DRAFT REPORT OF THE
PRESIDENTIAL-FACULTY SENATE JOINT TASK FOR ON SHARED GOVERNANCE
IMPLEMENTATION
November 27, 2005

Activities of Shared Governance: In the operations of a complex institution such as the University of Florida, different groups will have different interests in and responsibilities for various aspects of governance. Effective shared governance requires, at a minimum, recognition that both faculty and administrators have unique as well as overlapping roles and are accountable to the institution in different ways, and that they all share a mutual goal of improving the University in its academic mission and in creating an environment that supports all members.

For effective shared governance, all parties must understand that neither the faculty nor the administration can operate successfully when at odds with the other, nor can either act independently of the other. Effective shared governance requires acceptance of the following principles and values:

- **Mutuality, Collegiality, and Collaboration**: faculty and administration are engaged in a collective endeavor that requires that they work together in partnership to create a climate of trust and cooperativeness.
- **Transparency**: there must be openness of ideas and the timely sharing of information regarding all aspects of the collective mission in order for appropriate input to be possible.
- **Representative Participation**: there must be procedures for optimizing faculty input and insuring a broad representative spectrum of faculty viewpoints.
- **Mutual Accountability:** all parties to shared governance must work diligently and expeditiously toward furthering the mission of the College and there must be procedures in place to evaluate the progress of governance activities.

Governance of a complex institution is like a living organism; it is constantly changing and adapting to new information and environmental stimuli. A procedure that might work well in one college may be unsuccessful in another college where the resources, goals, or customs are different.

Recognizing that faculty and administrators have specific responsibilities and are accountable in different ways, effective shared governance recognizes these various responsibilities and implements procedures that further the principles of shared governance and allow for periodic review of its success. The following activities and areas of responsibility identify broad-brush parameters for sharing in the collective governance of the institution.

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Areas of Responsibility		
FACULTY	**SHARED/MUTUAL**	**ADMINISTRATION**
Activities: Develop policies, criteria and standards related to the advancement of the academic mission of the unit and the development of its faculty.	Activities: Develop processes and procedures to allow optimal input of the faculty and the administration in decision-making	Activities: Provide leadership for the unit. Develop and implement administrative policies and procedures. Implement academic and faculty policies, secure adequate resources for the unit, manage budget and fiscal resources. Communicate effectively with external and internal constituents.
Scope of Responsibilities: Primary responsibility is to determine academic rules and policies, standards and criteria for hiring and P&T, curricula, standards for evaluating students and faculty, and policies that promote excellence and dissemination of research and scholarship.	Scope of Responsibilities: Shared responsibility is to develop strategic plans and budget priorities, define and assess academic freedom, select unit heads, and institute functioning procedures for shared governance	Scope of Responsibilities: Primary responsibility is to implement policies and procedures for the effective functioning of the unit, including processes agreed upon by faculty and administration for hiring and P&T. Implement the strategic plan. Manage fiscal resources in a sound manner with appropriate faculty input.
Procedures: Each unit should have a representative faculty-led body with the dual role of developing and overseeing the structure and procedures of shared governance and of making sure that policy decisions that affect the unit faculty as a whole are made with appropriate faculty input.	Procedures: Faculty and administration should develop an appropriate committee structure that ensures participation by both faculty and administrators to provide faculty input in administrative areas and administrative input in faculty areas of responsibility. Consensus building regarding the policies and procedures of the unit is a shared responsibility and goal.	Procedures: The administration has final authority in the unit re: all policies, however, administrators have the responsibility to seek faculty input on all administratively developed policies and procedures and to provide feedback and rationale to the faculty whenever a faculty developed policy is not endorsed.

No system of shared governance, no matter how detailed, will guarantee that governance is truly shared without a way to assess outcomes. Each academic unit should assess the progress of shared governance regularly by analyzing at least the following indicators and taking steps to improve matters where they fall short:

- The dean and department chairs acknowledge the importance of shared governance.
- Faculty members view participation in shared governance as an important part of their job.
- The institution recognizes participation in governance by reducing workloads and rewarding governance work.
- Faculty can express dissenting views without reprisal.
- The faculty responds expeditiously to administrative requests for recommendations and action on matters.
- The administration responds expeditiously to faculty requests for recommendations and action on matters.
- Faculty members have timely access to information they need to make informed decisions or recommendations.
- Faculty led committees exist to determine educational policy, curriculum design, and standards for evaluating teaching and scholarly production.
- Faculty led committees exist to work with administration to determine standards for retention, promotion, and tenure, strategic plans, and budget priorities.
- There are formal procedures to give faculty peers a voice in decisions of appointment, promotion, tenure, and dismissal of faculty colleagues.
- The faculty has a governing body for which it elects the members, sets the agenda, and establishes procedures for committees that oversee those areas in which the faculty has primary responsibility.
- The faculty periodically reviews and, when appropriate, proposes changes to governing documents and unit policies.
- Appropriate channels exist for administrators to regularly and accurately report to faculty on matters of interest and for faculty to regularly and accurately report to administrators on matters of interest.
- The faculty has an influential (what does this mean—influential?) role in developing the institutional budget.
- The faculty shares the responsibility for selecting and evaluating deans and department heads.

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the dean refuses to implement a faculty policy he/she must explain why. The dean must also hire appropriate administrative staff and structure the dean's office to implement the policies adopted by the faculty

Faculty dissatisfaction is just one criteria of lack of shared governance.