at faculty councils</li> <li>■ Call on academic staff members on relevant collegial bodies to challenge top-down initiatives</li> </ul> | <ul style="list-style-type: none"> <li>■ Library section: <b>Academic Staff Association Structures and Practices</b></li> <li>■ Library section: <b>Senates and Faculty Councils</b></li> <li>■ Library section: <b>Boards of Governors</b></li> <li>■ Library section: <b>Development and Approval of Institutional Policies</b></li> <li>■ Library section: <b>Institutional Planning, Budgeting, and Finances</b></li> <li>■ CAUT Policy Statement: <a href="#">Collegiality</a></li> <li>■ CAUT Policy Statement: <a href="#">Governance</a></li> </ul> |

| Issue                                                                     | What your association can do                                                                                                                                                                                                                                                                                                                                | Where to look for help                                                                                                                                                                                                                                                                                                                                                                    |
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| <p>Closed presidential and administrative searches</p>                    | <ul style="list-style-type: none"> <li>■ Organize a campaign for open searches</li> <li>■ During collective bargaining, negotiate provisions for academic staff participation in search processes</li> <li>■ Work to secure a commitment to openness in search policies and procedures</li> </ul>                                                           | <ul style="list-style-type: none"> <li>■ Library section: <b>Collective Agreements</b></li> <li>■ Library section: <b>Academic Administrator Search, Performance Evaluation, and (Re) Appointment</b></li> <li>■ Library section: <b>Development and Approval of Institutional Policies</b></li> <li>■ CAUT Policy Statement: <a href="#">Academic Administrative Searches</a></li> </ul> |
| <p>Proliferation of “acting” or “interim” administrative appointments</p> | <ul style="list-style-type: none"> <li>■ Organize a campaign for improved institutional administrative search policy</li> <li>■ Work for search committee control over executive search firm engagement (or not), for example, through policy and procedure reform, education of members</li> <li>■ Call for internal searches where appropriate</li> </ul> | <ul style="list-style-type: none"> <li>■ Library section: <b>Academic Administrator Search, Performance Evaluation, and (Re) Appointment</b> (note material on the effects of routinely using executive search firms)</li> <li>■ Library section: <b>Development and Approval of Institutional Policies</b></li> </ul>                                                                    |

| Issue                                                                                                                                             | What your association can do                                                                                                                                                                                                                                                                                                                                                        | Where to look for help                                                                                                                                                                                                                                                                                                     |
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| <p>The substitution of administrative bodies and decision processes for collegial ones, even where decisions closely concern academic matters</p> | <ul style="list-style-type: none"> <li>■ Educate and organize members to insist that collegial provisions be followed</li> <li>■ Use existing governance provisions to their potential</li> <li>■ During collective bargaining, negotiate provisions requiring collegial processes</li> <li>■ Consider grievances where collegial processes are being bypassed</li> </ul>           | <ul style="list-style-type: none"> <li>■ Library section: <b>Collective Agreements</b></li> <li>■ Library section: <b>Institutional Planning, Budgeting, and Finances</b></li> <li>■ CAUT Policy Statement: <a href="#">Collegiality</a></li> <li>■ CAUT Policy Statement: <a href="#">Governance</a></li> </ul>           |
| <p>Involvement of outside (private sector) consultants</p>                                                                                        | <ul style="list-style-type: none"> <li>■ Possible governance campaign: transparency on use and cost of consultants</li> <li>■ Document and share with members the extent and costs of contracting out, including through Access to Information requests</li> <li>■ Where consultants do bargaining unit work and/or interfere with collegial rights, consider grievances</li> </ul> | <ul style="list-style-type: none"> <li>■ Library section: <b>Institutional Planning, Budgeting, and Finances</b></li> <li>■ CAUT Policy Statement: <a href="#">Academic Freedom</a></li> <li>■ CAUT Policy Statement: <a href="#">Collegiality</a></li> <li>■ CAUT Policy Statement: <a href="#">Governance</a></li> </ul> |

| Issue                                                                                                                                                 | What your association can do                                                                                        | Where to look for help                                                                          |
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| Overreach and tightening control by provincial governments, for example, using targeted funding, performance-based funding, legislative changes, etc. | <ul style="list-style-type: none"> <li>Work with unionallies to engage in political education and action</li> </ul> | <ul style="list-style-type: none"> <li>CAUT resources on the <b>organizing model</b></li> </ul> |

This document is part of CAUT's Governance Library, an evolving collection of resources for supporting member associations in efforts to strengthen systems of collegial governance at their institutions and to protect and foster academic staff voices within them.

Feedback and suggestions for continued library development are welcome. Please contact CAUT's Governance Committee at [governance-gouvernance@caut.ca](mailto:governance-gouvernance@caut.ca).



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