

**REPORT
OF THE
FACULTY SENATE-PRESIDENTIAL TASK
FORCE
ON THE IMPLEMENTATION OF
SHARED GOVERNANCE STRUCTURE**

ADOPTED APRIL 20, 2006

I. EXECUTIVE SUMMARY

The objective of the Faculty Senate/Presidential Joint Task Force on the Implementation of Shared Governance Structure (SGI Task Force) is to inventory existing structures and best practices for shared governance at the academic unit level; recommend principles to be integrated into the University's or the academic unit's constitution and/or bylaws; establish a timeline for college development and implementation of shared governance; and recommend a means to verify implementation and evaluation of the effectiveness of shared governance at the unit level.

Shared governance in the academic mission of the University is collaborative participation of administrators and faculty in the decision and policy making process. The purpose of shared governance is to provide avenues for University improvement and productivity through the creation of a partnership based on mutual respect and collaboration.

The SGI Task Force recognizes that for shared governance to be effective, it is essential that all members of the unit faculty and administration collaboratively determine their own best system of shared governance. Because no one model will be appropriate for all units, the Task Force intends the practices inventoried in this report and the report's recommendations to provide general guidance. The Task Force expects shared governance to be a dynamic process that continually evolves for the betterment of the University of Florida community.

The SGI Report does the following:

- A. Inventories existing structures and identifies in detail, both in the report and in the appendices, what the Task Force believed were some examples of the best practices at UF.
- B. 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.
- C. 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 insure 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.

- D. Identifies numerous mechanisms for evaluating the effectiveness of shared governance at the unit level, recommends approaches for facilitating participation in shared governance, and describes reporting mechanisms on shared governance.
- E. All units shall have one year after acceptance of the Task Force's final report by the Faculty Senate to provide the unit's initial report on progress toward implementation of shared governance.
- F. The Report recommends the following:
 - 1. The Constitution Committee shall create specific constitutional provisions to implement the following two changes to the University Constitution for action by the Senate at its earliest possible meeting:
 - a. each academic unit shall have a representative faculty body (with leadership elected by the faculty) that acts on behalf of the faculty and is charged with developing, implementing, and overseeing shared governance in collaboration with administration, and
 - b. that a procedure shall be established to insure that faculty and administration jointly perform a periodic evaluation of the effectiveness of shared governance in the academic units and at the University level and report the results of the evaluation to the Provost/Senior Vice Presidents and the Chair of the Faculty Senate.
 - 2. The Faculty Senate and the President shall approve the principles of this report for its submission by the President to and for action by the Board of Trustees at the earliest possible date.
 - 3. The Task Force shall work with the Provost's office to develop a series of workshops to assist units with implementation of shared governance.
 - 4. The President's office shall include indices in the Faculty Survey and/or other evaluative mechanisms to assess shared governance in the academic units.

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This report of the Faculty Senate/Presidential Task Force on the Implementation of Shared Governance Structure¹ explains the processes involved in the work of the Task Force, the research conducted by the Task Force, and the recommendations of the Task Force.

II. THE JOINT TASK FORCE

A. THE SGI TASK FORCE FORMATION

The President of the University of Florida and the Chair of the Faculty Senate appointed the SGI Task Force August 15, 2005. The SGI Task Force Membership is listed in Appendix A.

B. THE TASK FORCE PROCESS

Meetings: The SGI Task Force met biweekly throughout the fall 2005 semester and, in subsequent months, in small subcommittees.

Research: Individual members of the SGI Task Force examined the policies and procedures in academic units of the University of Florida with a focus on governance in colleges.² The Task Force relied on the following resources:³

- [Constitutions of UF colleges](#)
- Websites of colleges
- Report of the Joint Presidential/Faculty Senate Task Force on Shared Governance, 2003
- Report of the Senate Committee on Senate Structure and Effectiveness
- [Constitutions of other universities](#)
- Interviews with deans, administrators, and faculty members in each college
- AAUP documents on shared governance
- [Report on Challenges for Governance: A National Report, Center for Higher Education Policy, 2003, UCLA.](#)

III. THE CHARGE

The charge of the SGI Task Force was to inventory existing structures and best practices among the academic units of the University, recommend principles to be integrated into the University's constitution/by-laws and unit constitutions and by-laws, establish a timeline for college development and implementation of shared governance structures, and recommend a means to verify implementation and a method for evaluation of the

¹ This report will refer to the *Faculty Senate-Presidential Task Force on the Implementation of Shared Governance Structure* as the *SGI Task Force* in subsequent references.

² For the purpose of this report, academic units refer to the following: Agricultural and Life Sciences; Business Administration; Dentistry, Design, Construction and Planning; Education; Engineering; Fine Arts; Florida Museum of Natural History; Health and Human Performance; Health Professions; Journalism and Communications; Law; Liberal Arts and Sciences; University Libraries; Medicine; Nursing; Pharmacy; Public Health and Health Professions; and Veterinary Medicine and their respective academic departments, centers and institutes. This report will hereafter refer to these divisions of the University as academic units.

³ These documents are available on the University of Florida Faculty Senate website, http://www.senate.ufl.edu/shared_gov_task_force.htm

effectiveness of these structures and processes as per the President-Faculty Senate resolution below dated August 15, 2005:

Whereas shared governance is the hallmark of the American university system and is essential to the institutions success.

Whereas the University of Florida has committed to the principles of shared governance in the BOT Resolution R03-14 [December 05, 2003], which provides that “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.”

Whereas the Faculty Senate has amended the University Constitution and/or By-Laws of the Faculty Senate to define the structure for implementing shared governance at the university-wide level.

Be it resolved that the principles of shared governance be further articulated in colleges and individual academic units, so that all members of the Faculty may participate in the creation of the academic policy that ultimately guides their academic unit; and thereby contribute to the goals and aspirations of the University of Florida to be recognized nationally and internationally for its scholarship, research, education and contributions to the academic enterprise.

Specifically, the Faculty Senate/President Task Force on Implementation of Shared Governance Structure is charged with:

- Establishing an inventory of existing mechanisms and best practices of shared governance for all academic units;
- Recommending principles of shared governance for all academic units to be integrated into the University of Florida Constitution and/or By-laws of the Faculty Senate and, as necessary, in individual constitutions or by-laws of academic units;
- Establishing a reasonable timeline for all colleges to implement recommended principles into each of their respective academic units;
- Recommending to the Faculty Senate a mechanism to verify implementation of the principles of shared governance into the constitutions or By-laws of individual academic units; and
- Recommending to the Faculty Senate for incorporation into the University of Florida Constitution and/or By-laws of the Faculty Senate

mechanisms that insure periodic evaluation of the effectiveness of shared governance at the University of Florida for all academic and administrative units.

IV. INVENTORY OF EXISTING MECHANISMS AND BEST PRACTICES

An inventory of existing shared governance practices and mechanisms in UF colleges is provided in Appendix B of this report (*Evidence for Shared Governance as Provided by Colleges' Governing Documents, 2/12/06*). This brief preliminary cataloging of current shared governance practices uses publicly available information⁴ and focuses on structural evidence of shared governance for representative bodies, curriculum committees, tenure and promotion committees, budget committees, and committees charged with long-range planning.⁵

A. EVIDENCE FOR CURRENT PRACTICES OF SHARED GOVERNANCE

In general, a majority of the colleges have formal documents such as constitutions, by-laws, memoranda of operation, and/or handbooks that specify operating procedures and policies. More specifically, some of the colleges have processes that allow either faculty or administration to call meetings of the college faculty and/or to set agenda items for faculty meetings. In units with elected representative faculty bodies, a regular report by the elected faculty group to the unit faculty is common, but only a small number of units have a process for UF senators to report regularly to the faculty. Many of the units post their tenure and promotion guidelines and procedures on college websites. A fair number of units also post names of committee members and chairs. Slightly less than half of the units have an elected representative faculty body or elect membership to an advisory group. In many units faculty elect the membership of such committees as curriculum and tenure and promotion. In a smaller number of colleges where long-range planning and budget/resources committees exist, many of these committees elect their own chairs. Formal documents of governance, where they exist, tend to specify committee roles and membership requirements.

Shared governance practices that appeared less often in governing documents were:

1. Provisions for faculty to call meetings of unit;
2. Requirements for administrators to give regular state-of-unit reports;
3. Processes for regular reports of UF senators to faculty;
4. Joint/collaborative processes for setting priorities for resource allocation;
5. Budget committees with elected faculty membership;
6. Long-range planning committees with elected faculty membership;

⁴ Evidence for this inventory came from online publications of the various colleges, including governance documents, committee listings, and tenure and promotion guidelines, as well as from interviews with both faculty and administrators in the colleges.

⁵ This data gathering was exploratory and it is restricted to items for which the subcommittee was able to gather information for all the units from published documents. As a snapshot in time, it may not reflect the current state of shared governance in some of the colleges where new shared governance practices are now being implemented.

7. Processes for mutual accountability of faculty and administrators involved in governing processes; and
8. Formal acknowledgement of shared governance in governing documents.

B. BEST PRACTICES

One of the charges to this Task Force was to identify best practices of shared governance. Below are examples of those practices along with links to the governing documents. (Appendix C to this report has the full language of these documents, where appropriate.)

1. Defines who is faculty, who is administration, and the powers of each to participate in various levels of decision-making, including what constitutes a quorum. *College of Education Constitution*: <http://www.coe.ufl.edu/web/?pid=434>; *CLAS Constitution*: <http://www.clas.ufl.edu/gov/constitution.html>; and *College of Medicine By-laws*: <http://www.med.ufl.edu/work/fc/docs/BYLAWS%202-1-05.pdf>.
2. Sets out the committee structure, voting rights, and jurisdiction of whatever decision-making groups are established. *College of Business By-laws*: http://www.cba.ufl.edu/mywcb/facstaff/Docs/BYLAWS_0703.pdf; *College of Education Constitution Voting Rights*: <http://www.coe.ufl.edu/web/?pid=434>; and *College of Dentistry Constitution and By-laws*: <http://www.dental.ufl.edu/Faculty/Constitution.html>.
3. Spells out the criteria and procedures for faculty appointments and promotion and tenure, though it may choose to place the details of that information in by-laws, policies, or guidelines. *College of Medicine Tenure and Promotion Guidelines*: <http://www.aa.ufl.edu/aa/aapers/documents/TPGuidelines2005-2006.pdf>; and *College of Dentistry Constitution*: <http://www.dental.ufl.edu/Faculty/Constitution.html/#CHAPTER%20.%20ELECTIONS>.
4. Creates the structure and procedure for a representative faculty body to make decisions about policies affecting the unit. *College of Nursing By-laws*: <http://www.nursing.ufl.edu/bylaws/By-laws2005.pdf>.
5. Governance documents provide for regular faculty meetings. *College of Veterinary Medicine By-laws*: <http://www.senate.ufl.edu/resources/constitution/collegeOfVetMed.doc>; and *College of Nursing By-laws*: <http://www.nursing.ufl.edu/bylaws/By-laws2005.pdf>.
6. The faculty has a role in the selection and evaluation of department chairs and the college dean. *UF Constitution*: <http://www.generalcounsel.ufl.edu/downloads/constiution.pdf>; and *CLAS Constitution*: <http://www.clas.ufl.edu/gov/constitution.html>.
7. Faculty and administration share in design and changes to structure of college subunits. *College of Design, Construction and Planning*: <http://www.clas.ufl.edu/gov/constitution.html>; and *College of Education Changing Structure of the College*: <http://www.coe.ufl.edu/web/?pid=434>.
8. There are provisions for faculty input into budget priorities, sabbatical, merit pay and other policies that affect the faculty. *College of Education*: <http://www.coe.ufl.edu/web/?pid=461>; and *College of Nursing By-laws*: <http://www.nursing.ufl.edu/bylaws/By-laws2005.pdf>.
9. Faculty and administrators share in shaping and amending the unit's governance document. *College of Dentistry*:

<http://www.dental.ufl.edu/Faculty/Constitution.html>; *College of Design, Construction and Planning*: <http://www.dcp.ufl.edu/documents/dcpconst.pdf>; and *College of Engineering Faculty By-laws*: <http://www.senate.ufl.edu/resources/constitution/collegeOfEngineering.pdf>.

10. Governance documents include a mechanism for resolving conflicts between faculty and administration. *College of Dentistry Constitution and By-laws*: <http://www.dental.ufl.edu/Faculty/Constitution.html>.

V. THE TASK FORCE'S RECOMMENDATIONS

After examining the existing practices, discussing reports from the interviews with each college, and considering the charge to the SGI Task Force to implement the principles and procedures of shared governance at the unit level, the SGI Task Force identified principles of shared governance that characterize sound academic policies, structures and procedures for shared governance to operate, criteria for evaluating shared governance, a timeline for determining the effectiveness of shared governance implementation, and recommendations for constitution and by-laws changes.

Based on its research, SGI Task Force identified five general principles of shared governance that are critical to an effective system of shared governance: 1) Mutuality, Collegiality, and Collaboration; 2) Transparency; 3) Representative Participation; 4) Mutual Accountability; and 5) Clarity of Roles. This Task Force strongly believes that these principles require the participation of all academic unit members whose responsibilities are the implementation of the academic mission. While faculty and administrators clearly have different roles and responsibilities,⁶ in order to develop an effective system of shared governance, all must work collaboratively and collegially on that process. The Task Force also acknowledges that no one model is appropriate for all units and units will interpret these principles in light of their own traditions, culture, history, and needs; in some units this process will occur primarily at the college level, while other departments and centers/institutes will choose to develop their own shared governance processes and structures and link those to the college's overall shared governance model. Finally, the Task Force recognizes that having a formalized structure does not guarantee an effective shared governance system. Faculty and administration must embrace the principles of shared governance and establish a process for collaboration in the review, creation, and implementation of shared governance policy coupled with an effective self-evaluation through collegial, transparent methods.

A. PRINCIPLES OF SHARED GOVERNANCE FOR ALL UNITS

The five principles are further defined as follows:

1. Mutuality, Collegiality, and Collaboration

A spirit of mutuality, collegiality, and collaboration requires that: a) the

⁶ For example, "Deans are the chief academic officers and administrators of their colleges. They are expected to provide leadership and overall administration in academic matters, financial planning and policy, and routine operations for their units." (From a draft document, entitled "The Role of Academic Deans in Shared Governance," developed by academic deans at the University of Florida, July 2005.)

faculty⁷ recognize interrelationships of members whose responsibilities are in administration, teaching, research and service and exhibit a mutuality of respect for these responsibilities to promote a climate of trust and cooperativeness that fosters the expression of views without negative consequences; b) those serving in faculty roles view themselves as partners in decision making and engage in good-faith dialogue and negotiations with those who serve in administrative roles; c) The faculty and those serving in the administration publicly acknowledge the importance of shared governance; and d) the academic unit provides rewards to all for collegial participation in shared governance.

2. Transparency

Transparency requires that: a) The faculty and those serving as administrators foster openness of communications and diversity of opinions; b) the unit has interpersonal and other channels for two-way communication to allow timely sharing of information; and c) the academic unit has formal processes for accurately representing views of the faculty.

3. Representative Participation

Representative Participation requires that academic units use democratic processes to ensure that participation represents the views of the faculty.

4. Mutual Accountability

Mutual Accountability requires that: a) the faculty and those serving in administrative roles respond expeditiously to requests for information and consultation; and b) the faculty and those in the administration value accountability for shared governance and have established methods for regular mutual evaluation of the shared governance process.

5. Clarity of Roles

Clarity of Roles requires that: a) the academic unit has guidelines that clarify separate and mutual areas of faculty and administrative responsibility for determination, recommendation, and consultation in matters of educational policy; curriculum design and review; faculty status including appointment, retention, promotion and tenure; and student life; and b) the unit has due process rules for resolution of issues when consensus cannot be achieved. A graphic representation of an example of the process of shared governance is presented in Appendix D.

B. CRITICAL ELEMENTS FOR THE IMPLEMENTATION OF SHARED GOVERNANCE

The SGI Task Force interprets these principles to mean that effective shared governance requires, at a minimum, that each unit have the following:

1. a respectful collaborative process between faculty and administration that seeks

⁷ For purposes of this section, *Faculty* refers to all those recognized as faculty in a given unit, including administrators, according to the UF Faculty Senate bylaw 21

- consensus in the development of shared governance structures and processes.
2. an elected representative body of the faculty (with its leadership elected by the faculty) that acts on behalf of the faculty and is responsible for working with unit administration to develop and oversee the operation of shared governance within the unit;
 3. written guidelines that delineate the responsibilities and roles of the faculty and the administration in implementing shared governance in the unit;
 4. written guidelines (e.g. constitution, bylaws, policy manual, or memoranda of operations) for implementing the principles of shared governance in the unit;
 5. approval of the guidelines, documents, and processes of shared governance by a majority vote of the faculty and unit administrators;
 6. elected faculty committees charged with addressing the major academic missions of the unit (e.g. curriculum, promotion and tenure, standards for appointment, evaluation of students, research, and scholarship);
 7. procedures to insure faculty input in strategic planning, resource allocation, and budget priorities;
 8. procedures for resolving differences between faculty and administrators;
 9. procedures for periodic review and evaluation of the principles and mechanisms of shared governance; and
 10. a means of communicating shared governance processes and outcomes to all members of the unit.

C. MINIMUM CRITERIA FOR EVALUATING IMPLEMENTATION OF SHARED GOVERNANCE

While each unit has different traditions and culture and each unit has and will implement Shared Governance procedures in different ways, the following are minimum criteria for evaluating the effectiveness of a unit's Shared Governance processes.

1. Mutuality, Collegiality and Collaboration
 - a) Administration publicly voices support for shared governance.
 - b) Faculty and administration express support for responsibilities of one another.
 - c) Unit provides resources for shared governance responsibilities.
 - d) Either faculty or administration can call meetings of unit.
 - e) Unit has a joint process for setting priorities for unit resources.
 - f) Faculty and administration collaborate on setting agenda for meetings.
2. Transparency
 - a) Unit has regular information/opinion-seeking processes.
 - b) Faculty and administration regularly report to one another.
 - c) Unit has processes that establish open meeting requirements.
 - d) Unit has timely announcement of meetings/agenda.
 - e) Unit has readily available written guidelines and policies.

3. Representative Participation
 - a) Faculty elect members and/or chairs for faculty committees.
 - b) The unit has an elected body with elected leadership that represents faculty views.
4. Mutual accountability
 - a) Unit engages in regular evaluation of timeliness of responses to requests for information and consultation.
 - b) Unit regularly assesses effectiveness of shared governance and makes modifications where necessary.
5. Clarity of Roles
 - a) Unit has policy for areas of faculty and administration responsibilities for determination, recommendation, and consultation.⁸
 - b) Unit has due process rules for resolution of differences between faculty and administrators.

D. PROCESSES OF EVALUATION OF EFFECTIVENESS OF SHARED GOVERNANCE

1. The SGI Task Force envisions evaluation of the effectiveness of shared governance at the unit level as a process that measures progress toward shared governance for each academic unit. It is important that the measurement be of the effectiveness of the policies and procedures for shared governance overall rather than the effectiveness of specific individuals within an academic unit. Effective shared governance shall reflect the five principles set forth, and thus be measured in terms of mutuality, collegiality and collaboration in setting, administering, and reviewing policy. Transparency is an essential element that ensures open dialog and an opportunity for all interested parties to participate in the process.
2. The following recommendations are intended as guidelines for the establishment and review of policies that will facilitate each academic unit in its pursuit of high distinction with recognition that units are different and each will develop unique shared governance structures and processes based on the unit's own traditions, culture, and needs.
 - a. Faculty participation in shared governance may be assessed by:
 - i. active participation on academic committees;
 - ii. recognition for committee service at the various levels of the university;
 - iii. commitment of resources to insure the appropriate level of committee activity;
 - iv. appropriate development programs/activities for service on committees; and

⁸ See the Report of the Faculty Senate- Presidential Joint Task Force on Shared Governance for a detailed explanation of the powers of determination, recommendation, and consultation in the exercise of shared governance.

- v. appropriate leadership for committees.
- b. Structures for shared governance may be assessed by:
- i. written guidelines (e.g. constitution, by-laws, policy manual, or memoranda of operations) for implementing the principles of shared governance in the unit;
 - ii. written guidelines that delineate the responsibilities and roles of the faculty and the administration in implementing shared governance in the unit;
 - iii. approval of the guidelines, documents, and processes of shared governance by a majority vote of the faculty and unit administrators;
 - iv. an elected representative body of the faculty (with leadership elected by the faculty) that acts on behalf of faculty and is responsible for collaborating with administration to develop, implement, and oversee the operation of shared governance within the unit;
 - v. elected faculty committees charged with addressing the major academic missions of the unit (e.g. curriculum, promotion and tenure, standards for appointment, evaluation of students, research, and scholarship);
 - vi. procedures to insure faculty input in strategic planning, resource allocation, and budget priorities;
 - vii. procedures for resolving differences between faculty and administrators;
 - viii. a means of communicating shared governance processes and outcomes to all members of the unit;
 - ix. periodic collaborative review and evaluation of the principles, structures, and mechanisms of shared governance; and
 - x. posting of reports prominently on college website.
- c. Outcomes of shared governance may be assessed by:
- i. periodic collaborative unit review and evaluation of the outcomes of shared governance;
 - ii. written reports submitted jointly by the head of the academic unit and unit faculty to the Faculty Senate and President's designee; and
 - iii. inclusion of items assessing shared governance outcomes in the President's Faculty Survey.

E. TIMELINE FOR IMPLEMENTING SHARED GOVERNANCE PROCEDURES

The plan aims for adequate time to put shared governance steps in place, while avoiding unnecessary delays in implementation. Upon Faculty Senate adoption of the SGI Task Force report, all units shall have one year to develop and report their progress toward implementation of shared governance. These reports shall be submitted to the Faculty Senate and the Provost or appropriate Senior Vice

President and shall be posted prominently on the academic unit's website.

The SGI Task Force is recommending a series of workshops in early fall 2006 to which shared governance experts (both local experts and those from other campuses) will be invited to assist with that implementation.

F. CONSTITUTION OR BYLAW CHANGES

The SGI Task Force recommends that the UF Constitution and/or by-laws be amended to require:

- 1) an elected representative faculty body (with leadership elected by the faculty) in each academic unit that acts on behalf of the faculty and is charged with working collaboratively with unit administration to develop, implement, and oversee shared governance at the unit level, and
- 2) that a procedure shall be established to insure that faculty and administration jointly perform a periodic evaluation of the effectiveness of shared governance in the academic units and at the University level and report the results of the evaluation to the Provost/Senior Vice Presidents and the Chair of the Faculty Senate.

VI. RESOLUTION ON SHARED GOVERNANCE IMPLEMENTATION

(APPROVED BY FACULTY SENATE APRIL 20, 2006)

WHEREAS shared governance is the hallmark of the American university system and is essential to the institution's success in achieving the highest level of distinction in academics.

WHEREAS shared governance must occur at all levels of University life, from the department to the college to the University in order to be successful.

WHEREAS the University Board of Trustees, the University President, and the Faculty Senate are committed to the principles of shared governance at all levels of University administration, and have put in place structures at the highest levels.

WHEREAS the President and the Faculty Senate Chair created an ad hoc Task Force on the Implementation of Shared Governance Structure, and that Task Force has met regularly and provided a detailed report on how shared governance is occurring currently in the academic units, has identified the principles of shared governance, and makes recommendations on implementing and evaluating shared governance at the unit level.

WHEREAS the Faculty Senate is committed to instituting a robust system of shared governance at all levels of the University of Florida.

Be it RESOLVED that:

- a. The Faculty Senate hereby adopts the report of the SGI Task Force and the principles and policies identified therein;
- b. The Faculty Senate charges the University Constitution to be amended to require that each academic unit have an elected representative body of the faculty with elected leadership and that acts on behalf of the faculty and is charged with developing and implementing shared governance at the unit level and in collaboration with the unit administration, and that periodic evaluation of the effectiveness of unit-level shared governance shall be done through joint faculty/administration reports submitted to the Provost/Senior Vice Presidents and the Faculty Senate Chair;
- c. Each academic unit shall, within one year from the acceptance of the SGI Task Force Report by the Faculty Senate, report on its progress toward implementing the policies and principles identified in the Report;
- d. The SGI Task Force shall work with the Provost's office to develop a series of workshops to facilitate implementation in early Fall 2006; and
- e. The Faculty Senate requests approval of this report and recommendations by the President and the Board of Trustees at its earliest possible time, and that the President and the Board of Trustees take whatever actions are necessary to effectuate as diligently as possible the recommendations and principles of this report.

VII. APPENDICES:

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A. APPENDIX A: MEMBERSHIP OF TASK FORCE

Faculty Senate-Presidential Task Force
on the Implementation of Shared Governance Structure
Established August 15, 2005

MEMBERS				
Name	Position	College: Academic Department	Phone	Email
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Jean Larson, Co-Chair	Professor	Liberal Arts & Sciences: Mathematics	392-0281 x241	jal@math.ufl.edu
Jimmy Cheek	Sr. VP and Professor	Agriculture & Natural Resources: Agricultural Education & Communication	392-1971	jgcheek@ufl.edu
Vivian Correa	Associate Dean and Professor	Graduate School; Education: Special Education	392-6444	vcorrea@rgp.ufl.edu
Mary Ann Ferguson	Professor	Journalism & Communications: Public Relations:	392-6660	mferguson@jou.ufl.edu
Janie Fouke	Provost and Professor	Academic Affairs	392-2404	jfouke@aa.ufl.edu
Will Harrison	Dean Emeritus & Professor	Liberal Arts & Sciences: Chemistry	392-7009	harrison@chem.ufl.edu
Kathleen Long	Dean and Professor	Nursing	273-6324	longka@nursing.ufl.edu
Greg Schultz	Professor	Medicine: OBGYN	392-4060	schultzg@obgyn.ufl.edu
Robert Thomas	Associate Professor	Business Administration: Management	392-0136	rethomas@ufl.edu
Danaya Wright	Senate Chair-Elect & Professor	Law	273-0946	wrightdc@law.ufl.edu

**B. APPENDIX B: EVIDENCE FOR SHARED GOVERNANCE AS PROVIDED BY COLLEGES'
GOVERNING DOCUMENTS (02-12-06)**

Evidence for Shared Governance as Provided by Colleges' Governing Documents (02-12-06)	Colleges															
	CALS	CBA	Dentistry	DCP	Education	Engineering	Fine Arts	HHP	Journalism	Law	CLAS	Medicine	Nursing	Pharmacy	PHHP	Veterinary Medicine
Observations for the following criteria:																
Mutuality, Collegiality, Collaboration																
Unit has written statement on shared governance.				Y	Y								Y	Y	Y	
Either faculty or administration can call meetings of unit.	Y			Y	Y	Y			Y	Y	Y	Y	Y	Y		Y
Either faculty or administration can chair meetings of unit.				Y					Y		Y	Y				
Faculty and administration collaborate on setting agenda for unit meetings.		^b		Y	Y					Y	Y	Y	Y			Y
Unit has a joint/collaborative process for setting priorities for resources.				Y	Y							^a	Y			
^a College of Medicine has appointed faculty representative to Executive Fiscal Affairs Committee.																
^b Business and Public Health and Health Professions faculty may submit items in writing for discussion at faculty meetings, not clear if submissions always result in agenda items.																
Transparency																
Communication channels																
Administration required to give regular state of unit report.		Y									Y			Y	Y	
Faculty reports via representative body (R), elected advisory group (E), and/or appointed advisory group (A)	E	R	R	R	E				E	A	R*	A	R	R		R
Mechanism exists for UF senators to report regularly to faculty.	Y			Y				Y					Y	Y		

Evidence for Shared Governance as Provided by Colleges' Governing Documents (02-12-06)	Colleges															
	CALS	CBA	Dentistry	DCP	Education	Engineering	Fine Arts	HHP	Journalism	Law	CLAS	Medicine	Nursing	Pharmacy	PHHP	Veterinary Medicine
Observations for the following criteria:																
Items posted on unit's web or an intranet																
Const/Bylaws etc	Y	Y	Y	Y	Y	Y				Y	Y	Y	Y	Y		
Unit tenure and promotion guidelines and procedures	Y	Y	Y	Y		Y		Y		Y	Y	Y		Y	Y	
Members and chairs of unit committees (C = chairs only posted)		Y	C	Y	Y	Y		Y		Y	Y		Y	Y		
Representative Participation																
For committees where faculty have primacy																
Half or more are elected faculty																
Representative body		Y	Y	Y	Y ^c					Y		Y	Y ^e			Y
Curriculum Committee			Y							Y	Y					
Tenure and Promotion ¹	Y ^d	Y	Y	Y				Y	Y	Y			Y	Y	Y	
Administration members non-voting or no admin members																
Curriculum Committee		Y				Y					Y		Y			Y
Tenure and Promotion		Y		Y		Y			Y	Y, E	Y		Y	Y		Y
Elected chair																
Representative body		Y	Y	Y	Y							Y	Y			Y
Curriculum Committee	Y		Y	Y	Y	Y				Y	Y		Y			
Tenure and Promotion		Y	Y						Y	Y	Y		Y	Y		
For institutional committees																
Faculty elect (E) or from a list provided by faculty																

Evidence for Shared Governance as Provided by Colleges' Governing Documents (02-12-06)	Colleges															
	CALS	CBA	Dentistry	DCP	Education	Engineering	Fine Arts	HHP	Journalism	Law	CLAS	Medicine	Nursing	Pharmacy	PHHP	Veterinary Medicine
Observations for the following criteria:																
Sabbatical Committee					Y		Y, E		Y	Y, E	Y, E					
Budget Committee					Y											
Long Range Planning			Y		Y								Y			
¹ University policy requires that at least ½ or more of the Tenure and Promotion Committee be elected, but some governing documents are not yet modified to reflect this policy. ² In Education, selection of committee members is specified by the Faculty Policy Council. ³ In Liberal Arts & Sciences, eventually half the Tenure & Promotion Committee will be elected. ⁴ In Nursing, appointments to most committees made by the President of Faculty Organization.																
Clarity of Roles																
Governing Documents Ratified by Faculty		Y	Y	Y	Y				Y	Y	Y	Y	Y	Y		Y
Governing documents specify committee membership																
Curriculum Committee	Y	Y	Y	Y	Y	Y			Y	Y	Y		Y	Y		Y
Tenure and Promotion	Y	Y	Y	Y		Y			Y	Y	Y		Y	Y		Y
Long Range Planning			Y	Y									Y			
Budget Committee				Y												
Representative body (A = Committee of the whole)			Y	Y	Y					A		Y	Y			Y
Governing documents state committee purpose																
Curriculum Committee	Y	Y	Y	Y	Y	Y			Y	Y	Y		Y	Y		Y
Tenure and Promotion	Y	Y	Y	Y	Y	Y			Y	Y	Y		Y	Y		Y
Long Range Planning			Y	Y	Y								Y			
Budget Committee				Y	Y											
Representative Body			Y	Y	Y								Y			Y

Evidence for Shared Governance as Provided by Colleges' Governing Documents (02-12-06)	Colleges															
	CALS	CBA	Dentistry	DCP	Education	Engineering	Fine Arts	HHP	Journalism	Law	CLAS	Medicine	Nursing	Pharmacy	PHHP	Veterinary Medicine
Observations for the following criteria:																
Mutual Accountability^f																
Faculty																
Administrators																
^f The Task Force Inventory Subcommittee did not find evidence for mutual accountability in published college governing documents.																

The SGI Task Force Inventory Subcommittee used web resources of the various colleges including the college governance documents, committee listings, tenure and promotion guidelines, and interviews with both faculty and administrators in the colleges to locate governing documents for evidence of these shared governance criteria.

C. APPENDIX C: EXAMPLES OF BEST PRACTICES

This document contains the results of our survey of various governance documents in effect throughout the University. We have identified practices that are consistent with advancing the objectives of shared governance. This list is under-inclusive. There are certainly many practices not listed here that meet our criteria for inclusion. Rather than provide a complete inventory, our objective was to highlight practices over a broad range of topics and issues that advance the objectives of shared governance.

1. Governance documents define who is faculty, who is administration, and the powers of each to participate in various levels of decision-making, including what constitutes a quorum.

Examples of Practice:

The definition of faculty can vary across units. Faculty have a voting privilege and are able to serve on committees and faculty council. Some units define faculty as tenure and tenure accruing while other units include clinical faculty and full time grant-supported faculty. Quorum can be defined as the majority of the whole faculty unit or those who are present. In some cases faculty can take action on a vote as long as the faculty present vote.

Link to College of Education constitution: <http://www.coe.ufl.edu/web/?pid=434>

ARTICLE II - The Faculty, Section 1 – Membership, Eligible faculty, those persons who participate in faculty governance and vote on matters of college policy, shall consist of those in tenure accruing ranks and non-tenure accruing ranks who contribute to the academic mission of a college department and have a full-time appointment during the regular academic year.

Link to the College of Liberal Arts and Sciences Constitution <http://www.clas.ufl.edu/gov/constitution.html>

II.C.1. The program of a Department shall be conducted by the Department Faculty through a chair, who shall have general responsibility for the activities of the Department. Departmental Faculty shall include all tenured and tenure-accruing members in the departmental budget and such other persons as teach in or do research in the Department and are accepted by majority departmental vote. Ultimate authority for making decisions on departmental matters rests with the Departmental Faculty. Mechanisms for determining general departmental policy will be adopted by majority vote of all Faculty members or by a Committee elected by all Faculty for the purpose of setting general departmental policy

Link to College of Medicine Bylaws: <http://www.med.ufl.edu/work/fc/docs/BYLAWS%202-1-05.pdf>

The voting Faculty of the College of Medicine shall consist of all full-time faculty members having the rank of assistant professors or assistant research scientist or above. Emeritus members shall be voting members. Faculty members with joint appointments shall have voting privileges if their primary academic appointment is in the College of Medicine, or if assigned five-tenths (0.5 FTE) or more to the College of Medicine. Temporary or interim faculty shall not be voting members.

2. Governance documents set out the committee structure, voting rights, and jurisdiction of whatever decision-making groups are established.

Examples of Practice:

The variety and complexity of committee and division structures are tailored to address the needs of the college. Large colleges typically have sub-divisions and elaborate committee structures with well-defined decision, voting and meeting rules. Small colleges choose much simpler committee structures in some cases with committees populated by the faculty in its entirety. Typically, units have assigned committees for the purpose of curriculum decisions; student admissions; tenure and promotion; long-range planning; etc. Committee members are usually voted for by the faculty and serve up to 3-year terms. Committees report to the faculty governance group and/or the Dean on actions taken.

Representatives from each department are elected to serve on the various committees. When required, special committees may be identified by the faculty and/or Dean.

Link to the College of Business Administration Bylaws:

http://www.cba.ufl.edu/mywcb/facstaff/Docs/BYLAWS_0703.pdf

Section 7. COMMITTEES

7.1 There shall be the following standing committees of the College and Graduate faculty.

Faculty Advisory Committee

Graduate Committee

Information Resources Committee

Masters Committee

Master of Business Administration (MBA) Committee

Minority Affairs Committee

Promotion and Tenure Committee

Research Committee

Teaching Committee

Undergraduate Committee

7.1 There shall be the following standing committees of the College and Graduate faculty.

Faculty Advisory Committee

Graduate Committee

Information Resources Committee

Masters Committee

Master of Business Administration (MBA) Committee

Minority Affairs Committee

Promotion and Tenure Committee

Research Committee

Teaching Committee

Undergraduate Committee

For matters relating to the undergraduate and masters level academic programs of the Fisher School of Accounting, the functions of the above committees shall be performed by committees of the faculty of the Fisher School of Accounting.

7.2 Faculty members will be appointed to the University Senate, Sabbatical Evaluation Committee, search committees, and other university-directed committees, as directed by the appropriated university authorities.

7.3 Unless otherwise stated, faculty appointments to committees with terms greater than one year will be staggered.

Link to the College of Dentistry Constitution and Bylaws: <http://www.dental.ufl.edu/Faculty/Constitution.html>

ARTICLE 8. COMMITTEES

8.1 Standing Committees of the Assembly will be Student Admissions and Recruitment, Advanced Education, Clinical Affairs and Quality Assurance, Curriculum, Promotion and Tenure, Research, Steering, Strategic Planning, Student Affairs, Student Performance Evaluation, and Information Technology.

8.2 Chairpersons of the standing committees report and make committee recommendations through the Steering Committee to the Assembly except where University regulations or Assembly action dictate otherwise. Each committee will be required to submit an annual report at the May meeting. The annual reports will be posted on the College's web site for all members to view.

8.3 Except where specified in the Constitution and Bylaws standing committee members will serve for three years and no committee chairperson may serve more than two consecutive years except as stated in Chapter 2 of the Bylaws.

8.4 When required, special committees may be identified as provided in the Bylaws.

Link to College of Education Constitution Voting Rights: <http://www.coe.ufl.edu/web/?pid=434>

The Faculty Policy Council consists of members as follows: (1) Ten voting members shall be elected from the eligible faculty. Annually, one member shall be elected from each college department by a college-wide vote of the eligible faculty. Nominations of at least three faculty members shall be made within each department and communicated to the Elections Committee.

- 3. Governance documents spell out the criteria and procedures for faculty appointments and promotion and tenure, though the placement of the details of that information may be in bylaws, policies, or guidelines.**

Example of Best Practice:

Some units provide detailed guidelines for the tenure and promotion on the web, while others provide only the procedures for the appointment of faculty on the tenure and promotion committee. In most cases, the committee reports the results of their review to the Dean.

Link to the College of Dentistry Tenure and Promotion Guidelines:

http://www.dental.ufl.edu/Faculty/P_and_T.pdf **and Link to the College of Dentistry Bylaws:**

<http://www.dental.ufl.edu/Faculty/Constitution.html#CHAPTER%2020ELECTIONS>

2.1.5 Promotion and Tenure Committee. It is the responsibility of this committee to carry out the responsibilities as outlined in the College's promotion and tenure guidelines and to review applications and make recommendations regarding promotion and tenure to the Dean of the College of Dentistry on applications submitted to the committee by the appropriate authorities. The committee consists of eight full time faculty; six tenured full professors, one tenured associate professor and one clinical associate or clinical full professor elected by the Faculty Assembly. The committee reports directly to the Dean.

Link to the College of Medicine Tenure and Promotion Guidelines:

<http://www.aa.ufl.edu/aa/aapers/documents/TPGuidelines2005-2006.pdf>;

<http://www.med.ufl.edu/Admin/FacPro/>

- 4. Governance documents create the structure and procedure for a representative faculty body to make decisions about policies affecting the unit.**

Example of Best Practice:

The essence of shared governance is a significant and well-defined

role for faculty participation in decisions that affect the faculty body, administrative unit, and college. Units accomplish this objective through leadership or advisory bodies that are responsible for representing the faculty and advising the Dean of Faculty interests. Such bodies or elected representatives may have responsibility for curriculum and academic matters, calling and presiding over faculty meetings and advising and/or consulting with Deans on budgetary and strategic planning.

Link to the College of Nursing Bylaws: <http://www.nursing.ufl.edu/bylaws/By-laws2005.pdf>

ARTICLE III, Section 2: Representative Government, In keeping with the Constitution of the University of Florida, a representative form of government in the College of Nursing shall act in an advisory capacity to the Dean.

ARTICLE IV Section 5: Duties of the Officers (of the Faculty Organization), The President and President-elect shall perform duties usually performed by such officers, together with duties as prescribed by the Faculty membership, by the Faculty Leadership Council (see Article V) and by Robert's Rules of Order, Newly Revised when not in conflict with the Bylaws of this organization.

The duties of the officers are as follows:

A. The President of the Faculty Organization shall:

1. Act as President of the Faculty Organization

a. Convene and preside over the regular and special meetings of the Faculty.

b. Develop agenda for the general faculty meeting in conjunction with Faculty Leadership Council and the Dean of the College of Nursing.

ARTICLE V

The Faculty Leadership Council

Section 1: Authority

The Faculty Leadership Council shall act for the Faculty when the Faculty Organization is not in session. Two-thirds of the voting faculty members shall have the power to veto any decision of the Faculty Leadership Council within 30 days of that decision. The veto must be presented to Faculty Leadership Council in writing.

Section 2: Duties of Council

A. Monitor and coordinate progress of committees in relation to the Mission and Goals of the College.

B. Recommend policies to the Dean and/or Administrative Council.

C. Receive, consider, refer and approve matters submitted in writing to the Council including recommendations from Standing Committees, Special Committees, or individual faculty members.

D. Refer matters to the Faculty as a whole as appropriate based on recommendations from Standing Committees, Special Committees, or individual faculty members.

E. Investigate and make recommendations on matters referred to the Council by the Faculty.

F. Develop and annually review the Evaluation Master Plan and make recommendations for change or refinement.

5. Governance documents provide for regular faculty meetings.

Example of Best Practice:

Shared governance requires the participation of the faculty in conducting college affairs. To further the goal of faculty involvement, regular faculty meetings are scheduled to inform and discuss issues material to the college and to obtain the position of the faculty. Meeting agenda are determined by faculty members and meetings are presided over by a faculty representative and arrangements made for faculty members or faculty representatives and the Dean to call special meetings when warranted.

Link to College of Veterinary Medicine Bylaws:

<http://www.senate.ufl.edu/resources/constitution/collegeOfVetMed.doc>

IV. Faculty Meetings

- A. Meetings of the faculty shall be held at least quarterly. (Possible dates would be the second Tuesday in September, December, March and June). The faculty may meet at other times by the call of the Dean, the Faculty Council or upon request of the majority of the faculty senators representing the College of Veterinary Medicine.
- B. All items to be considered at a faculty meeting will be submitted in writing to the Faculty Council. The Chair of the Council shall be responsible for preparing the agenda after consultation with the Council and the Dean. The Secretary of the Faculty Council shall be responsible for distribution of the meeting notice and agenda at least five days prior to the meeting date.
- C. The Chair or Associate Chair of the Faculty Council shall preside over all faculty meetings. A quorum shall consist of at least 40% of the voting faculty members. The Secretary of the Council shall verify and record in the minutes that a quorum was present. "Robert's Rules of Order" shall be used as a guide in conducting the Faculty Meeting. The rules of order may be suspended by the Chair provided that not more than two voting members object to such suspension.
- D. The chair of each faculty committee shall present an oral report at the June Faculty meeting and file with the Secretary of the Faculty Council a written report of its deliberations and recommendations during the preceding year.
- E. Recommendations of the faculty to the Dean shall be approved by a simple majority of the voting members present at any regular or special meeting, unless contrary to customary parliamentary procedure or otherwise specified. The minutes of the faculty meeting shall be communicated to the Dean and circulated when appropriate.

6. The faculty have a role in the selection and evaluation of department chairs and the college dean.

Example of Best Practice:

Deans and department chairs are the administrators who have the most direct and immediate impact on the functioning of the college with respect to the faculty. Because of the importance of these administrators, those with the charge of appointing them strongly consider the concerns and interests of when making their selections.

Link to the College of Liberal Arts and Sciences Constitution <http://www.clas.ufl.edu/gov/constitution.html>

CLAS II.B. The Dean, II.B.2. Selection of the Dean: the Dean is appointed by the President with the approval of the Board of Regents. In making this appointment, the President shall give consideration to the recommendation of a Special Advisory Committee representing the Faculty.

This Special Advisory Committee shall include three members elected by each of the electoral groups defined in Article IV, C 2 and according to the procedures outlined in Article IV, A, B, and C 1. The Committee so elected will then elect a chair, and then this Committee may select up to three additional faculty members to insure a committee diversified in terms of discipline, race, rank, and gender. The Committee will also include three students appointed by the College of Liberal Arts and Sciences Student Council.

Departmental Chair, II.C.2. The Department Chair is to be nominated by the Dean after formal consultation with the Chair Search Committee. The Chair Search committee (which may include untenured as well as tenured departmental faculty) shall be comprised of (a) members from the departmental faculty elected by a majority vote of the department's tenured members and (b) a faculty member from a related field outside the department appointed by the CLAS Dean to serve as the Dean's representative on the committee. This Committee so comprised will elect its chair, and then may select up to two additional faculty members to insure a committee diversified in terms of rank and specialties within the department, race, and gender. In the absence of action by the Committee, the Dean may appoint up to two additional faculty members to serve on the committee to achieve such diversity. Committee composition shall remain such that a majority of the Committee members are full-time faculty in the department.

Link to resources for evaluation of administrators by Colleges of Dentistry, IFAS, Medicine and Nursing:

<http://www.senate.ufl.edu/committees/governanceTaskForce/evals.html>

7. Faculty and administration share in design and changes to structure of college subunits.

Example of Best Practice:

Some units provide detailed guidelines for making changes to the structure of the college, assuring that there is shared decision making when it comes to reorganizing departments within the college.

Link to the College of Design, Construction, and Planning:

<http://www.dcp.ufl.edu/documents/dcpconst.pdf>

ARTICLE I, Section 4 - Procedures for Establishing, Ending or Consolidating a Department or School, The formation of a new school or department shall require the approval of the college faculty. The abolition of a school or department, or its consolidation with another, shall require the approval of each of the faculties of the units involved. The Dean, or any group of 50% or more of the faculty of each of the affected units, may petition for the establishment, merger, consolidation or abolition of a school or department.

Link to the College of Education - Changing Structure of the College:

<http://www.coe.ufl.edu/web/?pid=434>

Article 4, Section 1- Departments and Schools

A. The faculty shall be organized into departments and schools for purposes of program development and implementation. The formation or abolition of a department, or its consolidation with another department shall require approval of the eligible faculty following the procedures prescribed in Article IV, Section 3. Transfer of a program from one department to another shall require approval of the faculty in the affected departments. A majority vote of the eligible faculty in each department shall be required for approval.

Section 3. Procedures for Establishing or Ending a Department or Division, The Dean, or any group of six or more eligible faculty, may petition the faculty for the establishment or abolition of a department. The petition shall be referred to the Faculty Policy Council for study and recommendation. The eligible faculty, in a general meeting, shall vote by secret ballot on this recommendation. If a two-thirds vote of the eligible faculty at that meeting approves, the proposal then shall be sent to the proper University bodies for action.

8. The faculty shall have a role in budget priorities, sabbatical, merit pay and other policies that affect the faculty.

Example of Best Practice:

The college budget as well as other policies has direct impact on the academic mission and success of the faculty. It is essential for administrators to obtain faculty input on critical policy issues.

Link to the College of Education - Changing Structure of the College:

<http://www.coe.ufl.edu/web/?pid=461>

Article I, Section 4, A. Faculty Policy Council, 1. Purpose, The Faculty Policy Council is the policy-making authority for the College of Education. In this capacity, the Council makes policy with respect to matters that concern more than one college department. The Faculty Policy Council shall report its decisions to the Dean and to the faculty at large. The Faculty Policy Council shall also review the budgets with the Dean semiannually (September and April and at other times as requested by the Dean or Council) and recommend resource allocation policies. Implementation of adopted policies is the responsibility of the Dean. The Faculty Policy Council may, at its discretion, refer specific policy decisions to the eligible faculty for a vote by secret ballot.

F. (4) Faculty and Budgetary Affairs Committee. This committee shall be concerned with polices related to

promotion, tenure, search and screen, load, in-service development, sabbatical leaves, etc .It shall also make recommendations to the Dean regarding sabbatical leaves and shall advise the Dean on budgetary affairs.

Link to the College of Nursing Bylaws: <http://www.nursing.ufl.edu/bylaws/By-laws2005.pdf>

Article VIII, The Faculty Affairs Committee

Section 1: Authority, The Faculty Affairs Committee shall consider matters of policy relating to promotion, tenure and evaluation. It also consider matters of policy relating to standards of performance, professional ethics, faculty rights and responsibilities, academic freedom, affirmative action, faculty compensation and faculty development.

(See Section 2 for specific duties.)

9. Faculty and administrators share in shaping and amending the unit's governance document.

Example of Best Practice:

Having a written governing document that identifies the roles, responsibilities, and duties of faculty and administrators is critical to the success of shared governance. Faculty have a role in changing and updating the governance document to meet current and prospective needs of the college and faculty.

Link to College Of Dentistry Constitution and By-Laws:

<http://www.dental.ufl.edu/Faculty/Constitution.html>

ARTICLE 9 – AMENDMENTS, 9.1 Amendments to the Articles of the Constitution must be proposed in writing and submitted to the Steering Committee at least one month prior to the next Assembly meeting. The Steering Committee will present the proposed amendment to the Faculty Assembly with its recommendations. Proposed amendments will be published in the agenda for the next Faculty Assembly meeting, at which time the floor will be opened for action by the Assembly. The Constitution may be recommended for amendment to the Dean by a two-thirds majority vote of the members present and voting.

Link to the College of Design, Construction, and Planning: <http://www.dcp.ufl.edu/documents/dcpconst.pdf>

ARTICLE X – Amendments, This Constitution may be amended by a two-thirds vote of the faculty present at any regular or special meeting, provided that written notice and the text of the proposed amendments are sent to the faculty at least one month prior to the meeting at which such action is to be taken. Amendments shall be effective when written notice of the adopted changes is sent from the Chair of the Faculty Council to all members of the faculty. Such notice must be given within two weeks after the date the amendments have been adopted.

Link to College Of Engineering Faculty By-Laws:

<http://www.senate.ufl.edu/resources/constitution/collegeOfEngineering.pdf>

Article 7 - Amendment of By-Laws

7.1 These by-laws may be amended by the following procedure:

- a) The proposed amendment(s) shall be submitted in writing to the faculty at least two (2) weeks before a faculty meeting scheduled during the period of normal faculty academic year appointments.
- b) Upon an affirmative vote by a majority of eligible voting members present at said meeting, the Dean or his representative shall conduct, at the earliest opportunity, a mail ballot of the voting faculty regarding the proposed amendment(s) of the By-Laws. The faculty in attendance may revise the proposed By-Law amendment(s) prior to proffering them for a mail ballot.
- c) The deadline for return of the mail ballots shall be no sooner than thirty (30) days from the date of ballot distribution.
- d) The Dean or his representative shall count the ballots promptly upon expiration of the return deadline and the amended By-laws shall take effect immediately upon the Dean's certification of approval by an absolute majority of the eligible voting faculty.

10. Governance documents include a mechanism for resolving conflicts between faculty and administration.

Example of Best Practice:

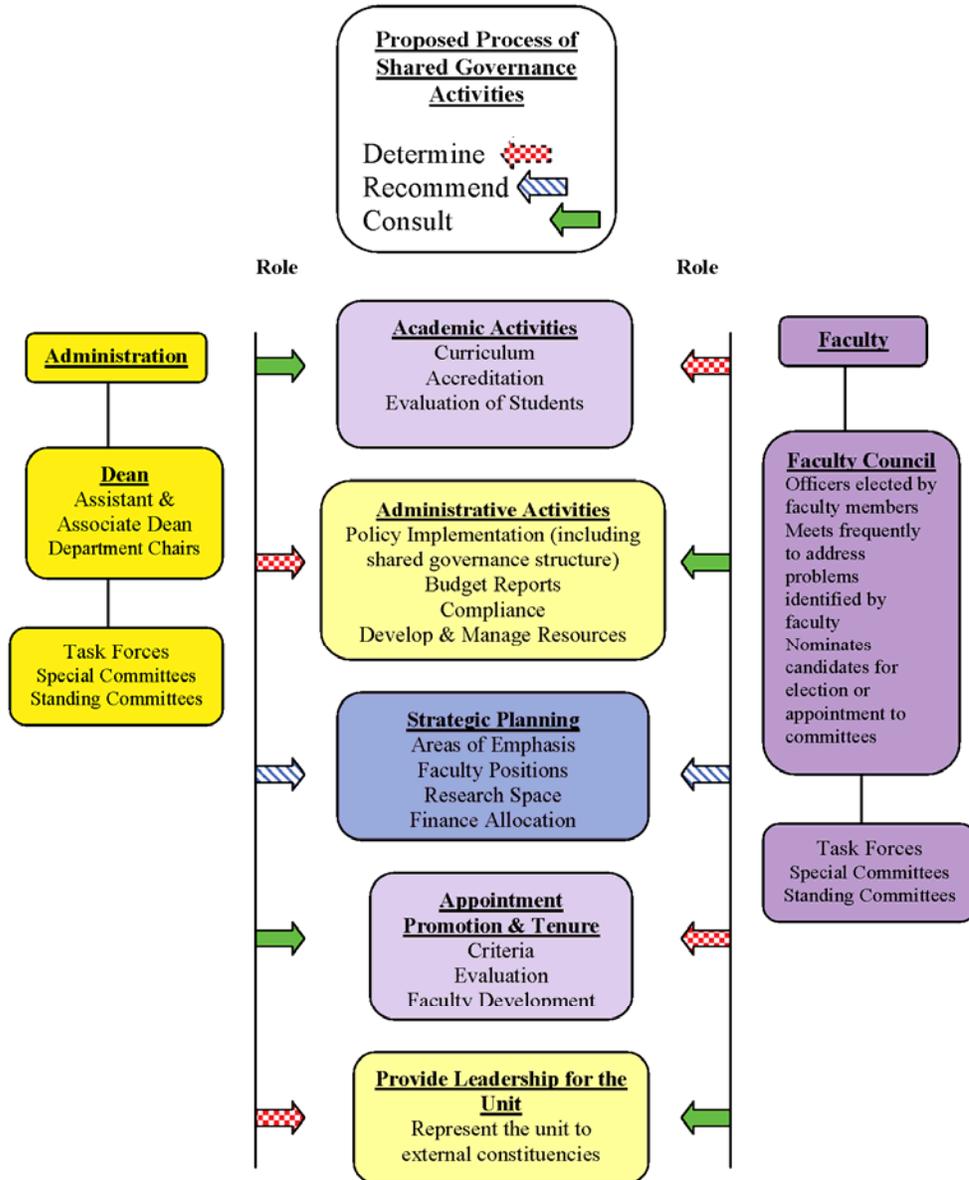
An essential element of shared governance is the ability of both faculty and administration to have a role in shaping outcomes that affect the college. In the event that faculty and administration disagree about the appropriateness of decisions or the direction of the college a formal method for making decisions in such conflict situations are in place.

Link to College Of Dentistry Constitution and By-Laws:

<http://www.dental.ufl.edu/Faculty/Constitution.html>

ARTICLE 10. APPELLATE PROCESS, 10.1 All actions of the Faculty Assembly are submitted for approval to the Dean who is the chief administrative officer of the College. In the event of disapproval, the appellate process will follow. The procedure includes these steps: At the conclusion of the discussion, a vote will be taken to determine the Assembly's support of the issue. If the vote does not support the disapproval of the Dean, the Secretary of the Faculty Assembly will draft an appropriate appeal memo to the Vice President for Health Affairs. The draft memo will be reviewed for accuracy and completeness and revised as indicated by the Steering Committee, excluding the Chairperson of the Faculty Assembly and the Dean. After the Steering Committee has approved the draft, the final letter will be sent to the Vice-President for Health Affairs by the Secretary of the Faculty Assembly, with copies to the Chairperson of the Faculty Assembly and the Dean. The action taken by the Vice President may be appealed by the Faculty Assembly or the Dean to the President of the University.

D. APPENDIX D: GRAPHIC REPRESENTATION OF AN EXAMPLE OF SHARED GOVERNANCE



E. APPENDIX E: RESOURCES USED BY FACULTY SENATE-PRESIDENTIAL TASK FORCE ON THE IMPLEMENTATION OF SHARED GOVERNANCE STRUCTURE

1. College Reports on Shared Governance
<http://www.senate.ufl.edu/committees/governanceTaskForce/reports.html>
2. Evaluations <http://www.senate.ufl.edu/committees/governanceTaskForce/evals.html>
3. Charts Subcommittee Report
<http://www.senate.ufl.edu/archives/committees/governanceTaskForce/chart.pdf>
4. Resolution: First Committee
<http://www.senate.ufl.edu/archives/committees/governanceTaskForce/resolution.pdf>
5. Shared Governance in Colleges 2001-2002
<http://www.senate.ufl.edu/archives/committees/governanceTaskForce/surveyShareCol.html>
6. AAUP Indicators of Sound Governance
<http://www.senate.ufl.edu/archives/committees/governanceTaskForce/indicators.pdf>
7. Senate Committee on Senate Structure and Effectiveness
<http://www.senate.ufl.edu/archives/committees/governanceTaskForce/report.pdf>
8. Resources of Interest to Task Force Charge <http://www.senate.ufl.edu/resources/>
9. Past Reports of Shared Governance http://www.senate.ufl.edu/reports/shared_governance/

See the website of the SGI Task Force for other specific references used by the Task Force (<http://www.senate.ufl.edu/committees/governanceTaskForce/>):