

REPORT

OF THE

PRESIDENTIAL-FACULTY SENATE

JOINT TASK FORCE

ON

SHARED GOVERNANCE

**UNIVERSITY OF FLORIDA
NOVEMBER 14, 2003**

Executive Summary

The objective of the Presidential-Faculty Senate Joint Task Force on Shared Governance is to recommend an operational framework for an effective partnership of Faculty with Administration in the shared academic governance of the University of Florida.

The Report recommends three levels of Faculty and Administration participation in shared governance and provides for conceptual and structural changes in university governance to facilitate a partnership between Faculty and Administration at the University of Florida.

The Report establishes that the President will share authority and responsibility with the Faculty in three ways: determination, recommendation, and consultation and defines these as: “Determination—”As delegated by the President, the Faculty through the Faculty Senate makes the final determination on certain matters. Recommendations: The Faculty through the Faculty Senate makes recommendations on certain matters. The President (or designee) may modify or reject recommendations only after a further conference with the Faculty Senate (or its representative). The President (or designee) will then inform the Faculty Senate (or representative) of the final decision and the reasons for that decision. Consultation: The Faculty through the Faculty Senate must have an opportunity for consultation with the President (or designee) on other matters connected with the priorities and policies of the University and their implementation. To consult means to have input into the decision-making process, and especially to be informed of the nature and rationale for decisions before they are made.”

In addition to the three levels, the Report identifies who the Faculty are for the purposes of Shared Governance and recommends that the Faculty and Administration govern as partners in these five areas: Academic Policy & Structure, Faculty Quality & Welfare, Academic Planning, Budgeting & Resource Allocation, Research & Scholarship, and Academic Infrastructure & Support.

The proposed structure would include the Faculty Senate Executive Committee, the Committee on Committees, the Constitution and Rules Committee and five councils, one for each of the five areas above.

The Task Force recommends that the Faculty Senate approve the principles of this report in time for its submission by the President for action by the Board of Trustees at its December 4-5, 2003, meeting. The Task Force recommends that the Constitution Committee create specific constitutional provisions to implement these principles for action by the Senate at its April, 2004 meeting.

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I. THE CHARGE

The University of Florida Faculty Senate and the University President charged the Presidential-Faculty Senate Joint Task Force on Shared Governance to formulate and recommend constitutional changes to facilitate shared academic governance and to formulate and recommend a set of bylaws specifying the smooth implementation of the principles of shared academic governance and the efficient operation of the Faculty Senate.

The University of Florida Faculty Senate articulated the concept of *Shared Governance* when it adopted the following definition:

“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. (Adopted, Faculty Senate Meeting, April 26, 2000)

While all those mentioned above have a broad interest in university governance, the Faculty and Administrators have a special role and this report focuses on that role.

President Young, on May 2, 2003, gave the University community and the Joint Task Force his vision of shared academic 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 selected 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. (President's update, May 2, 2003)

The Task Force charge has two subcomponents: constitutional changes and bylaw changes. The next two sections specify those charges.

A. CONSTITUTIONAL CHANGES

At a minimum, the Task Force should:

1. Specify the electorate, i.e., those who participate in the shared governance system by electing representatives to a Faculty Senate.
2. Specify those eligible to serve in the Faculty Senate and on its Committees (if this group is different from the electorate).
3. Specify appropriate common electoral practices for all colleges.
4. Specify other changes that may be necessary to encourage effective participation by all the electorate in shared governance.
5. Specify those areas of responsibility reserved to the President in which the President will seek the resolution or sense of the Faculty Senate (or its designated representatives) before acting.
6. Specify mechanisms for the Faculty Senate review and approval of proposed changes in University rules and policies pertaining to the academic mission.
7. Specify changes that may be required to encourage effective communication by all electorate in shared governance.

B. BYLAW CHANGES

At a minimum, the Task Force should:

1. Identify the Faculty Senate Standing Committees that should be established or continued in support of the Academic Mission.
2. Identify means of ensuring early involvement of the Faculty Senate (or its designated representatives) in the formulation of policy.
3. Identify clear and effective channels of communication between the President and the Faculty Senate, and between the Faculty Senate and the Electorate.
4. Identify structural processes for timely consideration and effective resolution of issues brought to the Faculty Senate.
5. Identify ways to integrate the work of all University bodies that contribute to governance and affect the academic mission of the University with the work of the Faculty Senate and its Committees.

II. THE JOINT TASK FORCE

The next section outlines the process used by the Joint Task Force.

A. THE TASK FORCE FORMATION

In May 2003, Faculty Senate Chair Anthony B. Brennan and President Charles E. Young appointed 10 University of Florida Faculty as members of the University of Florida Task Force on Shared Governance. The Task Force membership was selected to represent the membership of the Faculty Senate, the Faculty Senate Steering Committee, the Constitution Committee, and the Faculty Academic Advisory Council. (See Appendix A for a list of task force members and their departments and colleges.)

President Young, on May 2, 2003, expressed his view of the Task Force's process:

In the past three years much progress has been made in strengthening the Faculty Senate and its role in the governance of UF. The Senate leadership and I have reached a consensus that we now need to examine carefully the changes that have been made and to decide how to proceed further. This will be accomplished through an intensive process that will begin this summer and will culminate in a revised set of governance procedures for review and action by appropriate administrative agencies, the Senate, and the Board of Trustees in the fall.

We have agreed that a joint Senate Administration Task Force will undertake this effort, with the Senate members drawn from the Steering Committee and the Constitution Committee. I will serve either as co-chair or staff to the Task Force and will propose a framework for governance along with the accompanying issues that need to complete it.

B. THE TASK FORCE PROCESS

1. Meetings

The Task Force began meeting June 5 and held more than 15 meetings. ([Meeting Agenda and Minutes of the Task Force.](#))

2. Research

The Task Force relied on research¹ from the following resources:

- [UF Constitution](#)
- [UF Statement of Organization and Operation](#)

¹ These documents are available on the University of Florida Faculty Senate website, http://www.senate.ufl.edu/shared_gov_task_force.htm

- The Rules of the University of Florida,
- Faculty Responses
- History of Shared Governance at UF
- Report of the Ad Hoc Senate Committee on Structure and Effectiveness
- Academic Ranks and Title
- Faculty and Affiliated Staff in Each Academic Unit
- Effects of Different Representational Models on Representation
- Faculty Senate Membership in Recent Years
- Current Faculty Senate, Joint, and Presidential Committees
- Board of Trustees Committees
- Constitutions of UF colleges
- Constitutions of Other Similar Universities
- Reports on Research Universities
- Report on Challenges for Governance: A National Report, Center for Higher Education Policy, 2003, UCLA.

The Report on Challenges for Governance: A National Report surveyed 763 four-year, master's and doctoral programs and identified five strategies to enhance governance:

1. Delineate responsibilities as “clear areas of responsibility can decrease confusion and provide opportunities for sustained involvement.”
 2. Articulate a meaning of shared governance because multiple definitions “create varied expectations about decision-making.”
 3. Utilize multiple decision-making venues and “create systematic plans for multiple areas of meaningful engagement.”
 4. Communicate “consistently with the faculty.”
 5. Create the conditions for trust that “exists as a reciprocal relationship where both parties accept the importance of one another and have bonds of mutual obligation.”
- Visit from Dr. Karl Pister, former Chancellor of UC-Santa Cruz and former Chair of the University-wide Faculty Senate at the University of California, Berkeley).
Dr. Pister (who has long experience in the successful shared governance system of the University of California) met on August 7, 2003 with the Task Force, Faculty, the Faculty Senate Steering Committee, and administrators. In his remarks, he reiterated the importance of developing a climate of integrity, trust, and mutual responsibility among faculty and

administrators for effective shared governance.²

III. THE PRINCIPLES OF SHARED GOVERNANCE AT THE UNIVERSITY OF FLORIDA

A. SHARED GOVERNANCE PRINCIPLES

Shared Governance between faculty and administration is a reality at leading research universities. It is essential to the quality and the value of the education of the students, as well as the excellence and importance of the research conducted by all members of the University and the academic services offered within and beyond the University community.

Effective Shared Governance is predicated on the power to initiate decisions of academic importance and on timely communication between Administration and the Faculty. Efficient Shared Governance requires appropriate notification to the Faculty Senate of any proposed or pending decisions affecting the University environment and University policies.

Shared Governance is described in this document primarily at the University level. To work effectively, Shared Governance must extend to all Academic Units—departments and colleges or the equivalent—within the University to create both a structure and a culture of meaningful Faculty participation. The definition and maintenance of high academic standards, for example, are the privilege and responsibility of Faculty members at every level of governance.

For Shared Governance, Faculty and Administration evaluate the effectiveness of these deliberations and practices with mutually agreed upon criteria for process and performance standards.

Shared Governance is necessary to enhance the stature of the University of Florida. It ensures the quality of the education the University provides and that the research it conducts is at the frontier of knowledge for the benefit of the State of Florida and beyond.

B. LEVELS OF SHARED GOVERNANCE

Shared Governance demands a careful elaboration of the duties of the Faculty in a manner consistent with the laws of the State of Florida, and the established responsibilities and powers of the Board of Governors, the Board of Trustees, and the President³ of the University of Florida, as well as of any other contractual agreements that may exist. Within these boundaries, the

² Dr. Pister's remarks, both in full text and in summary are available on the Task Force website.

³ In general, the term President in this document is meant to include designees of the President.

Task Force proposes three levels of participation by the Faculty in the Shared Governance of the University of Florida:

1. Determines

As delegated by the President, the Faculty through the Faculty Senate makes the final determination on certain matters.

2. Recommends

The Faculty through the Faculty Senate makes recommendations on certain matters. The President (or designee) may modify or reject recommendations only after a further conference with the Faculty Senate (or its representative). The President (or designee) will then inform the Faculty Senate (or representative) of the final decision and the reasons for that decision.

3. Consults

The Faculty through the Faculty Senate must have an opportunity for consultation with the President (or designee) on other matters connected with the priorities and policies of the University and their implementation. To consult means 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 next section defines the terms the *General Assembly*, *Faculty*, and *Affiliated* members and the responsibilities, authorities, and organization of the *Faculty Senate*.

IV. THE PROCESS OF IMPLEMENTATION OF SHARED GOVERNANCE

A. THE GENERAL ASSEMBLY

The General Assembly consists of the Faculty and Affiliated Members, as defined below. The Faculty Senate is the legislative arm of the Faculty. Members of the Faculty may vote in Faculty Senate elections, be elected to the Faculty Senate, and may serve as elected members of Faculty Senate and Joint Committees, Councils, and Task Forces.

All members of the General Assembly, including Affiliated Members, may participate in governance within their Academic Units, as specified by those units; serve as appointed members on University committees and task forces; propose matters for action to the Faculty Senate and its Committees or Councils; and speak at Faculty Senate meetings under either of two conditions: (1) prior arrangement or (2) declared open forums.

1. The Faculty

The Faculty of the University of Florida consists of those appointed full-time by the University of Florida during the regular academic year to

carry out the academic mission of the University, namely, teaching, research, and academic service.

Faculty includes those appointed as:

Eminent Scholar; Distinguished Service Professor; Distinguished Research Curator; Distinguished Professor; Professor, Associate Professor, and Assistant Professor; Curator, Associate Curator, and Assistant Curator; Scientist, Associate Scientist, and Assistant Scientist; Scholar, Associate Scholar, and Assistant Scholar; Engineer, Associate Engineer, and Assistant Engineer; Librarian, Associate Librarian, and Assistant Librarian; and Master Lecturer, Senior Lecturer, and Lecturer.

Faculty also includes any of the above whose titles are altered by the clinical or research modifiers.

Retired Faculty, as defined above, who were awarded Emeritus status, may participate in the activities of the Faculty as follows:

1. Upon agreement of the individual and the Faculty Senate Executive Committee chair, the Emeritus Faculty member may be named to Committees or Councils at any time.
2. If rehired in an OPS-funded position at 0.5 FTE or higher, the Emeritus Faculty member will be counted for apportionment and may vote, and may complete a term in an elected position in the Faculty Senate.

2. Affiliated Members

Affiliated Members of the General Assembly are appointees of the University of Florida who hold any of the academic titles listed above that are modified by any of the following terms or phrases: Adjunct, Affiliate, Visiting, Provisional, Program, Multi-Year, or Extension.

B. THE FACULTY SENATE

The Faculty Senate is the representative body of the General Assembly and, as such, acts on behalf of the Faculty and the General Assembly in University-wide matters and those that involve more than one college, school, or other major Academic Unit, or which are otherwise of general University interest.

1. Members of the Senate

The elected voting members of the Faculty Senate will be one hundred fifty (150) members of the Faculty. Each Academic Unit will elect a nominating committee from its Faculty. Members of the Faculty, in their Academic Units, will elect by ballot the Faculty Senate members.

The ex-officio voting members of the Faculty Senate are the President

and the Provost. Vice Presidents are ex-officio non-voting members.

2. Apportionment

In order that the apportionment of Faculty representatives is as fair and equitable as possible, the Task Force proposes the following model: (a) Each Academic Unit will have at least two elected voting members. (This will ensure that the smallest Academic Unit is adequately represented.) (b) The remaining seats will be apportioned among the Academic Units based on the number of Faculty members in each unit, with the restriction that no one Academic Unit will have a number of voting elected members larger than one-sixth of the elected voting membership of the Faculty Senate.

Only Faculty (as defined above) are eligible to be counted in determining the proportional representation of colleges and equivalent Academic Units within the Faculty Senate, vote for members of the Faculty Senate, serve as members of the Faculty Senate, and serve as elected members of Faculty Senate Committees and Councils. No other persons are members of the Faculty Senate.

3. Academic Units

The colleges and equivalent Academic Units for this purpose are the following:

- Agricultural and Life Sciences
- Business Administration
- Dentistry
- Design, Construction and Planning
- Education
- Engineering
- Fine Arts
- Florida Museum of Natural History
- Group 1
- Health and Human Performance
- Health Professions
- Journalism and Communications
- Law
- Liberal Arts and Sciences
- University Libraries
- Medicine
- Nursing
- Pharmacy
- Veterinary Medicine

4. Organization of Faculty Senate Committees and Councils

The Faculty Senate and various Faculty bodies that report to it have

major responsibility for carrying out and overseeing the Faculty's role in Shared Governance. The Senate must manage its own business and share responsibility for effective governance of five areas of University activity, which have been identified as follows: Academic Policy and Structure; Faculty Quality and Welfare; Academic Planning, Budgeting, and Resource Allocation; Research and Scholarship, and Academic Infrastructure and Support.

The model below is the method proposed for meeting these responsibilities effectively. It incorporates the existing committee structure, with certain redefinitions and additions.

The Task Force proposes that the responsibilities of the Faculty Senate and of its existing Standing Committees, as well as the existing Joint Committees, be discharged through two Operational Committees, and five Councils. The Operational Committees support the conduct of the business of the Faculty Senate and the five Councils are responsible for the following areas of Shared Governance:

- Academic Policy and Structure
- Faculty Quality and Welfare
- Academic Planning, Budgeting and Resource Allocation
- Research and Scholarship
- Academic Infrastructure and Support

Each Council takes particular responsibility for one of the five areas of Shared Governance. To be effective and conduct business in a timely fashion, all require adequate staffing and facilities.

The Faculty Senate has the following privileges and responsibilities:

- Organize, select its own officers, Committees, and Councils, and adopt rules for the conduct of its business;
- Originate and take action on issues affecting the academic mission;
- Submit directly to the President and (through the President) to the Board of Trustees resolutions, reports, and recommendations on any matter of University concern;
- Notify the General Assembly of these actions.

5. Operational Committees

a) Faculty Senate Executive Committee

(1) Function

The Executive Committee sets the agenda for Faculty Senate meetings, apportions business to various Councils and Committees, receives reports from the Councils, and initiates and supervises any action necessary for effective Shared Governance

that is not delegated to another body. In addition, the Executive Committee is charged especially with liaison and provision of timely information to the Faculty and with responsibility for resolving jurisdictional conflicts and dealing with other problems related to the functioning of any Faculty Senate Committee, Joint Committee, or Council.

(2) Membership of Faculty Senate Executive Committee (15)

(a) The five Faculty Senate Officers

- Chair (also chairs this committee)
- Chair-elect
- Past Chair
- Two nonvoting members: the Secretary and the Parliamentarian

(b) The five chairs of the Faculty Senate Councils

(c) Three members elected from and by the Faculty Senate

(d) The University President (ex officio, voting)

(e) The University Provost (ex officio, voting)

b) Committee on Committees

(1) Function

The Committee on Committees ensures appropriate membership and timely elections for all Faculty Senate and Joint Committees and Councils; determines special qualifications, where necessary, for candidates for particular Committees or Councils; facilitates the operation of the Nominating Committee; ensures that all Committees, Councils, and task forces are appropriately charged and that all provide necessary reports of their activities; and proposes and reviews proposals for changes to the Committee or Council structure.

(2) Membership (6)

The Committee on Committees will be composed of six elected members who will serve staggered three-year terms.

c) Constitution and Rules Committee

(1) Function

The Constitution and Rules Committee is charged with review of the provisions of the University Constitution and with making recommendations regarding changes to the Constitution. Constitutional changes proposed to the Faculty Senate are referred to the Constitution Committee for consideration and for recommendation to the Faculty Senate. The Constitution

Committee acts as an agent of the Faculty Senate to interpret the meaning of any provision in the Constitution. It edits and prepares for publication any revised editions of the Constitution. It advises the Faculty Senate on rule changes and acts on rules and rule administration.

(2) Membership

This Committee is composed of six members elected by the Faculty Senate from the Faculty at large and the Committee Chair is elected.

6. Councils

A Council of the Faculty Senate will address each of the five identified areas of Shared Governance. Among the duties of each Council are to oversee, coordinate, and facilitate the work of certain Committees:

- Contributing Committees, with charges of central importance to the work of that Council, and
- Related Committees, with charges of peripheral concern to the Council, or over which Faculty governance responsibility is highly limited.

A Council will have the right and responsibility to refer business to those Committees; to direct two or more Committees to work together when appropriate; to create, if necessary, ad hoc committees or task forces to deal with matters within its purview; to act as a Council on business within its purview for which a committee is neither available nor necessary, and particularly to initiate and participate in cooperative action with other Councils. These Committees will continue to report directly to the Faculty Senate and the President (or designee).

The responsibility of each Council is to make proposals to the Faculty Senate or to see that its Committees make such proposals on issues of Faculty governance, for Faculty determinations, recommendations, or consultations.

Each Council includes the chairs of its Contributing Committees, two members elected from and by the Faculty Senate, and one member appointed by the President (or designee). The Faculty Senate Chair is an ex officio member of all Councils. The Council elects its own chair from among its members and that chair serves on the Faculty Senate Executive Committee. The chairs of the Related Committees to a Council are non-voting members of those Councils with the right to propose inquiries and other actions.

a) Academic Policy and Structure Council (9 members)

The purview of the Academic Policy and Structure Council is all matters of educational policy, including the general structure that relates Academic Units to each other.

For example, it and its contributing and related Committees recommend to the Faculty Senate, for determination: (a) approval or disapproval of proposed new courses; (b) modification of admission and graduation requirements, majors, departments, colleges, other Academic Units, and other academic programs of study; or (c) elimination of any of these items. It also evaluates any proposed changes in academic organization that are not contained within a single college, including but not limited to the transfer of a department or instructional program from one Academic Unit to another and proposes recommendations for the Faculty Senate to make to the President (or designee) on matters of policy concerning student life as it affects student academic performance.

(1) Contributing Committees

- Graduate Curriculum (**Proposed**:: Joint Standing Committee to parallel the forms and functions of the General Education Council and the Curriculum Committee)
- General Education Council (Joint Standing Committee)
- Curriculum (Joint Standing Committee)
- Student Admissions (Presidential Committee)
- Student Petitions (Joint Standing Committee)

(2) Related Committees

- Career Resource Center Advisory (Presidential Committee)
- Intercollegiate Athletics (Presidential Committee)
- Minority Recruitment and Retention (Presidential Committee)
- Minority Mentor Program Council (University Committee)

b) Faculty Quality and Welfare Council (9 members)

The purview of the Faculty Quality and Welfare Council is all policy matters that support the quality of the Faculty and their retention, and the promotion of an environment that contributes to both. Its functions are:

- (1) to determine and make recommendations, as necessary, on the academic criteria for appointment to the Faculty and for promotion and tenure;
- (2) to make recommendations on the academic merits of candidates for Administrative positions of academic significance;

- (3) to make recommendations regarding policy on Faculty rights and academic freedom;
- (4) to make recommendations on Faculty support programs, including appropriate fringe benefit packages;
- (5) to make recommendations to the Faculty Senate to encourage Faculty diversity; and
- (6) to recommend actions on matters important to the quality of Faculty life, such as leaves and spousal hires.

(1) Contributing Committees

- Academic Personnel Board (Joint Standing Committee)
- Academic Freedom, Tenure, Professional Relations, and Standards (Senate Committee)
- Honorary Degrees, Distinguished Alumnus Awards and Memorials (Senate Committee)
- Faculty and Staff Benefits (**Proposed:** Joint Committee)
- Affirmative Action Advisory Council (Presidential Committee)

(2) Related Committees

- Lesbian, Gay, Bisexual, Transgender Concerns (Presidential Committee)
- Environmental Health and Safety (Presidential Committee)

c) Academic Planning, Budgeting, and Resource Allocation Council (6 members)

The purview of the Academic Planning, Budgeting, and Resource Allocation Council is in all matters that address global academic issues for the University of Florida: the setting of its academic priorities; the creation, modification, or deletion of its academic programs; and its strategic planning and evaluation process. On these matters, the Council forwards recommendations to the Faculty Senate to present to the President (or designee). The Council serves a consultative role to the Administration on issues of student tuition and University budgeting, and as a liaison with the Board of Trustees and the Legislature on special initiatives of academic importance.

(1) Contributing Committees

- Land Use and Facilities Planning (Joint Standing Committee)
- Faculty Academic Advisory Council (Joint Standing Committee)

(2) Related Committees

- Commencement (Presidential Committee)
- University Budgeting, Programming, and Design

d) Research and Scholarship Council (7 members)

The purview of the Research and Scholarship Council is all policy matters concerning research and scholarship conducted at the University of Florida. The Council's functions are:

- (1) to recommend appropriate policies and priorities to support the quality, stature, and relevance of the University's research initiatives;
- (2) to make recommendations concerning existing interdisciplinary research directions and review the quality of affiliated institutes and centers and their leadership; and to recommend actions necessary to enhance the research functions of the University;
- (3) to recommend new or expanded research initiatives based on the expertise of the Faculty and the conclusions reached on the basis of its analysis; and to review, on the behalf of the Faculty Senate, administrative proposals for initiation or elimination of research initiatives;
- (4) to make recommendations on policies concerning the distribution of indirect costs from research grants;
- (5) to recommend on policy matters concerning graduate students and research personnel; and
- (6) to recommend on policy and programs that enhance the research experience of undergraduates.

(1) Contributing Committees

- Graduate Council (Presidential Committee)
- Research Policy and Priorities (**Proposed:** Joint Standing Committee, with subcommittees on the Biological/Health, Physical, and Social Sciences and on Humanities/Fine Arts)
- Undergraduate Research Council (**Proposed:** Joint Standing Committee)

(2) Related Committees

- Institutional Animal Care and Use (Presidential Committee)
- Institutional Biosafety (Presidential Committee)
- Institutional Review Boards (Presidential Committee)

e) Academic Infrastructure and Support Council (9 members)

The purview of the Academic Infrastructure and Support Council is all support matters that assist the Faculty in fulfilling its academic responsibilities. It is to make recommendations to the Faculty Senate for consideration by the President (or designee), and to consult with the Administration in matters regarding the availability and retention of Staff and the need for the creation and alteration of academic buildings or the housing of libraries, laboratories, and studios.

(1) Contributing Committees

- Land Use and Facilities Planning (Joint Standing Committee)
- Environmental Health and Safety (Presidential Committee)
- University of Florida Performing Arts Advisory for Policy and Operations (Presidential Committee)
- University Libraries (Senate Committee)
- Information Technology Advisory Committee

(2) Related Committees

- Quality of Instructional Space Committee_(**Proposed:** Joint Committee to interact with Registrar's office; to monitor availability of instructional equipment, quality and allocation of classrooms, lecture halls, laboratories, and studios; and to initiate remedial action where necessary, but especially when the facilities are used by more than one Academic Unit.)
- Persons with Disabilities (Presidential Committee)
- Lakes, Vegetation and Landscape (Joint Standing Committee)
- Transportation and Parking (Joint Standing Committee)
- Preservation of Historic Buildings and Sites (Joint Standing Committee)
- University Accreditation, Certification, and Registrations Committee (**Proposed:** Joint Standing Committee)

V. APPENDICES

- A. Member of Task Force
- B. History of Shared Governance
- C. Resolution to Faculty Senate

A. APPENDIX A: MEMBERSHIP OF TASK FORCE

University of Florida Joint Task Force on Shared Governance
 Anthony B. Brennan, Co-Chair
 Charles E. Young, Co-Chair
 Established June 2003
MEMBERS

Name	Telephone	Email	Department/College
Young, Charles E. Co-Chair	392-1311	cey@ufl.edu	UF President
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Craddock, Patricia	392-6650	pcraddoc@ufl.edu	English/Liberal Arts and Sciences
Denslow, David	392-0171	daved@bebr.ufl.edu	Economics/Business Administration
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B. APPENDIX B. HISTORY OF SHARED GOVERNANCE AT THE UNIVERSITY OF FLORIDA

The next section provides an abbreviated history of changes in shared governance at the University of Florida.⁴

1. The General Faculty

The Buckman Act consolidated several institutions into what would become the University of Florida in Gainesville in 1905, and the University of the State of Florida began operation in Gainesville in the summer of 1906 with a Faculty of 13, including President Sledd. The entire Faculty met as the *General Faculty* to consider the issues of the day and to take action on the recommendations regarding those issues from standing committees of the *General Faculty*.

2. Faculty Standing Committees

Faculty committees carried out much of the administration of the University with final approval lodged in the General Faculty and the President. The importance of the Faculty committee structure was best stated in the 1927-28 appointment of committees of the General Faculty:

Owing to the small number of meetings, three a year, of regular meetings of the General Faculty, a great deal of responsibility falls upon its Standing Committees. During the periods between meetings of the General Faculty, each of these committees is, under the President of the University, the sole authority on the matters within its jurisdiction. Each committee is, however, to submit a written report of its activities at all regular meetings of the General Faculty by which body its proceedings may be approved, amended, or revoked.

The Faculty committees for 1905-06 were Athletics, Discipline, Entrance Examinations, Library, Public Functions, Courses and Degrees, Schedules, Classifications, and Student Organizations. In 1910-11, the committee structure looked very much the same: Athletics, Discipline, Entrance Examination, Graduate Work, Library, Public Functions, Publicity, Schedules, Self-Help, and University Publications.

⁴ Those interested in more details about the history of shared governance at the University of Florida should visit the Web site http://www.senate.ufl.edu/uf_fac_history.htm.

3. Shared Governance

a) Early Models

The first Constitution of the University of Florida dated May 1929 describes the University's administrative structure to include the *University Council*. One of the functions of the Council was to act "as an 'ad-interim Executive Committee' of the *General Faculty* with authority to enact such legislation as may be necessary between the stated meetings of the *General Faculty*, which legislation will remain in force unless changed by the *General Faculty*."

The Constitution was amended April 1, 1932 to include among other issues two very important steps in the University governance: 1) the formal establishment of a Graduate School to be administered by a Dean and Graduate Council, and 2) the establishment of "the *University Senate* as the supreme legislative body of the University."

b) Mid Years

Thirty years later, extended discussion about the organization of the Senate began at the May 28, 1962 meeting of the Senate and ended with the adoption of a new constitution at the February 6, 1964 meeting. There was a major change with the adoption of this new constitution with the establishment of a *Senate Steering Committee* of seven members of the Senate. Its charge by the constitution was:

The Steering Committee shall annually elect its own chairman. In consultation with the President and Secretary, it shall determine the agenda for each meeting of the Senate. It shall provide for reporting to the Senate by administrative officers, by the chairmen of the standing and special committees, and by individuals.

In the following years, there were several initiatives to make the Senate more viable. Many of these involved the selection of the Senate members both in numbers as well as who was eligible and who could vote for Senate members.⁵

c) Recent Years

The range and responsibility of Faculty committees and the Faculty's influence on University governance changed in the late 1980-early 1990-time span during which the University Budget Committee, the Space Utilization Committee, and the Salaries and Benefits

⁵ There have been nine revisions of the Constitution (1932, 1937, 1946, 1949, 1964, 1972, 1984, 1990, and 2002) and virtually all of them dealt with these issues.

Committee all ceased to exist.

In 1995, Faculty representation in the Senate was set at 150 members elected from all Faculty ranks with the President and Provost as ex-officio members. None of the other ex-officio members are authorized to vote.

In addition, in 1998-99, the Board of Directors for Sponsored Research with elected Faculty membership became the Research Policy Committee with administrative membership solely.

The presiding officer for the Senate was also a topic of discussion starting in the late 1980s and remained so until November 4, 1999, when President Young was first introduced to the Senate. At the end of his remarks, he stated that he had chosen not to preside over the University Senate and invited the Chair of the Senate Steering Committee to preside. Subsequently, at the April 20, 2000 meeting the Senate approved two major constitutional amendments: the first to change the name of the University Senate to the *Faculty Senate* and the second to elect a member of the Senate to convene the *Faculty Senate*.

President Young made his top priority to define how the Faculty might play a larger role in the governance of the University and to have that role assured by the Board of Trustees. Subsequently the President and the Senate Chair appointed a Joint Task Force on Shared Governance. In addition, the Senate elected a committee to study the effectiveness and structure of the Senate and its business procedures.

C. RESOLUTION FOR SENATE

Submitted by: Co-Chairs of Presidential/Faculty Senate Joint Task Force on Shared Governance

Date: October 16, 2003 (as part of the Shared Governance Report)

Amended: November 13, 2003

Email: abrennan@ufl.edu

RESOLUTION FOR SENATE

1. Whereas the University of Florida Faculty Senate approved the following definition and purpose for consideration for inclusion in the Senate 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. (Adopted, Senate Meeting, April 26, 2000)

2. 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 selected 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. (President's update, May 2, 2003)

3. Whereas the Faculty Academic Advisory Committee, responsible for timely Faculty input into the development of policy in its formative state, resolved 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 (adopted, FAAC Meeting, March 6, 2003); and
4. 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)
5. We, the Faculty Senate, as the representative body of the University of Florida Faculty, hereby resolve that President Young request the Board of Trustees to agree to the principles of shared governance throughout the University of Florida and to take the following actions:
 - A. The Board of Trustees will recognize 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.
 - B. 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:
 1. ***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;
 2. ***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;
 3. ***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.

6. The Board of Trustees, through the President, and the Faculty through the Faculty Senate will require and facilitate the implementation of the principles of shared governance at all organizational levels of the university, from