**President Horvath’s Shared Governance Day Speech, March 7th, 2017**

Thank you for inviting me here, Phil and Dom. As a UB Alum, I have a sense of coming home to be here with you, even though this building—and much of this campus—did not exist when I was a student here. For me, receiving the SUNY Shared Governance Award was one of the proudest moments of my career. I was proud of the work of so many colleagues across my institution, as we were committed to working together and appreciated SUNY’s recognition of the hard work in doing that.

My view of shared governance comes down to 4 things:

**Heart, mind, hands, and voice.**

As humans, we need all of these things in our interactions.

**Heart:** Those involved need to have the heart for shared governance, with belief that it’s the best way to solve a problem. Do people who are engaged in Shared Governance really believe that ideas are going to be stronger when you have everyone at the table? When you problem solve from multiple perspectives—even if self-interests are very different from each other—there is a true benefit to getting things done that can be more robust. Shared governance may not the most efficient approach, but groups reach the point that ideas are stronger. I hear a term used sometimes as people collaborate – “buy-in”– but I really don’t like that term. “Buy-in” involves building first and then selling the idea to people. I find that if you invite all voices in right away, acknowledge all concerns, you can build with everyone’s needs in mind. So I prefer the term “build-in,” which is the idea of bringing people together first and seeing what they can accomplish. This in where *ears* come in too: listening through tone and words to hear what the idea is, value it, and build it. In times of disagreement, people are fighting for something they believe in, and hearing it, *listening* to that passion becomes important. That is the hard part. We solve things better as humans when we listen and hear all sides.

**Mind:** Intellectual work is a cross between legal, social, intellectual interdisciplinarity, and problem solving in all different aspects of the organization. Tenure and promotion policies were not as clear when I started as Vice President for Academic Affairs at SUNY Fredonia. It took seven years—and a lot of good, intellectual work—to develop *HARP*, Fredonia’s Handbook on Appointment, Reappointment, and Promotion. Because we look at issues from multiple sides and consider models and sources, Intellectual alignment takes a long time. We need to bring strong minds to shared governance.

**Voice:** Effective shared governance means giving people the authority and responsibility of using their voices for collective good. How does any position of having a voice advance the institution, and how is it a fair practice? And leaders of shared governance remind each other when our voices are not working together toward the end of collective good. Strong voices in shared governance can mean looking people in the eye, saying what you need to say, and respectfully disagreeing if needed. In collaboration for building something together, the voice becomes important.

**Hands:** Shared governance is, in short, considerable work. Those involved need to be willing to rethink, to revise, to go back to the table, to have patience, and to persevere no matter what. For example, when I led strategic planning, our steering committee developed a tool kit that allowed anyone to dig in and develop strategic direction. We needed many hands to do this work. The toolkit is available on the Fredonia website (<http://home.fredonia.edu/strategicplan2011>).