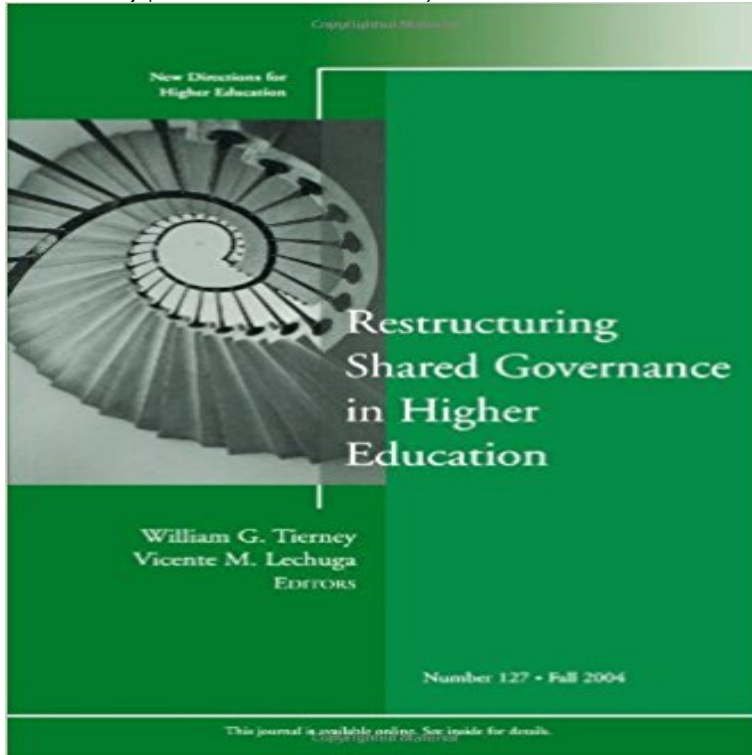


## Restructuring Shared Governance in Higher Education: New Directions for Higher Education, Number 127



Shared governance has been a hallmark of higher education in the United States since the early twentieth century. Since its inception, faculty, administrators, trustees, and other interested parties have either bemoaned or celebrated the idea. We offer a variety of viewpoints that bring to light various ways to think of shared governance. The intent is to foment dialogue and debate about the shape of shared governance for the future. Our assumption is that many challenges are at academes doorstep that may require significant changes. If those of us who work in colleges and university are not well organized to deal with those challenges, the solutions that we develop will be loves labors lost. Governance is the means to implementing ideas that either respond to problems or provide new strategies. If academic governance is ineffective, then it needs to be reformed. The shape of those reforms is what the authors of this volume consider. Chapters address the subject of shared governance from several perspectives, including partnerships between the state and higher education; disjointed governance in university centers and insitutes; a cultural perspective on communication and governance; and balancing governance structures with leadership and trust. Contributors also explore a conceptual framework of faculty trust and participation in governance. This is the 127th issue of the Jossey-Bass quarterly report series New Directions for Higher Education.

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