

Appendix A: History of Shared Governance

On December 5, 2003 the University of Florida Board of Trustees passed Resolution: R03-14, titled "Resolution on Shared Governance" that states:

***WHEREAS** the University of Florida Faculty Senate on April 26, 2000, approved the following definition and purpose of Shared Governance for consideration for inclusion in the University of Florida Constitution:*

"Shared Governance" is the participation of administrators, faculty, staff and students in the decision- and policy-making process. The purpose of shared governance is to provide avenues to University improvement and productivity through the creation of a partnership based on mutual respect and collaboration. Such shared responsibility entails working toward mutual goals established by a fully enfranchised University community and therefore collaborative participation in: a) the identification of University priorities, b) the development of policy, c) defining the University's responsibility for ethical leadership, d) enhanced community partnerships, and e) the governance of the university as a whole.

***WHEREAS** President Young on May 2, 2003, gave the University community and the Joint Task Force his vision of shared governance:*

As practiced at the leading American research universities, shared governance is a system of dual authority and responsibility, constitutionally created, in which certain decisions pertaining to university policy, rules, and procedures fall within the control of the faculty or an organization selection by and acting on their behalf. Decisions pertaining to academic matters such as curriculum and degrees would be an appropriate example. Decisions in other policy areas that the governing body has delegated to administrative authority, but that have substantial impact on the academic enterprise, are traditionally undertaken only after consultation with appropriate agencies of the faculty. Conversely, in making decisions that fall within their purview, senators are obligated to seek the counsel and advice of appropriate administrative officers.

***WHEREAS** the Faculty Academic Advisory Committee, responsible for timely Faculty input into the development of policy in its formative state, resolved on March 6, 2003, to advise the President on identifying issues in shared governance in which the Faculty may play a larger role and to recommend future structure and process;*

***WHEREAS** the Presidential-Faculty Senate Task Force on Shared Governance and the Committee on Senate Structure and Effectiveness have reviewed policy and practice at peer and model peer institutions (Summer/Fall, 2003); and*

***WHEREAS** the Faculty Senate, as the representative body of the University of Florida Faculty, has asked President Young to request the Board of Trustees to agree to the principles of shared governance between Faculty and Administration at the University of Florida;*

THEREFORE BE IT RESOLVED:

1. *The University of Florida Board of Trustees recognizes the principles of Shared Governance between Faculty and Administration as set forth in the Faculty Senate Resolution adopted April 26, 2000 and as elaborated upon by President Young on May 2, 2003;*

2. *The Board of Trustees, the President, and the Faculty through the Faculty Senate will begin to implement policies and procedures that recognize the principles of Shared Governance on three levels:*
 - a. ***Determination:*** *The Board of Trustees will recognize and consider delegating to the Faculty and its representative body, the Faculty Senate, the authority to **determine** certain matters, which will be defined and agreed upon, relating to academic policy, including matters of curriculum and tenure and promotion policy;*

 - b. ***Recommendation:*** *The Board of Trustees will recognize and consider delegating to the Faculty and its representative body, the Faculty Senate, the authority to **recommend** to the President certain matters and policy relating to the areas of faculty quality and welfare, planning, budget and resource allocation, research and scholarship, and academic facilities and infrastructure. “To recommend” means to reach a decision jointly, such decision not to be overturned by the President without further discussion with the Faculty representatives and an effort to find a solution satisfactory to all members of the University of Florida;*

 - c. ***Consultation:*** *The Board of Trustees will formally recognize that the Faculty through the Faculty Senate will have an opportunity to **consult** with the President (or designee) on other matters connected with the priorities and policies of the University and their implementation. “To consult” is to have input into the decision-making process, and especially to be informed of the nature and rationale for decisions before they are made.*

The Board of Trustees, through the President, and the Faculty, through the Faculty Senate, will begin to implement policies and procedures that require and facilitate the implementation of the principles of shared governance at all organizational levels of the university, from individual academic units upward.

On April 20, 2006 the Faculty Senate approved the *Report of the Faculty Senate-Presidential Task Force on the [Implementation of Shared Governance Structure](#)*. The report identifies “five principles of shared governance that should be embodied in the policies and procedures of each academic unit:

- a. Mutuality, Collegiality, and Collaboration;
- b. Transparency;
- c. Representative Participation;
- d. Mutual Accountability; and
- e. Clarity of Roles.

The Report further “identifies certain processes and procedures for implementing these principles. They include: written guidelines for implementing the principles of shared governance and delineating the responsibilities and roles of faculty and administration; approval of the guidelines, documents, and processes of shared governance by faculty vote and in a collaborative process with administration; an elected representative body of the faculty with leadership elected by the faculty and which acts on behalf of the faculty and is responsible for collaborating with administration in developing and overseeing the operation of shared governance; faculty committees who are representative of the faculty and are charged with addressing the major academic missions of the unit; procedures to ensure faculty collaboration with administration in strategic planning, budget priorities, and resource allocation as well as in a process for resolving differences between faculty and administration; procedures for periodic review and evaluation of the practices of shared governance; and a means of communicating shared governance processes and outcomes to all members of the unit.”

In September 2006, the College of Medicine Faculty Council initiated a process to comply with the Board of Trustees and Faculty Senate’s initiative to implement a formal procedure of creating a College of Medicine Faculty Constitution to implement the principles of shared governance at the College level.

The processes of Determination, Recommendation and Consultation are often misunderstood. They are meant to create a transparent process and to guarantee that the five principles, (a. Mutuality, Collegiality, and Collaboration; b. Transparency; c. Representative Participation; d. Mutual Accountability; and e. Clarity of Roles) are incorporated at each and every level within the college. The most misunderstood of the three is Determination. The use of the term should not be confused with the day-to-day leadership, planning or management. Where the Faculty is to Determine is not intended to indicate a taking over by the COM Faculty Council or to indicate management by committee or management by majority rule. COM Faculty determination indicates an area where an approval is required by the COM Faculty Council in matters involving significant change or in the establishment of new policy in certain areas in which the faculty have expertise.

The principles of shared governance have also been incorporated into the University of Florida’s Strategic Work Plan. As stated in the August 6, 2006 University of Florida Strategic Work Plan;

“...Shared Governance

Shared governance, in which faculty and administration participate in significant decisions about the operation of the institution, is the hallmark of the American university system.¹ The shared governance system is a bulwark of academic freedom and of the process of free inquiry, open expression, dissent, and discovery that have given the American university system its international prominence. The shared governance system is founded on the recognition that university faculty, in virtue of their disciplinary expertise, are in the best position to make decisions about curricular, instructional, academic personnel, and research policy; that decisions about academic policy should be independent of short term or political considerations; and that the perspective of faculty is

¹ A description of the framework for shared governance as articulated in the 1966 AAUP statement is available at <http://www.aaup.org/statements/Redbook/Govern.htm>.

essential for making sound decisions about allocating resources, setting goals, choosing administrators, and promoting an environment for students most conducive to the university's educational mission. Shared governance invests the faculty in the university, ensures the engagement of an enormous pool of talent, creativity, and institutional memory in the pursuit of the university's goals, and increases productivity at every level. In the words of Robert Maynard Hutchins, one of the twentieth century's great university presidents, "we get the best results in education and research if we leave their management to people who know something about them."²

The university's success in the future will depend on the ability of faculty members to formulate a vision for their units and to initiate strategies to realize unit goals. Shared faculty governance at the University of Florida has undergone a renaissance in recent years, and is expressed through the structures of the Faculty Senate and their further articulation in colleges and departments.

Through these structures faculty members participate in setting important academic policy directions for the institution. It must be a central goal of the university to continue to nurture and expand the university's shared governance structure and to develop a deeply engaged culture of mutual respect and trust between faculty and administrators in the goal of bringing the university into the top ten of public AAU institutions. As a part of this process, the Faculty Senate-Presidential Task Force on the Implementation of Shared Governance Structure has recently completed its report on best practices and recommended principles for shared governance.³....."

The College of Medicine has a history of shared governance. Collaboration between the faculty and administration in areas of promotion and tenure, compensation, chair evaluation, financial planning, curriculum development, and College of Medicine Research Day events currently exist. As noted in the Implementation of Shared Governance Structure Report these processes require a formal structure and need to be expanded to all areas within the College. The Constitution of the College of Medicine, a collaborative product of the Faculty and Administration of the College of Medicine, provides the required structure and formalism to implement and enhance shared governance throughout the College. With this constitution, it is the Faculty's and Administration's sincere hope that the College of Medicine will continue to excel and to improve its core missions as recognized by the University of Florida, its peer institutions, and its community.

² *Higher Learning in America*, New Haven: Yale University Press, 1936, p. 21.

³ The final report of the Faculty Senate-Presidential Task Force on the Implementation of Shared Governance Structure is available at <http://www.senate.ufl.edu/archives/other/finalReport.pdf>.