

Sycophantic Management

<http://www.abc.net.au/news/2017-06-13/top-aides-take-turns-piling-praise-on-donald-trump/8612876>

Collegial Management

Definition is infused with notions of ethical *rights* and *duties*:

...collegiality relates to the right to be heard, implying voice and democracy, as well as both the right and duty to influence processes and decisions for the common good through participation and consultation in the given social context...

Cavanagh, John B. (2010) Managing collegiality: The discourse of collegiality in Scottish school leadership. Ed.D thesis.

Socratic Derivation

“What will have happened will be that we shall have come to see a complicated structure where we thought everything was simple, that we shall have become aware of the penumbra of uncertainty surrounding the situations which inspire no doubt, that we shall find doubt more frequently justified than we supposed, and that even the most plausible premises will have shown themselves capable of yielding implausible conclusions. The net result is to substitute articulate hesitation for inarticulate certainty.”

Russell, Bertrand (1992) *An Inquiry into Meaning and Truth* (Routledge, New York) p.11

Just how difficult can this be?



Just wait and see...



Principles underlying Collegial Management

- Integrity
- Common purpose
- Academic freedom
- Autonomy
- Democracy
- Respect

Uniqueness of the College Environment

“[The] structures allowing faculty members and other academic staff to control educational decisions are vital to maintenance of the integrity and quality of the university. Top-down governance structures also serve outside interests that would turn universities into academic enterprise providers for the private sector.”

http://www.cautbulletin.ca/en_article.asp?articleid=1659

Authority

Collegial Authority is:

...”the influence and involvement faculty members have in decisions and administration of their respective institutions .” *Collegial Authority Manual, FPSE (n.d.), p.5*

The exercise of management's rights shall be fair and equitable, nondiscriminatory and in good faith. *Article 17 CA*

“The detailed establishment of course assignments, instructional and office schedules, vacation schedules, professional development proposals and schedules, and related duties and responsibilities of each faculty member, **is the responsibility of the Department Chair, acting with the involvement of the department**, and shall be in accordance with established practice.” *Article 5.6 CA*

Authority cont'd

See *KVP Co. Ltd (1965)* defined how management's rules must be reasonable:

- Must be consistent with the CA
- Must be reasonable
- Must be clear and unequivocal

And in the case of discipline, rules

- Must be brought to the attention of the employee before action
- Employee must have been notified that a breach of such a rule could result in discharge
- Rule should be consistently enforced

Authority --- arbitration

1974 Arbitration between *Faculty Association of VCC and VCC* noted the following:

“The thread which runs through this whole structure is the view that academic decision of this kind should be arrived at by free discussions among professional colleagues, not imposed from above by someone with a position of authority”

Collegial management helps get to “reasonable”

Examples of Where it Happens

Departments/Divisions

Hiring and evaluations

Curriculum development

Program development and review

Hiring of Administrators

Development of policies and procedures

Education Leave

Deans and Division Chairs Committee

Education Council

Langara Council

College Board

Joint Labour Management Committee

Academic Re-structuring

Avoiding Problems

- Follow the rules (policies, CA)
- Ensure decisions are not discriminatory, arbitrary or in bad faith
- Be prudent
- Respect confidentiality
- Avoid conflicts of interest

Collegial Management at Langara

- It is part of the Langara College culture
- Our successes are based on close, cooperative relations we have with each other
- We owe this to pioneers like Lynn Carter, Cheryl McKeeman, and willing administrators, of which we have had many
 - **Collegial management leads us to a higher level of engagement, connectedness and purpose**