Buzz: Shared Governance

By: Danaya Wright, Faculty Senate Chair



Danaya Wright

I hope you have been witnessing a flurry of activity around shared governance in your college. If so, it is a result of a lot of work by your colleagues that has brought us to this critical time. As you may recall, in August, 2005, President Machen and Senate Chair Kim Tanzer organized a joint task force on the Implementation

of Shared Governance Structure. That group was cochaired by Jean Larson (CLAS) and Tony Brennan (Eng), both former Senate chairs. That committee worked diligently through last year and wrote a lengthy report on shared governance at the local unit (college, department, center) level. The report was adopted by the Faculty Senate at the April, 2006 Senate meeting, and supported by the Board of Trustees at its June, 2006 meeting. The report is available on the Senate's Web site at www.senate.ufl.edu.

Besides containing a lot of valuable information on the principles of shared governance, best practices for shared governance, and resources to assess your own unit's level of shared governance, the report required each unit to form a unit-level shared governance task force (SGTFs) to evaluate, develop, and implement better shared governance in each unit. Each SGTF is to report back to the Senate Chair and the appropriate Vice President the results of its work during the 2006-2007 academic year by April 30, 2007.

Over this past summer and in the early fall I charged the senators from each college or academic unit to make these SGTFs happen.

The Senate cohorts are to determine the size and composition of their own unit's SGTF, subject to the one requirement that the faculty membership must be elected by the faculty. In some colleges, for instance, there already existed an elected faculty group that was looking at shared governance structures and procedures, and so the senators determined that that group should continue its work and be responsible for fulfilling the charge laid out by the report. Other units decided to take a subset of a pre-existing elected faculty body (like a council or executive committee) and supplement that group with elected senators. Other units simply decided to have their senators, or a subset of senators, fulfill this task, because the difficulty of holding another election would take valuable time away from that needed to fulfill the report's charge. In any event, each college, as well as the units represented by the library and group one senators, should have a fully functioning SGTF that is meeting regularly to investigate and develop better shared governance procedures and mechanisms in the units.

I have received many inquiries about these SGTFs and their role within the academic units, and so I thought I would simply mention a few of them and provide some brief answers.

see Wright, pg. 2

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Wright from, pg. 1

Are these SGTFs senate committees? No, the Senate resolved that each unit should create one, but each is a unit-level committee. The unit senators are expected to make sure the committee fulfills its charge, and it is asked to respond to the senate chair, but it also must respond to its academic vice president.

What role should administration play on these SGTFs? The dean, director, chair, or appropriate administrator should appoint members to the SGTF to represent the administration. Those members are fully-voting members of the SGTF and they are responsible for bringing to the table the voice and concerns of the administration. Remember, these are SHARED governance task forces.

Should students or staff serve on these SGTFs? The answer to this question is unit-specific. In units like the libraries, for example, where there is a strong cohort of non-faculty professional staff that have a valid interest in shared governance, the answer is most likely yes. In some units, like academic technology for instance, students probably aren't appropriate. Each unit has to come to its own decision on this.

How do I discover the composition of my SGTF? If you aren't directly involved and haven't been contacted by members of your SGTF, contact your senators and they should be able to tell you what is happening with your unit SGTF.

What if I have ideas about improving shared governance, what do I do? If your unit has mechanisms available for bringing ideas to appropriate committees, then follow them. We hope that many of your unit SGTFs are holding workshops (or will be doing so soon) to solicit feedback and to inform faculty of their goals.

Can I just sit back and let others do all this work? No, not only will shared governance not work if faculty do not get involved, but any constitutional changes, or significant policy changes involving governance mechanisms will most likely need to be approved by a full faculty vote. So at the very least you need to become informed voters on these issues.

What if the administration and the faculty profoundly disagree on some procedure or mechanism? Then they need to keep working on it until they come to a position they can both agree on. Shared governance is SHARED – both the administration and the faculty need to feel confident that any new procedures or mechanisms for governance are ones they can all live with and follow.

Why do faculty want to get involved in the administration's decision? It's not about interfering, it's about getting input from the relevant people so the best decisions are made. Sometimes there isn't time to run issues by numerous faculty committees, but that does not mean faculty should not be consulted even when decisions have to be made quickly. On the other hand, decisions involving academic policies should be primarily within the purview of the faculty. It is up to the faculty, therefore, to make sure that mechanisms exist so they can properly execute this responsibility.

Is all this shared governance talk for real? Yes, the administration and the Board of Trustees are committed to shared governance at the local level and will do their best to insure that it is functioning properly. They agree with faculty that the best decisions are made when multiple viewpoints are expressed and when as much information as possible is brought to the table.

What if I still have questions? Feel free to contact any members of the Joint Task Force (whose members are identified on the report and on the Senate Web site), or contact me at: facultysenatechair@ufl.edu.

AAUP Indicators of Shared Governance

One important resource for shared governance information is the AAUP Web site. There you can find surveys, reports, and information about the mechanisms of shared governance. One useful report is their Indicators of Shared Governance, which is a simple checklist that should allow you to spot where governance procedures in your unit are working well, and where you might want to consider making changes. A summary of these indicators are below.

BOT and President verbally acknowledge the importance of shared governance

Faculty view participation in shared governance as a worthwhile faculty responsibility

Institution fosters SG by maintaining reasonable work loads & supporting service work

Faculty members can express dissenting views on governance without reprisal

Campus climate supports a diversity of ideas

Relationships between faculty, administrators, and governing board are cooperative

Procedures for grievances are consistent with AAUP standards of due process

Communications are transparent and carried out in good faith

Given reasonable time, the faculty, administrators, and board respond expeditiously to requests from each other

Faculty committees determine educational policy, curriculum design, curriculum review, and standards for evaluating teaching and scholarship.

Faculty committees largely determine standards for hiring, retention and promotion of faculty

Faculty sets agendas, chooses representatives and leadership, and establishes procedures for committees that oversee those areas in which the faculty has primacy.

Faculty periodically reviews and proposes changes to governance procedures and documents

Faculty representatives have adequate time to consult with their constituencies before voting on important issues

Faculty has an influential role in developing the institutional budget

The faculty SHARES with the board the primary responsibility for selecting a president

The faculty has a strong influence on the selection and evaluation of academic administrators

Faculty senators keep their constituents informed of the agendas and actions of the senate

http://www.senate.ufl.edu/archives/committees/governanceTaskForce/indicators.pdf

Unit Level Shared Governance Updates

Each academic unit should have its shared governance task force in place by now. We have requested information from each to let you know how your college or unit is doing. If we have not listed information for your unit, you should check with your senators and encourage them to be more communicative with their faculty as well as with the Senate office.

Agricultural and Life Sciences

Update not available

Business Administration

Update not available

Design, Construction and Planning

Update not available

Dentistry

In response to both the Faculty Senate request and the dean's charge, the Steering Committee met with the college's senators and decided to review previous documentation related to the structure of shared governance at the college and prepare a brief, document with flow charts in response to Dr. Dolan's charge to the Steering Committee. Two members of the Steering Committee are preparing the draft document which will then be reviewed by the Steering Committee and ultimately distributed to all faculty for comment and discussion. It is anticipated that the final document will be submitted by the Senate's deadline in the spring.

Education

The College of Education is in its sixth year of a system of shared governance. A college constitution guides the operation of the Faculty Policy Council and is assisted in its work through nine standing committees. This year the COE is revising its annual report guidelines to make shared governance work more visible and valued. In addition, upcoming conversations with department chairs will address the issue of considering shared governance work in merit determinations. Also, the COE will develop a system for annual periodic assessment by the faculty of the effectiveness of shared governance.

Engineering

Update not available

Fine Arts

The faculty of the College of Fine Arts (CFA) approved their first Constitution on August 18, 2006. A constitution committee representing two faculty from each of the College's three Schools began to craft the document in September 2004. The committee's efforts were capped in the Spring term of 2006 with three College-wide constitution workshops that informed and gathered input from the CFA faculty.

Health and Human Performance

Update not available

Journalism and Communications

The College of Journalism and Communications has been hard at work on developing a shared governance model since January of 2005, when the college faculty elected nine faculty members to develop a model of shared governance.

This committee began meeting regularly in February of 2005. In November of 2005 the faculty voted to establish a faculty senate and, while there was majority support for the establishment of a faculty senate, the vote fell 8 votes short of a 2/3 majority as required for changes to the college's constitution. This committee was discharged in spring of 2006 and a new committee elected in October 2006.

The 2006-07 Shared Governance Task Force elected a chair, Julie Dodd. The committee anticipates regular meetings and will present a model for college implementation of shared governance to the college faculty in spring 2007.

Law

The SGTF for law has met twice and is currently going through our detailed policies to determine which ones to bring to faculty workshops for input and evaluation. We hope to have 2 or 3 workshops with faculty in the early spring, and bring relevant changes to the full faculty by April.

ACADEMICS

Liberal Arts and Sciences

The CLAS Task Force on Shared Governance identified two items that needed immediate attention in the College. It has recommended amendments to the CLAS Constitution which will create an elected Executive Committee and an elected and partially appointed Finance Committee for the College. These committees would represent the Faculty to the Dean. They will have regular meetings with the Dean. The creation of these committees will begin a process of representative participation, transparency, and mutual accountability.

Much more needs to be done to implement all the requirements of the Task Force on Shared Governance. The CLAS Task Force will continue its work.

Medicine

Update not available

Nursing

The College of Nursing has a 10 year history of effective Shared Governance. Recently, a Faculty Senator, our Faculty Organization President and the Dean met to review and amend the College By-laws to align with the University's Shared Governance initiative, and those revisions were approved by the faculty.

Pharmacy

Update not available

Public Health and Health Professions

PHHP senators have established a work plan for shared governance. We are forming a "Shared Governance Steering Committee" to assess the current state of shared governance at the departmental and college level, prioritize aspects of shared governance that are most important to our faculty and write our constitution, bylaws, etc. In the next few weeks, the senator will attend departmental faculty meetings, make a short presentation, and ask each department to elect 2 representatives to the steering committee.

Veterinary Medicine

Update not available

University Libraries

In Fall 2005, the faculty of the three campus Library systems met to explore possible structures for a faculty assembly body. Bylaws were drafted in Spring 2006 and formation of the Library Faculty Assembly (LFA) was approved in June. Assessment of LFA and College Administration shared governance interactions will begin shortly.

Group One

Update not available

ACADEMICS

College in Focus: Liberal Arts & Sciences

College at a Glance

The following information is provided to increase our mutual understanding of each other's disciplines at the University of Florida. It is not intended to suggest a hierarchy among our colleges, but rather to reflect the intellectual and organizational diversity each college lends to the University.

Total number of faculty (Fall 2006)

• Total Number: 802

Ranked: 646Lecturers: 93

• Non-ranked faculty: 63

Number of faculty in tenure or tenure earning positions (Fall 2006)

Tenured Faculty: 451Tenure Track: 195Non-Tenured: 156

Number of Degrees Granted (2005-2006)

Bachelor: 2,657Master: 169Doctorate: 169

Student credit hours generated annually (2005-2006)

Lower: 307,663Upper: 160,817Grad I: 17,213Grad II: 25,430

Enrollment (Fall 2006)

• Undergraduate: 12,377

Graduate: 1,922 NonDegree: 90

• PostBacc (with prep for graduate school): 25

Student/Faculty ratio:

• Undergraduate: 15:1

• Graduate: 3:1

Funded research expenditures:

Sponsored Research: \$39,940,632UF Research Foundation \$1,025,417

Overhead Returned: \$8,208,151Overhead Received: \$2,247,608

• Foundation Endowments: \$63,932,040.82;

Funds Available from Endowments: \$6,072,034.44

College development during the past year:

Gifts: \$6,509,079.75Pledges: \$7,289,700.76

College Narrative

By: Scott Nygren, Senator



The College of Liberal Arts and Sciences is the largest college at UF, and the core of the university. More than 800 faculty are responsible for teaching at least 35,000 students each year, including more than 12,000 undergraduate majors and nearly 2,000 graduate students. The college offers

not only the majority of the university's core curriculum courses, but 40 undergraduate majors and 42 minors, as well as advanced degrees. These courses and degrees are offered through 30 departments and programs, while 26 active centers and institutes pursue interdisciplinary research, teaching, and service.

College faculty rank among the best in the nation, and contribute to UF's reputation both through their extensive publications and grants, and through national and international awards. CLAS's many conferences and visitors also make the college a vital center of intellectual activity for the university community at large. At the same time, the college's international programs, across Europe, Latin America, Africa, and Asia, are responsible for making UF known throughout the world. The college is one of the oldest at UF, and was first organized in 1910. As affirmed in the Strategic Work Plan, the college's continued excellence is the foundation on which UF's aspirations to top-tier status is based.

CLAS continues to develop self-governance, and the CLAS Assembly has met this fall to form new committees to take further responsibility for the college's future. Following the initiative of the Faculty Senate, CLAS senators will also be working to facilitate self-governance in a more systematic way across departments.

Laudamus

While the 802 faculty members in the university's largest college are charged with the responsibility of teaching the majority of the university's core curriculum to at least 35,000 students each year, they still find time to pursue cutting-edge interdisciplinary research and achieve international attention for their contributions to society. The following faculty from the College of Liberal Arts and Sciences are only a few of the many individuals whose research, teaching and service were recognized in 2005-06. This selection is meant to suggest the breadth and depth of the efforts in which our outstanding faculty engage.



Anthony Oliver-Smith (Anthropology) was selected to hold the Munich Re Foundation Chair on Social Vulnerability at the Institute for Environment and Human Security of United Nations University in Bonn, Germany for 2007– 2008.

Elizabeth Lada (Astronomy) was one of 13 U.S. astronomers appointed to the Senior Review Board of the National Science Foundation's Division of Astronomical Sciences to examine the organization's investments in the astronomical research community.



Doug Soltis

Husband and wife research team Doug and Pam Soltis (Botany) have received several international awards. Their book, "Phylogeny and Evolution of Angiosperms, "received the 2005 Stebbins Medal from the International Association of Plant Taxonomists. They also received the Centennial Award

from the Botanical

Society of America, along with William Stern in their department and David **Dilcher** in the Florida Museum of Natural History. Finally, they received the Asa Gray Award from the American Society of Plant Taxonomists.





George Christou (Chemistry) was invited by the Supreme Court of Canada to serve on the Scientific Advisory Panel on Nanoscience. The panel brings together 12 scientists from Canada, the U.S., Israel and Australia to work in diverse areas of nanoscience.



Jill Cement (English) was awarded a Guggenheim Fellowship for 2006-2007 and will use her award to write a new novel. "Take All Heroic Measures." Staff member Mark Mitchell, editor of the department's *subropics* literary magazine, also received a Guggenheim, which he plans to use to

write a biography of the writer Frederic Prokosch.



William Logan (English) won the National Book Critics Circle Award in Criticism for his book "The Undiscovered Country: Poetry in the Age of Tin." He also has received the first-ever Randall Jarrell Award in Poetry Criticism from the Poetry Foundation.



Nora Alter (Germanic and Slavic Studies) has received the Deutscher Akademischer Austausch Dienst (DAAD) German Academic Exchange Service Prize for Distinguished Scholarship in German and European Studies from the American Institute for Contemporary German Studies at The

Johns Hopkins University.



Guido Mueller (Physics) has been selected to co-chair the interferometry working group of the Laser Inteferometer Space Antenna (LISA) International Science Team. LISA is a joint observatory between NASA and the European Space Agency, aimed at detecting low-frequency gravitational

A number of CLAS faculty were recognized for their mentoring of students this year. Douglas Cenzer (Math) was named an Exemplary Mentor at the 2006 Faculty Mentor Recognition Program of the South East Alliance for Graduate Education and the Professoriate. Goran Hyden (Political Science) was awarded one of five Dissertation/Mentoring Awards from the UF Graduate School for his mentoring of doctoral students.



Terry Mills (Sociology) received the 2005 William R. Jones Outstanding Mentor Award from the Florida Education Fund, while Robin West (Psychology) received the Mentorship Award in Aging from the American Psychological Association, Division 20.



Bonnie Moradi (Psychology) received the Outstanding Contribution to Scholarship on Race and Ethnicity Award from the American Psychological Association's Society of Counseling Psychology Section for Ethnic and Racial Diversity.



Lou Guillette (Zoology) was one of 20 scientists named a Howard Hughes

Medical Institute (HHMI) Professor this year and will use his \$1 million award to support undergraduate science research at UF.





Brian Silliman (Zoology) was one of four national recipients of the Young Investigators, Prize from the American Society of Naturalists. The annual award recognizes outstanding work by promising new scientists.



Amie Kreppel

The U.S. Department of Education renewed its support of the Center for European Studies, the Center for African Studies and the Center for Latin American Studies—awarding a total of nearly \$5 million through its Title VI National Resource Centers and

Foreign Language and Area Studies



foreign languages and international cultures.



Kwolek-Folland

Three CLAS faculty received Fulbright awards. Angel Kwolek-Folland (Women's Studies and History) spent six weeks at England's University of Nottingham as a Fulbright Senior Scholar. Adrian Roitberg (Chemistry) was awarded a Fulbright Fellowship and spent three months in Argentina collaborating with researchers at the

University of Buenos Aires. Richard Scher (Political Science) received a Fulbright Senior Scholar award and is spending fall 2006 in Hungary.





Richard Scher

Faculty Diversity Numbers by College

The faculty diversity numbers for the Colleges of Education and Nursing were incorrectly reported in the October newsletter. The corrected numbers are below. The College of Education numbers below are broken down by College and PK Yonge faculty. The College of Nursing numbers below reflect clinical faculty.

College of Education

Full Time Faculty by Rank, Gender, Ethnicity (rank not shown)

Fall 2005	Total	Male	Female	White	Af Amer	Hisp	Asian	Nat. Amer	Pac Isl N	Minority
COE	118	40	78	99	9	7	3	0	0	19
PKY	77	27	51	67	6	3	1	1	0	11
Total	195	67	129	166	15	10	4	1	0	30

Full Time **Tenure Earning** Faculty (but not yet tenured) by Rank, Gender, Ethnicity (rank not shown)

Fall 2005	Total	Male	Female	White	Af Amer	Hisp	Asian	Nat. Amer	Pac Isl Min	ority
COE	18	8	10	14	3	1	0	0	0	4
PKY	5	1	5	1	4	0	0	0	0	4
Total	23	9	15	15	7	1	0	0	0	8

Full Time Non-Tenure Earning Faculty by Rank, Gender, Ethnicity (rank not shown)

Fall 2005	Total	Male	Female	White	Af Amer	Hisp	Asian	Nat. Amer	Pac Isl N	Minority
COE	34	2	32	28	2	3	1	0	0	6
PKY	38	10	28	32	3	2	0	1	0	6
Total	72	12	60	60	5	5	1	1	0	12

^{*}This revised report is only accurate for COE. Figures not checked with PKY

College of Nursing

Full Time Faculty by Rank, Gender, Ethnicity (rank not shown)

Fall 2006	Total	Male	Female	White	Af Amer	Hisp	Asian	Nat. Amer
Total	55	4	51	50	1	2	1	1

Full Time Tenure Earning Faculty (but not yet tenured) by Rank, Gender, Ethnicity (rank not shown)

Fall 2006	Total	Male	Female	Wh	ite	Af A	Af Amer		Af Amer		Af Amer		Af Amer		Af Amer		Af Amer		Af Amer		Af Amer H		isp		Asia	Asian Nat. A		Amer
				M	F	M	F	M	F		M	F	M	F														
Total	28	2	26	2	23	0	0	0	1	0	1		0	1														

Full Time Non-Tenure Earning Faculty by Rank, Gender, Ethnicity (rank not shown)

Fall 2006	Total Male		Female	White		Af Amer		Hisp	
				M	F	M	F	M	F
Total	27	2	25	2	23	0	1	0	1

Faculty Senate News: 10.19.06 Meeting Outcomes

Chair's Report

Dr. Wright announced that the November Senate meeting has been rescheduled to November 16th and will be held in room C1-7 in the Health Science Center. She also reminded Senators to please use the Senate Web site to check meeting times and locations. Dr. Wright also notified the Senate that a committee has been established to review the student conduct code. The NCAA site committee recently reviewed UF and the extent of faculty support for procedures for academic credentialing and support of student athletes. Dr. Wright also reported on council activities and noted that the Academic Policy Council will meet with the President to develop procedures for revising the strategic work plan and the Welfare council will revise the climate survey to include questions about shared governance at the local level and faculty development. There were not enough faculty members at the shared governance workshop. There will be another workshop in January or February. Dr. Wright stressed the importance of faculty participation in these workshops. Dr. Wright also reported that she met with a consultant who is working with the future of the libraries committee.

Provost's Report

Dr. Fouke updated the Senate on closed and ongoing searches. Recent hires include: a dean of HHP, Fine Arts, DCP, Vet Med, and Directors of Admissions and Institutional Research.

On going searches include: Dean of Med School, Dean of Grad School, Dean of Libraries, Associate Provost for Undergraduate Affairs, Dean of Journalism and Communications. Dr. Fouke also reported on the status of the library committee and the budget reallocation committee. Fall undergraduate enrollment is the smallest it has been in five or six years; while fall graduate enrollment is the highest it has ever been. Dr. Fouke also updated the Senate on recent construction projects.

Action Items:

Curriculum Committee

Sheila Dickison, Curriculum Committee Chair

Engineering Joint Degree Program

The degree program was approved.

Nominating Committee Structure

John Leavey, Chair Committee on Committees Dr. Leavey presented an action item to the Senate regarding the nominating committee structure. The Committee on Committees recommends changing the nominating committee structure from four elected faculty members to six elected faculty members. The structure change was approved. The item will come forward with constitutional language as an information item at the November meeting.

Constitution items

Tim Taylor, Constitution Committee Chair

- Temporary Senator Replacement Policy Senate Bylaw 4 E 2 (e)
- Absence policy for councils and committees Constitution Article IV Section 2
 - Senate Secretary Constitution Article IV Section 3

The constitution committee presented three items for approval. Scott Nygren moved to amend Bylaw 4 E 2 (e) by removing the sentence, "Therefore, acceptance of appointment to a position carrying ex officio senate membership constitutes resignation from one's elected senate seat" to avoid redundancy with the preceding sentence.

The motion to amend the language was approved.

All three proposals were approved.

CLAS 5 year plan: Shared Governance, Academic Policies and Alignment of Budget and Strategic Work Plan Discussion Danaya Wright, Chair

The Senate voted on each of the resolution bullet points separately. All three points were approved.



Faculty Senate Agenda:

November 16, 2006 3:00 -5:00 P.M. **C1-7 Health Science Center Communicore Building**

Agenda:

Reports:

Information Items:

Graduate Council Items

Ken Gerhardt, Interim Dean Graduate School

- o Proposal to move the concentration Entrepreneurship under the Master of Science with a major in Business Administration to a Master of Science with a major in Entrepreneurship
- o Proposal to sunset the International Relations PhD program in the Political Science Department

Constitution Items

Tim Taylor, Chair Constitution Committee

Compensation Committee Language Nominating Committee Language

Minus Grades Recommendations

Carol Murphy, Academic Policy Council Member

Action Items:

· Name Change: Department of Decision and Information Sciences to the Department of Information Systems and Operations Management from the Curriculum Committee Sheila Dickison, Curriculum Committee Chair

Open Discussion from Floor of Senate:

• Three minute limit per speaker, floor will be open to Senators first