

Shared Governance Report for College Faculty Councils

College: Veterinary Medicine

Date: 25 April 2011

Please evaluate your college's progress toward shared governance using the form below. The columns on the left are the 10 principles of shared governance from the UF *Faculty Senate-Presidential Task Force on the Implementation of Shared Governance Report* (April, 2006). In the columns on the right please describe your college's progress toward these principles. **Please submit to the UF Faculty Senate (faculty senate chair@ufl.edu) by April 1, 2011.** Thank you.

Principles of Shared Governance	College's Progress
1. a respectful collaborative process between faculty and administration that seeks consensus in the development of shared governance structures and processes.	This process has been slow in implementation. The college has long had a "top down" style of governance, and faculty have been slow to take shared responsibility due to high work loads, lack of recognition for time spent on such efforts, and a perception that such efforts had little impact. Monthly Faculty Assemblies with Dean's reports have helped to make overall governance somewhat more transparent.
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/college administration to develop and oversee the operation of shared governance within the unit/college;	This college has had a Faculty Council in place since its inception. However, the FC has only become actively engaged during the past few years. The FC Chair has been added to the Administrative Council to provide a faculty voice, and the FC Chair now holds monthly meetings with the Dean to foster bidirectional communication. This has improved faculty-administration communication somewhat.
3. written guidelines that delineate the responsibilities and roles of the faculty and the administration in implementing shared governance in the unit;	Guidelines were embedded within the currently in-force CVM Constitution. However, this was a self-nullifying document and is currently under revision. Definition of faculty and administrative roles and responsibilities are a major focus of the proposed draft of the revised Constitution.
4. written guidelines (e.g. constitution, bylaws, policy manual, or memoranda of operations) for implementing the principles of shared governance in the unit;	Such guidelines are embedded within the Bylaws of the CVM Constitution, and are also currently under revision to facilitate implementation of shared governance.
5. approval of the guidelines, documents, and processes of shared governance by a majority vote of the faculty and unit administrators;	A proposed revised draft of the CVM Constitution and Bylaws is to be discussed at Faculty Assembly on 25 April 2011. Further revisions may be adopted. A vote on the final revised documents is to be conducted within one month or less.
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);	Committees addressing each of these facets of governance have been in place for many years, often since the inception of the college. Modifications in the past 5 years have been modest.
7. procedures to insure faculty input in strategic planning, resource allocation, and budget priorities;	This is an area that remains contentious. Two years ago the Chair of Faculty Council was added as a member to the Administrative Council to provide a faculty voice. Some committees help to address strategic planning, but there is little budgetary transparency. There is a common perception that faculty input is neither sought nor considered in decisions.
8. procedures for resolving differences between faculty and administrators;	This remains a work in progress, and could be improved. Currently, this depends largely on the effectiveness of the FC Chair in communicating faculty concerns to the Dean and Administrative Council, and the effectiveness with which the Dean utilizes the Administrative Council.
9. procedures for periodic review and evaluation of the principles and mechanisms of shared governance; and	The in-force and proposed revised Constitutions both mandate periodic review, and provide for revision as appropriate. No formal mechanism exists for more frequent assessment of the implementation of shared governance, although faculty may call for revision of the Constitution at any time.
10. a means of communicating shared governance processes and outcomes to all members of the unit."	A mechanism is in place through Faculty Council to disseminate information to the various units through their FC representatives. Monthly Faculty Assemblies are held wherein matters of wide significance to the faculty are addressed. The effectiveness and actual relevance depend upon the representatives and the FC Chair.

A. Overall, how would you evaluate the progress of your college toward meeting these principles of shared governance?

The College of Veterinary Medicine had many aspects of shared governance in place prior to recent efforts to establish shared governance on campus. Some faculty feel the administration is open to the principles of shared governance. However, there remains a significant lack of transparency in budgetary matters, and a common perception that the administration does not share with faculty either its vision for the direction of the college or take into serious consideration the will of the faculty in that regard.

B. What would you say are the best practices in your college for shared governance?

With the more active role taken by Faculty Council in recent years, and the implementation of more frequent Faculty Assemblies there is greater representation and communication of faculty will to the administration. The Dean is always open to meeting with faculty, and that is a positive practice. Proposed changes to the CVM Constitution will codify the roles and responsibilities of both the faculty and administration, including the provision of a mechanism for the faculty to directly implement policies in matters of concern and to effectively communicate its will in matters beyond its authority.

C. What do you see as problem areas in effective shared governance?

The primary problem currently is a significant lack of transparency in budgetary matters. Failure to disclose such information willingly to the faculty, or to formulate a vision for the college, has led to mistrust on the part of some faculty. This is particularly common among those who have been in the College for longer periods. This has been exacerbated by instances of the administration effecting significant changes that directly impact on faculty time, effort, and resources, without including faculty in the decision-making process. Some faculty feel there are too many committees and too much time must be invested in matters outside their perceived job duties.

Submitted by

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