

# PA 3: Institutional Governance

## Rationale

This credit recognizes institutions that engage campus and community stakeholders in governance. Governance includes a variety of organizational functions and decision-making processes, from financial oversight and personnel management to goal-setting and strategic planning. Sustainability requires open, inclusive, and participatory processes and structures that empower stakeholder groups to come together and work collaboratively to address sustainability challenges.

## Applicability

Applicable to all institutions.

## Points available

A maximum of 4 points are available for this credit.

## Criteria

### 3.1 Student participation in governance

An institution earns 1 point when it meets all three of the criteria listed below. Partial points are available and earned as outlined in Table I.

Table I. Points earned for indicator 3.1

Criterion	Points available	Points earned
A. Institution has one or more ongoing bodies through which students can democratically participate in the governance of the institution.	0.5	
B. One or more student representatives are included as members of the institution's <b>highest decision-making body</b> .	0.25	
C. At least one student representative has voting rights on the institution's highest decision-making body.	0.25*	
<b>Total points earned →</b>		

\* Criterion B must be met to earn points for criterion C.

## Measurement

Report on the current status of the institution's governance structures.

## Documentation

Report the following information in the online Reporting Tool.

- Does the institution have one or more ongoing bodies through which students can democratically participate in the governance of the institution? (required). For example, student government or a student council.

*If Yes, the following field is also required:*

- Narrative and/or website URL outlining the ongoing bodies through which students can democratically participate in the governance of the institution
- Are one or more student representatives included as members of the institution's highest decision-making body? (required). For example, a governing board that includes a student council representative.

*If Yes, the following two fields are also required:*

- Narrative and/or website URL outlining student representation on the institution's highest decision-making body
- Does at least one student representative have voting rights on the highest decision-making body?
- Description of other mechanisms used to consult students on institutional decisions, plans, or policies (optional). For example, surveys, focus groups, task forces, and deliberative mini-publics.

## 3.2 Academic staff participation in governance

An institution earns 1 point when it meets all three of the criteria listed below. Partial points are available and earned as outlined in Table II.

Table II. Points earned for indicator 3.2

Criterion	Points available	Points earned
A. Institution has one or more ongoing bodies through which <b>academic staff</b> can democratically participate in the governance of the institution.	0.5	
B. One or more academic staff representatives are	0.25	

included as members of the institution's highest decision-making body.		
C. At least one academic staff representative has voting rights on the institution's highest decision-making body.	0.25*	
Total points earned →		

\* Criterion B must be met to earn points for criterion C.

## Measurement

Report on the current status of the institution's governance structures.

## Documentation

Report the following information in the online Reporting Tool.

- Does the institution have one or more ongoing bodies through which academic staff can democratically participate in the governance of the institution? (required). For example, a faculty senate or academic staff council.

*If Yes, the following field is also required:*

- Narrative and/or website URL outlining the ongoing bodies through which academic staff can democratically participate in the governance of the institution
- Are one or more academic staff representatives included as members of the institution's highest decision-making body? (required). For example, a governing board that includes an academic senate representative.

*If Yes, the following two fields are also required:*

- Narrative and/or website URL outlining academic staff representation on the institution's highest decision-making body
- Does at least one academic staff representative have voting rights on the institution's highest decision-making body?
- Description of other mechanisms used to consult academic staff on institutional decisions, plans, or policies (optional). For example, surveys, focus groups, task forces, and deliberative mini-publics.

## 3.3 Non-academic staff participation in governance

An institution earns 1 point when it meets all three of the criteria listed below. Partial points are available and earned as outlined in Table III.

Table III. Points earned for indicator 3.3

Criterion	Points available	Points earned
A. Institution has one or more ongoing bodies through which non-academic staff can democratically participate in the governance of the institution.	0.5	
B. One or more staff members representing non-managerial workers are included as members of the institution's highest decision-making body.	0.25	
C. At least one staff member representing non-managerial workers has voting rights on the institution's highest governing body.	0.25*	
Total points earned →		

\* Criterion B must be met to earn points for criterion C.

## Measurement

Report on the current status of the institution's governance structures.

## Documentation

Report the following information in the online Reporting Tool.

- Does the institution have one or more ongoing bodies through which non-academic staff can democratically participate in the governance of the institution? (required). For example, a staff council or works council.

*If Yes, the following field is also required:*

- Narrative and/or website URL outlining the ongoing bodies through which non-academic staff can democratically participate in the governance of the institution
- Are one or more staff members representing non-managerial workers included as members of the institution's highest decision-making body? (required). For example, a governing board that includes a staff council representative.

*If Yes, the following two fields are also required:*

- Narrative and/or website URL outlining non-academic staff representation on the institution's highest decision-making body
- Does at least one staff member representing non-managerial workers have voting rights on the institution's highest decision-making body?

- Description of other mechanisms used to consult non-academic staff on institutional decisions, plans, or policies (optional). For example, surveys, focus groups, task forces, and deliberative mini-publics.

### 3.4 Community participation in governance

An institution earns 1 point when it meets both of the criteria listed below. Partial points are available and earned as outlined in Table IV.

Table IV. Points earned for indicator 3.4

Criterion	Points available	Points earned
A. Institution has one or more ongoing bodies through which local <b>community-based organizations</b> not affiliated with the institution can democratically participate in its governance.	0.5	
B. Institution has used one or more ad hoc mechanisms during the previous three years to consult local community members on institutional decisions, plans, or policies.	0.5	
Total points earned →		

#### Measurement

Report on the current status of the institution's governance structures.

#### Documentation

Report the following information in the online Reporting Tool.

- Does the institution have one or more ongoing bodies through which local community-based organizations not affiliated with the institution can democratically participate in its governance? (required). For example, a multi-stakeholder “town and gown” committee or an institutional board or council that includes a representative from a local residents’ association.

*If Yes, the following field is also required:*

- Narrative and/or website URL outlining the ongoing bodies through which local community-based organizations can democratically participate in the governance of the institution
- Has the institution used one or more ad hoc mechanisms during the previous three years to consult local community members on institutional decisions, plans, or policies? (required). For example, a survey, focus group, advisory panel, task force, or deliberative mini-public.

*If Yes, the following field is also required:*

- Narrative and/or website URL outlining the ad hoc mechanisms used during the previous three years to consult local community members on institutional decisions, plans, or policies

## Glossary

**Academic staff** – Personnel whose primary assignment is instruction, research, or public service. Also known as “faculty members”, academic staff include personnel who hold an academic rank with titles such as professor, associate professor, assistant professor, instructor, lecturer, or the equivalent of any of these academic ranks. The category includes personnel with other titles, (e.g., dean, director, associate dean, assistant dean, chair or head of department), if their principal activity is instruction or research. It does not include graduate, instruction, and research assistants; student teachers; or teacher aides. [Adapted from the International Standard Classification of Education (ISCED) and the work of the Organization for Economic Cooperation and Development (OECD).]

**Community-based organizations (CBOs)** – Non-profit, non-governmental, or charitable organizations that represent community needs and work to help them. CBOs may be associated with a particular area of concern or segment of the community. [Carleton College Community First Glossary]

**Highest decision-making body** – The group of people that is vested with the authority to exercise governance over the institution. This body might be called the board of trustees, governors, overseers, regents, or visitors. For institutions that are part of larger systems, the highest governing body is often a system-wide board unless the institution is administered by its own governing board.

**Non-academic staff** – Administrative, clerical, operational, support, and technical staff whose primary assignment is something other than instruction or research, i.e., personnel who are not classified as academic staff.