

The Collegial Culture Versus the Managerial: Sources of Resistance to Accreditation And A Promising Response

Presentation

Gene Rice

**Senior Scholar
Association of American Colleges and Universities
1522 34th St. N.W.
Washington, D.C. 20007
202.333.7099
grice@phd.antioch.edu**

THE CHANGING U.S. CONTEXT

From Focus On

To Focus On

Faculty → **Learning and Engagement**

Generational Changing of the Guard

Individualistic Ways of Working → **Collaboration and Engagement**
“My Work” → “Our Work”

Culture of Unexamined Assumptions → **Culture of Evidence**

Career Dependence → **Career Resilience**

Complete Scholar → **Unbundled Faculty Role**

Collegial Culture → **Managerial Culture**

Collegial Culture

- Liberal Arts
- Research University
- Faculty-oriented
- Peer Review
- Peer Leadership
- Community of Scholars
 - Tenure
 - Academic Freedom
- Shared Governance
- Qualitative Judgments
- Merit

Prestige Economy



Collaborative Culture

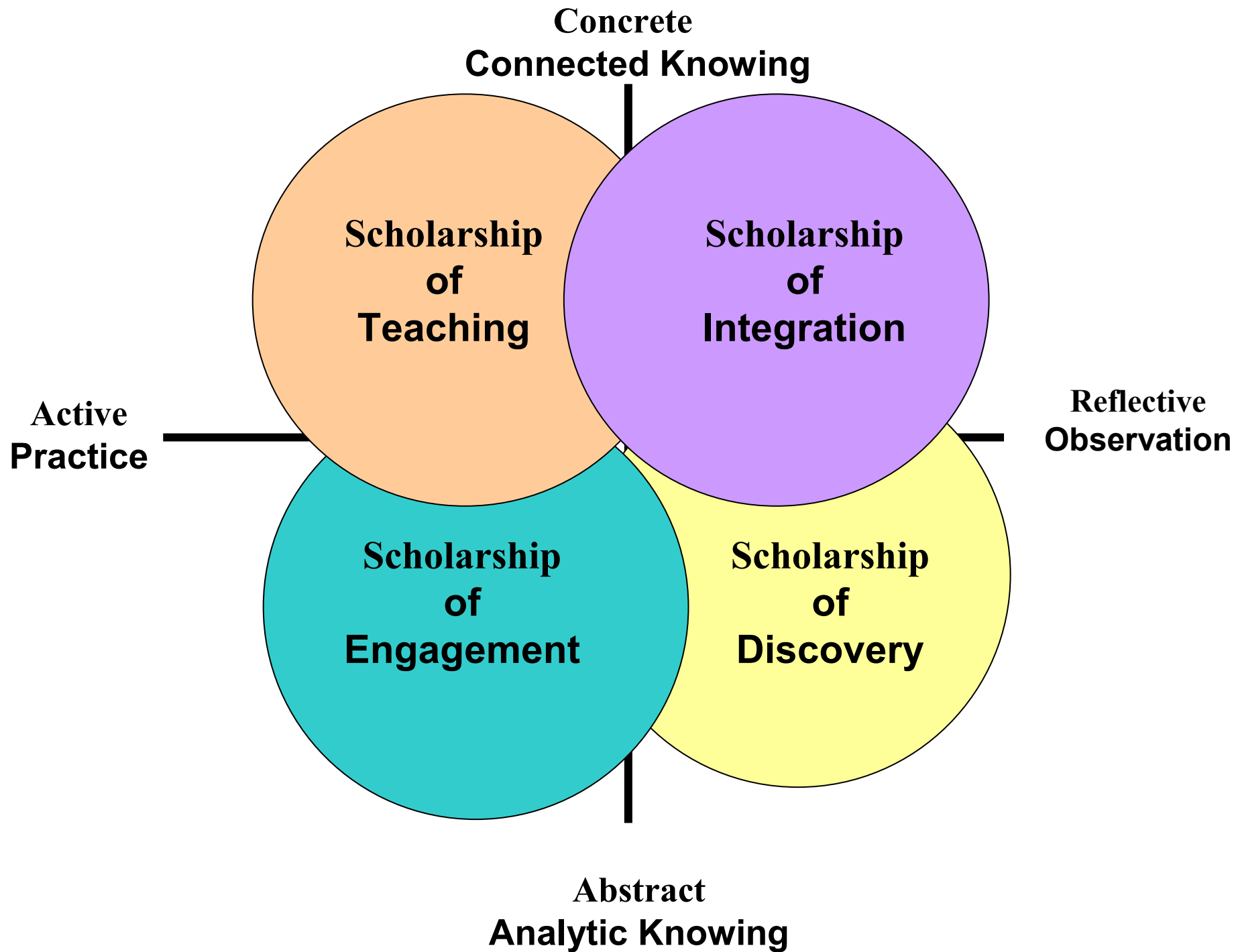
- Learning Organization
 - Bi-cultural
 - Creates Future
- Generative Communication
 - Pro-active
 - Interdependent
- Systemically-oriented
- Learning Centered

Managerial Culture

- Corporate Sector
- Bottom Line
- Accountability
- Efficiency
- Productivity
- Technical Leadership
- Quantitative
- Hierarchical
- Customer-oriented
- Worth

Market Economy





**CONCRETE
CONNECTED
KNOWING**

**Transformation of
Knowledge and
Attending to the
“Making of
Meaning”**

**Integration
and
Synthesis**

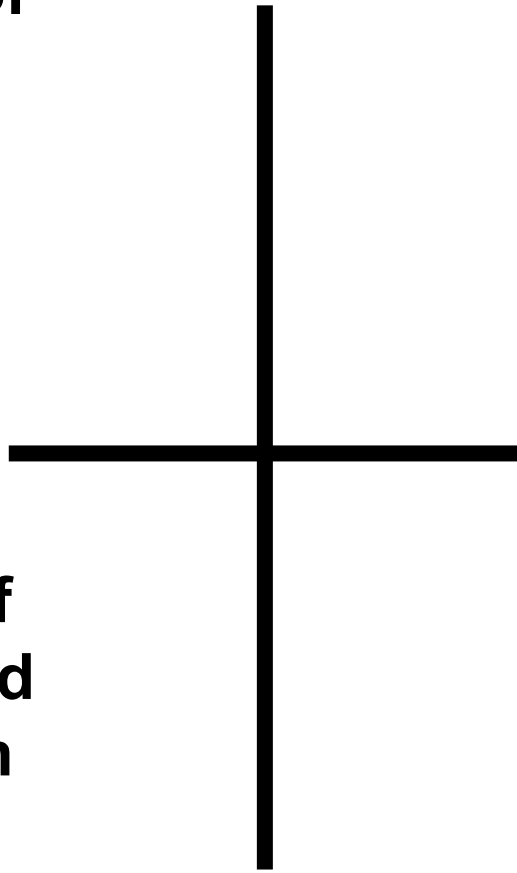
**ACTIVE
PRACTICE**

**REFLECTIVE
OBSERVATION**

**Application of
Knowledge and
Learning from
Practice**

**Discovery
and
Advancement**

**ABSTRACT ANALYTIC
KNOWING**



National Survey Chief Academic Officers

(Reflects changes over 10 year period)

Most frequent changes:

- 1. Expanding the definition of scholarship used in faculty evaluation policies** **75.8%**
- 2. Incentive grants to support multiple forms of scholarship** **74.6%**
- 3. Flexible workload programs** **40.5%**

Reward Systems

1. **Scholarship of Teaching and Learning & the Scholarship of Engagement:**

-being rewarded at increasing rate

BUT, research expectations rising at same time

2. **Encouragement of institutional service also rising**

3. **Success in tenure & promotion has remained the same (7 in 10)**

4. **Reward systems supporting multiple forms of scholarship:**

-leads to increased involvement in scholarship of teaching & learning &

-engaged scholarship

From KerryAnn O'Meara & R. Eugene Rice
Faculty Priorities Reconsidered, Jossey-Bass 2005