

**EDHI 9050**  
**Organization and Governance of Higher Education**  
**Key Introductory Themes**

Three Central Aspects of Organization and Governance in Higher Education:

- Governance: deciding what to do and how to do it, via goal-setting, mission and purpose formation, policy initiation, resource allocation, core academic programming decisions
- Management: planning and executing the work as laid out by governors
- Leadership: translating governance decisions into ongoing organizational action, via inspiring, fashioning compromises, convincing, detailing... the vaguely defined but palpable “glue” of organizational success

Critical Actors/Roles:

- Faculty
- Executive Leaders (including chancellors, presidents, and provosts)
- Administrative staff (including mid and lower-level administrative workers)
- Board members (also termed trustees, regents, etc.)
- Students
- “Outsiders”:
  - state/provincial boards
  - governments’ education bureaucracies (state, provincial, national)
  - funders (government agencies, foundations, etc.)
  - political leaders (governors, legislators, etc.)
  - voluntary accrediting and membership associations (SACS, NCAA, etc.)
  - external interest groups (unions, political groups, town leaders, etc.)
  - media
  - employing professions
  - families of students
  - alumni

Interchangeability of Roles: faculty can manage, students can lead, outsiders can govern, etc.

History:

Four Key Organizational Innovations in the U.S.:

- lay board largely composed of neither faculty nor clergy, beginning in the 1600s
- public/private split, beginning in the early 1800s
- access and service missions, adopted by public institutions in the late 1800s
- professionalized administration, emerging in the early 1900s

Trends in Organization and Governance:

- small to large size
- homogenous curriculum to heterogeneous curriculum
- universal to selective religiosity
- clear, consensual goals to often ambiguous, contested goals
- low to high levels of specialization and professionalization
- homogenous student body to heterogeneous student body
- uniform to differentiated technology
- buffered operations to somewhat more transparent, interpenetrated operations