

## **Advisory Council of Faculty Senates**

May 13, 2011  
1703-07, Turlington Building  
Tallahassee, FL

### **MINUTES**

#### **Meeting called to order by Chair Rick Yost at around 9:00 AM**

**Attendance:** FAMU – Maurice Holden, Narayan Persaud; FAU – Bill McDaniel; FGCU – Chuck Lindsey, Halcyon St. Hill; FIU – Tom Breslin; FSU – Sandra Lewis, Susan Fiorito; UCF – Ida Cook, Arlen Chase, Manoj Chopra; UF – Scott Nygren, Rick Yost, Mary Anne Ferguson; UNF – Kathy Robinson, Jeff Harrison, Judy Solano; USF – Liz Larkin, Rick Smith

Absent - NCF; UWF.

**Action Items:** Highlighted below.

#### **ACFS Business**

The agenda for the meeting was handed out. Rick Yost welcomed everyone. Everyone introduced himself or herself. The signup sheet was passed around. The order of the chancellor staff today may change on agenda.

Approval of March 25, 2011 meeting in Tallahassee. Motion made and seconded. Approved unanimously.

#### **Morning Sessions – Reports from the Chancellor and his Staff**

##### 1. Kristie Harris – Budget Director SUS

Update on 2011-12 was provided. The budget overall fared well. There was a 4% reduction under appropriations. The reduction was 3.2 % if FRS not considered. If we take out stimulus and nonrecurring funds, the reduction was about 1%.

Legislature implemented \$155 million reduction but gave \$55 million in general revenue to offset. Thus, there was an overall \$100 million in reduction. Increase of 8% base on UG tuition (\$43million potential revenue) and a 7% differential tuition at Universities (\$34.7 million revenue). Graduate and professional education program had an 8% tuition increase at the local level. UCF and FIU got funding of \$4.4 million for phase in for their medical schools.

The mandatory 3% contribution to retirement funds equal about 67.3 million dollars system wide. Spread across each university using salary category detail file using the August files as basis and given back as E&G to universities.

A question was asked if any discussion had taken place at other institutions besides UF on returning the 3% back to the faculty. Response was that there were such discussions at FSU, UNF and FGCU but these were found not to be affordable.

Health insurance was not increased although there is leg to study different levels (platinum, gold levels) by DMS. Not sure if this was passed. There is some confusion if Bill 2126 was passed, so DMS is not currently doing a study of this issue. Chair Yost stated that UF might have been authorized to study self-managed health care plans according to Pres. Machen.

Some student financial aid money has been moved to FL Student Assistance Grant office. Remaining balance handled by SUS is 7.1 million. Some of these funds may be available to university students.

Legislature decided not to fund major gifts matching (suspended by SB 2150 effective July 2011) or the Cortellis program. Suspension means that universities cannot accept gift with the promise of state match. Gifts during this interim suspension period will not be eligible. Existing gifts matches have NOT been wiped out but suspended.

### Chris Kinsley

The Cortellis matching program is suspended. PECO funds were provided at the end of the session for a minimum amount for maintenance. Mr. Kinsley provided a detailed list of PECO funded projects. A request for \$109 Million was made in March and we ended up with \$137 Million in total where everyone gets utilities money.

- UF 1 project at the Lake Nona Facility \$6 million.
- FSU Applied Science Building \$6 million
- FAMU 0
- USF Main 0
- USF Polytechnic \$46 Million (override of previous vetos)
- FAU 0
- UWF 0
- UCF 4 projects Classroom II, Physics and Engineering Building renovation. \$6.3 million for Interdisciplinary Research Innovation Hub
- FIU Chiller Plant Fix \$6.3 million
- UNF 0 (just keep last year) 2 million from prior requests.
- FGCU Classroom A \$4.5 million to finish existing construction with equipment and \$5m for innovation hub
- NCF \$4.6 million to restore historic bldg.

Next year funding prospects look bleak but some recovery is expected in 2014. If unemployment goes down, it is expected that PECO will go up. On a related note, the State has eliminated concurrency trust fund. Universities still need agreements with host community and host local governments. We may have more legal authority but now the cost will need to come out of project funds instead of the state concurrency funds.

The legislature also passed number of bills on growth management implications to university campus development agreements. The Department of Community Affairs has been effectively eliminated.

## Rick Maxey

Mr. Maxey handed out summary of legislation given to BOG. The handout describes most of the bills that were considered during this session and discussed in detail those that passed. The bill on the manner in which the student representative to serve on the BOG is selected did not pass.

Mr. Maxey provided some details on the activities of the Higher Education Coordinating Council. Finally, he stated that 25 new appointees to BOTs had been recommended. Out of this list, 15 were confirmed while 10 were not acted upon.

## Chancellor Brogan

a. He continued discussion on some issues brought up by Mr. Maxey. Guns on campus are a fascinating issue. We did not want it to become a 2<sup>nd</sup> amendment issue. He stated that on this issue, the BOG decided to put police and public safety people on the forefront and let them explain it and kept it out of turning it into a 2<sup>nd</sup> amendment issue. The police chiefs, FL Sherriff Association and the Police Association of FL made presentations in front of the legislature. There was compelling testimony from police chiefs who explained that logically it did not make sense to allow guns on campus.

b. Library automation issue: The chancellor wants to bring experts to table, dialog and creation of blueprint. Vendors need to develop the product. Vision for FL relies heavily on streamlined opportunity and recognizing the integrity of each delivery system. He expressed his excitement about the potential this issue has for state of FL.

c. Session: The session could have been worse. Other states NC, are much worse with potentially 17% budget decrease. Florida faces tough issues such as a \$14 billion deficit. The legislature pulled every rabbit of every hat, as there was no cavalry coming with bizarre concepts. The chancellor stated that there was "No more blood left in turnip". Using some general revenue and Non-Recurring funds along with a tuition increase of 15%, SUS is going to reach a break- even proposition. We must do more with less and find efficiencies. We continue to grow in enrolment at a steady 3% growth pattern (321K students, 4<sup>th</sup> in nation). There is also an increase in the number of applications received for spots in SUS with checks to secure.

d. June BOG meeting: The BOG discussed several important issues. The BOG is in a fascinating predicament in the world of devolution – organization and anarchy. We are institution-centered and often do not care about how it affects the system as a whole. We are paid on enrollment only. Some feel that we are at the size that we want to be and should be; example: UF. While enrollment growth may outweigh quality, the system is funded based on numbers. BOG will discuss the FUNDING FORMULA. Legislature may fund enrollment growth again in the future. Decisions may be based more on quality and the manner of growth. The chancellor and BOG will hear from universities on their work-plans.

BOG will take up 3 changes to regulations – see BOG meeting agenda for more details on these 3 regulation. **Richard Stevens will send links and Dr. Yost will forward to all.**

New campuses - If a university wants to move to another place in Florida, what is the process to achieve that and not duplicate effort. There should be collaboration between

institutions. If an institution wants to move into the proximity of another with a program, there must be a conversation between the presidents. There should also be a conversation with office of BOG. If it can be worked out with all parties and will have a positive impact on the system, then such a proposal will go forward. But if it is bad for the system, then it should go to BOG for decision. BOG wants to encourage but not micromanage. The philosophy needs to move away from – “we want it” and become “there is a need”.

Examples of this approach are the proposals to establish new Dental Schools proposal. There may not be a need for more dentists in the state. We have underserved areas and not enough minority dentists. There are two new private dental schools coming to Florida. Universities will sell the idea that while we may not need dentists, but we should get one. Dental schools are the most expensive type of medical schools costing between \$50 million to \$60 million. There may not be enough Medicaid dentists in rural Florida. This is not an SUS issue but more a public health problem – i.e., not enough services in rural FL to Medicaid patients.

e. HECC is good but does need to have statutory authority to create another board.

f. June BOG meeting major issue – state trying to put together a vision on how the state education system will look like in the future including all players like SUS, SBOE pre-K through 12 and the 28 State Colleges. It is looking at the number of comprehensive university (UG grad, and research) needed in the State. How many comprehensive state colleges (UG degrees) do we need that work in full alignment with university?

The group must also look at emerging industries and workforce needs and not follow a haphazard approach. For instance, it may be possible over time for IRSC in Ft Pierce to offer several 4-year programs with residential campus. It is two hours from the nearest university. This will increase baccalaureate degree production.

The Chancellor will go to presidents and ask them to assemble experts locally and come up with a full-blown treatise. Presently, there is no Space-related university. The presidents must reach out to collaborate to stress health education, alternative energy, and education and come up with coordinated efforts and academic excellence. Universities must not just conduct research on topics such as alternative energy, but work on creating an industry around it.

Dottie Minear – Sr. Associate Vice Chancellor

Dr. Minear had nothing specific to add.

Richard Stevens – Director, Academic and Student Affairs

- a. Revision of new degree program format to align with authorization regulations. These need to be built in conjunction with other universities and more documentation needs to be provided showing the conversations with other institutions. State agreements with office of civil rights and alignment with constitution requirements of restricting program duplication.
- b. University BOT must serve as the gatekeeper of quality and costs and conduct detailed reviews.
- c. New US DOE program defining integrity rules in response to abuses in Distance Education. If you offer anybody from another state in DL course, you must follow the

rules and regulations of that state as well. This may imply the need for FULL licensure of your university to operate in that state. BOG is working on reciprocity agreement with 16 states.

Tom Auxter, UFF – did not attend as he is in Washington DC. He will send us his report and any other information.

**General Discussion**

Old Business: Resolution of Shared Governance (See Attachment A)

Halcyon St. Hill from FGCU presented the results of a group looking at preparing a document for ACFS on shared governance. ACFS members worked on revising the document. The revised document will be circulated and Chair Yost will send out a poll that this document be adopted by an email vote. It was suggested that, if this document is approved by ACFS, Chair Yost would share with the members of the BOG and the Chancellor. Following this, each ACFS member will take it to their respective campus and have their Boards of Trustees consider adopting a similar document at their institution if no such document exists.

Old Items: Resolution on Travel To Terrorist States Lawsuit (See Attachment B)

Motion made to approve the resolution on travel to terrorist states brought forth by Tom Breslin. It passed unanimously and the group thanked Dr. Breslin for his excellent work on the resolution.

Date and location for next ACFS meeting or retreat – September-October 2011

Chair Yost will send out Doodle poll to determine the best time and location for the next meeting which will be a retreat format. It may be potentially held in conjunction with the BOG meeting at FIU in Miami.

Election of 2011-12 ACFS Officers

A motion was made to elect Rick Yost as chair and Manoj Chopra as vice chair for another term. It passed unanimously.

**Campus Reports**

Copies of the campus reports were circulated. Some universities provided a one-minute update of their most important item.

**Adjourned at 3:00 PM**

Respectfully submitted,  
Manoj Chopra,  
ACFS Vice Chair

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## **FAMU Report – Maurice Holder**

Florida A&M University

Campus Report, Presented to the ACFS at its Spring meeting

May 13, 2011

Florida A&M University continues to make significant and successful moves to overcome the negative effects of budget cuts that have been carried out throughout the state. A number of activities are presented below to highlight accomplishments and challenges that have recently occurred on campus.

- Changes in the leadership team put together by the President of the university. The new appointees are expertise in areas that were under scrutiny and have resulted in significant improvement of services such as communication and technology.
- The faculty senate has elected new leadership that will takeover in August.
- The BOT has also been significantly changed to include five new members, most of them selected in accordance with the needs of the university and its policy and planning initiatives.
- Audits, reviews, and reports continue to be submitted in a timely manner as per state requirements. This in itself established the new sense of responsibility and commitment to institutional soundness especially in the area of fiscal affairs. During this period emphasis on quality, fiscal responsibility and accountability has allowed the university to continue to receive unqualified audits from the auditor general's office.
- The BOT approved a Reorganization structure brought forward by the administration and accepted by the faculty. The implementation plan and process are now being reviewed.
- Recently the university has increased its Distance Learning course component and has placed some emphasis on and operation of extended technological classrooms and web based courses. This is primarily being developed by faculty and full effectiveness is forthcoming. In this regard it is expected that three masters' degree online programs will start in the fall.
- FAMU is presently partnered with the Tom Joyner Foundation in the establishment of the three online degree programs.
- The Green Coalition a committee of the faculty senate has wide representation on campus and has successfully brought its programs into national spotlight.

Maurice S Holder

Faculty Senate President

FAMU

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**FAU Report – Bill McDaniel**

Florida Atlantic University  
Campus Report: May 13, 2011  
Wm R McDaniel  
Master of Parsimony

1. Brenda Claiborne, PhD accepted the position of University Provost and Chief Academic Officer. She currently is Dean of the College of Arts and Science at the University of New Mexico
2. Barry Rosson, PhD is the new Vice President for Research. He adds this duty to his current position as Dean of the FAU Graduate College
3. The new medical college has had about 1500 applicants for 64 openings in the initial class, to begin Fall 2011
4. FAU graduated more than 2600 degrees in its 100<sup>th</sup> commencement ceremonies on May 5 and 6.
5. Plans continue the celebration of FAU's 50<sup>th</sup> anniversary
6. Innovation Village, new dorms and a football stadium construction continues toward a Fall 2011 completion
7. William R McDaniel became the University Senate President on April 22

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**FGCU Report – Chuck Lindsey**

Florida Gulf Coast University  
Campus Report to Advisory Council of Faculty Senates  
13 May 2011

Recent events of note at FGCU include the following:

1. The task force charged with reviewing the organizational structure within academic affairs (Positioning and Alignment Task Force) issued its final report in late March. After further consultation with a variety of groups, the President and Provost made a joint announcement to the faculty and staff on April 29 of the upcoming restructuring. Several organizational changes are planned, key among them being:
  - Engineering will become a separate college;

- The College of Professional Studies is being decommissioned, with the departments currently housed there moving to various other colleges. The departments are moving as entire units, and no faculty or staff changes within departments will result;
- An Office of Undergraduate Studies is being created, to be headed by a dean. This office will include general education oversight, service learning, university colloquium, honors program, and other parts of undergraduate instruction that span multiple colleges;
- The office of Graduate Studies and Office of Research and Sponsored Programs are being merged into a single unit, to be headed by an Associate VP.

The move of Engineering to a separate college will be implemented right away; the other changes will require more advance planning and will take effect in 2012. Full details of the reorganization, including the final report of the task force, are available at <http://www.fgcu.edu/PATF/> .

2. The Faculty Senate approved survey instruments for doing faculty assessments of performance of Chairs and Deans. We will be working over the summer (and probably into Fall) to develop procedures for implementation, and to get further input from the chairs and deans into the assessment process and how the survey results will be used.
3. Our UFF chapter completed negotiations with the administration on a new Collective Bargaining Agreement for 2011-14; the new contract was approved by the Board of Trustees in April.
4. We have completed a draft Campus Master Plan update, and held public hearings. The final Master Plan update will be presented to the BOT in September for approval. The draft master plan and related information, is online at <http://www.fgcu.edu/Facilities/MasterPlan.html> .
5. FGCU awarded its first doctoral degrees (Doctor of Physical Therapy) this spring. We are also in the process of implementing an EdD degree, so the number of doctoral students at FGCU will increase over the next few years.
6. Academic Building 8 (Health Professions) is back on track for completion, after the final budget negotiations reinstated our last installment of PECO funds (4.5 million) for completing construction and FF&E.
7. The Faculty Senate, at its last meeting April 15, elected officers for 2011-12. The new officers, whose terms begin in August, are:
  - President: Douglas Harrison (English/American Lit)
  - Vice-President: Howard Smith (Political Science)
  - Secretary: Megan McShane (Art History)
  - Parliamentarian: Susan Hibbard (Education)

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**FIU Report – Tom Breslin**

FIU Report to the Advisory Council of Faculty Senates, May 2011

Having graduated over 4,000 students last week, FIU began its summer session this week. Historically, summer enrollments have composed over 20% of total annual enrollment at FIU.

FIU and the Miami-Dade County Public School System have established a new formal partnership, Achieving Community Collaboration in Education and Student Success. Among other activities, FIU has provided a workshop to 38 English teachers on what is expected from students in college writing courses, the first such activity, trained 400

MDCPS in ADHD and disruptive behaviors management, and through grant-based support offered more than 300 teachers and administrators full-tuition scholarships to complete their master's and doctoral degrees. From 2009 to 2011 dual enrollment programming has increased from 600 to over 1,800 students. MDCPS has hired 33 FIU students as math, science, and reading tutors in underperforming schools. Senior teams meet quarterly to review, plan and implement strategies for collaboration.

On May 10 and 11, members of the FIU chapter of United Faculty of Florida will vote on a new 3-year (2011-2014) collective bargaining agreement. The agreement would provide raises of 2%, effective the beginning of Academic Year 2012-3 and an additional 1%, effective the beginning of Academic Year 2013-4. The proposal calls for one-time bonuses equal to 1% of the bargaining unit payroll to be distributed according to departmental merit criteria in December 2012 and December 2013-the current agreement calls for a similar distribution in December 2011. Each year one percent of the bargaining unit payroll would be set aside for discretionary purposes. The non-discrimination article would be amended to protect employees from discrimination on the basis of gender equity.

Over 50% of FIU faculty members in the bargaining unit are UFF members. There is lingering apprehension that the University will move health-related units into a much discussed Academic Health Center and have them removed from the bargaining unit. In that event, it is likely that health-related faculty members would seek to organize a new bargaining unit. Overall, however, faculty relations with the university administration continue to be amicable.

During the immediate past academic year, the FIU Faculty Senate revised its constitution, reviewed the core curriculum (with minimal changes), expanded the number of "Global Learning" courses available to students (per the Quality Enhancement adopted for SACS re-accreditation), and moved to a two-year meeting schedule. As part of the constitutional review, the preamble was altered, the state on academic freedom broadened, and non-voting students selected by the graduate and undergraduate student governing bodies were added to our Graduate Council and Undergraduate Council respectively, and the constituency of the Faculty Senate was defined as continuing full-time faculty members. The revised constitution has been submitted to the Provost for approval.

The Faculty Senate has approved a motion to establish a Ph.D. program in Basic Biomedical Sciences. The FIU Model United Nations Team took top honors at the recent competition in New York.

Respectfully submitted, Tom Breslin, FIU

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**FSU Report – Eric Walker**

No Report

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**NCF Report – Rick Coe**

No Report

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**UCF Report – Ida Cook**

1. The University of Central Florida Board of Trustees will consider on May 26 a proposal to establish a College of Dental Medicine at the UCF Health Sciences Campus at Lake Nona. It will be located in a facility to be built adjacent to the College of Medicine in the heart of Lake Nona's 'medical city.' In addition to filling a need to provide students with a local dental program, and it is expected to create at least 110 local jobs as well as an initial economic impact of \$73 million. The dental college also will benefit Central Florida's community by attracting research that could improve oral and overall health care. Funding for the program will be based upon an anonymous donation of \$10 million from a private donor to jump start the project. The university will secure a loan of approximately \$40 million to cover the necessary startup costs. The college does not intend to seek state money for the project. If approved and endorsed by the Board of Governors, the college will seek national accreditation from the American Dental Association. UCF expects to open the college in 2014. (paraphrase of news release, 5/12/2011.)
2. UCF Faculty Senate gave final approval to a major revision of the Student Perception of Instruction (SPoI) forms, which will be administered online and consists of three different versions that match the format of the course, i.e. face-to-face, completely online, or media-enhanced courses. A fourth online form will be available for faculty to complete regarding their experiences with the class, its environment, issues, etc. Completion of the form allows the faculty member to record information which can be used as a record for a portfolio or for annual evaluations. The new versions will be implemented after the SPoI has been tested with a sample of students enrolled in summer courses and reviewed in order to assure that it is methodologically sound. Four different faculty committees and the senate had worked for several years to develop the revisions.
3. The UCF/UFF union and UCF administration finalized a contract after 3 years of negotiation. Work has begun on the new contract.
4. Faculty Senate Chair and UCF Board of Trustees member, Ida Cook, has been selected by the UCF Board of Trustees to chair the Educational Programs Committee.

Submitted by: Ida Cook, Faculty Senate Chair, University of Central Florida

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**UF Report – Mary Ann Ferguson**

5/11/2011

To: Advisory Council of Faculty Senates

- Cheri Brodeur, Institute for Food and Agricultural Sciences (IFAS) is the new chair-elect of the University of Florida Faculty Senate.
- The College of Dentistry is proposing a School of Advanced Dental Sciences from the Departments of endodontics, orthodontics, pediatric dentistry, periodontology and the prosthodontics graduate program.
- The College of Liberal Arts and Sciences is proposing an International Studies major
- A report on [College-level Shared Governance](#) indicates that there is quite a bit of variation in how shared governance has been devolved to the colleges. Overall most of the principles of shared governance have been met or are in progress in most colleges. The report concludes that shared governance is evolving as units gain more experience with it and that early adopting units can serve as models for colleges that are later adopters.
- The Senate’s Budget Council has issued a [Budget Council Report](#) on the new budgeting model at the University of Florida—Responsibility Centered Management (RCM). The report identifies the strengths and challenges of the RCM model.
- The Academic Integrity Task Force, chaired by Jen Day Shaw, Assistant Vice President for Student Affairs and Dean Students, is in the process of studying academic integrity at the university. The report is expected to be completed by fall semester.
- The Senate will begin a study of university’s mission statement in fall with an eye to including citizen engagement in the mission.
- The university submitted two proposals to the SEC for the Academic Conference in 2011.
- The legislature approved admission of a Spring-Summer cohort of students who will attend the university only during spring and summer semesters. The university is planning to admit about 2,000 students who will start in January 2013 to this cohort.
- The university has received permission from the legislature to self-insure for health care in the future. The next year will be used to work out the details of the program.

Respectfully submitted  
Mary Ann Ferguson, Ph.D.  
Chair, University of Florida Faculty Senate

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**UNF Report – J. Patrick Plumlee**

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**USF System Report –**

ADVISORY COUNCIL OF FACULTY SENATES  
UNIVERSITY OF SOUTH FLORIDA SYSTEM REPORT  
MAY 13, 2011

**Polytechnic.** New constitution and bylaws for faculty senate. Among other things these documents expand the membership from 5 academic divisions and library to 7 academic divisions and the library. A new post of faculty senate secretary has been created and the executive committee has been broadened to include up to 8 members from the current 3. This was unanimously passed by the senate; pending faculty vote.

**Sarasota-Manatee.** Elected new faculty senate officers for next year. Will receive separate SACS accreditation next month and work is well under way to prepare for applications for NCATE accreditation for the College of Education and AACSB accreditation for the College of Business, once SACS notification is received. Planning to serve freshmen and sophomores perhaps as early as the Fall of 2012.

Just announced a collaboration between College of Business and Sanborn Studios in Sarasota to offer a new concentration in MBA program in Film and TV Production.

**St. Petersburg.** Ground was broken in April on the 81,000 sq. ft. Multipurpose Student Center. It will have a ballroom, dining facilities, meeting rooms, outdoor veranda, and a six-story residence hall that will accommodate 200 students. The center will be the second residence hall on campus. The first residence hall, with capacity of 350 students, opened in 2006.

**Tampa.**

**System.** Interviews just completed with three candidates for a new position: Sr. Vice President and Chief Operating Officer.

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**UWF Report – Richie Platt**

**No Report**

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## Attachment A

### Academic Council of Faculty Senates (ACFS) Statement of Shared Governance Revised 9/13/10, 11/29/10, 12/8/10, 5/10/11

#### **Definition of Shared Governance:**

Shared Governance is the participation of faculty, staff and students as applicable, administrators, the president and board of trustees (herein after referred to as stakeholder) in the decision and policy-making process to promote the institutional vision and mission, academic integrity and sustainability of the dynamic academic environment while retaining public accountability.

#### **Statement of the Purpose of Shared Governance:**

The purpose of shared governance in an institution of higher education is to provide shared responsibility for quality improvement and productivity through the creation of a partnership based on mutual respect and collaboration. Such shared responsibility entails working toward mutual goals to embrace a unified vision established by a fully enfranchised intellectual community. Shared governance involves collaborative efforts to fulfill and fully execute the institutional mission by participating in matters including:

1. the identification of priorities,
2. the development of policy,
3. defining responsibility for ethical leadership,
4. enhanced community partnerships, and
5. the governance of the academic institution as a whole.

#### **Statement of Necessary Components of Shared Governance:**

(1) Stakeholders: Shared governance requires shared responsibilities among stakeholders whose roles or involvement include shaping, executing, and realizing the vision and mission of the academic institution, preserving academic freedom, academic integrity, students successes and public accountability for the institution. Therefore, shared governance in an academic institution, requires engaging faculty, staff, academic administrators including the provost, associate deans, deans, directors, chairs, the president, board of trustees, and a combination of any or all entities herein and students as applicable.

(2) Initiation of Shared Governance Actions: Initiation of ideas and academic needs evolve from various stakeholders; as such, the decision-making authority varies based on the topic being addressed. Leaders must involve other stakeholders to assure that the institutional need and mission are met without jeopardizing any aspect of institutional services or responsibilities.

(3) Responsible Parties and Decision Ownership: Stakeholder contributions and roles vary based on the charge, role and party responsible for implementing resolutions. Stakeholders make decisions, share decision-making or provide recommendations or make endorsements based on the ownership of the situation. Roles of responsible parties and stakeholders are defined as: (a) determination, (b) recommendation, or (c) consultation.

(a) Determination: whereby all stakeholders will recognize that delegation of authority to determine certain matters is best handled by a specific stakeholder.

(b) Recommendation: whereby appropriate stakeholder(s) recommend to the President, the administration or their designee, certain policy and procedures. Recommendation involves reaching joint decisions

(c) Consultation: whereby stakeholder(s) have input into the decision-making process, and are informed of the nature and rationale for decisions prior to implementation.

(4) Process of Shared Governance: Activities evolve through various stakeholders. Timeliness, efficiency, clarity in communication and appropriate dissemination of information are significant features of shared governance. An effective process of shared governance is characterized by:

- a) Collegiality, mutual trust, and democracy – stakeholders openly voice support for shared governance, commit resources, convene meetings and set the agenda and priorities;
- b) Seeking and incorporating views from stakeholders who have relevant information, expertise, and/or may be impacted by decisions;

- c) Transparency and accountability to stakeholders throughout the process;
- d) Ongoing monitoring, mutual review and assessment that result in recommendations that further the efficacy of Shared Governance, and
- e) Clarity of roles and guidelines for stakeholders with respect to:
  - i. Academic Activities are areas for which the faculty holds primary responsibility; therefore, faculty will determine academic policy, scholastic policy and academic ethics. , Academic policy includes: programmatic accreditation and evaluation of students, authorization and direction of courses and program and degree offerings. Scholastic policy includes standards for admission, grading, continuation, graduation, and honors; and Academic Ethics including development of policies and procedures as well as research and scholarship.
  - ii. Administrative Activities are areas for which the administration holds primary responsibility. Therefore, the administration will determine educational policies and policy implementation, budget reports, compliance, resources,
  - iii. Strategic Planning involves multiple stakeholders. These areas include faculty positions, research space, finance allocation, and restructuring or making organizational changes. Administration will require recommendation from faculty. Staff recommendation is also required for finance allocation.
  - iv. Faculty status including appointment, retention, promotion and tenure criteria and evaluation and faculty development is areas that require faculty acting jointly with the administration. Reward systems; discipline and termination are areas require administration acting jointly with the faculty.
  - v. particularly those related to areas of faculty positions and faculty quality, welfare, planning, budget, resource allocation, academic facilities and infrastructure.
  - vi. Selection and review of academic administrators as well as making policy concerning the general academic welfare of the university requires faculty acting jointly with the administration. Faculty recommendations are therefore required. Staff and student consultations are also expected.
  - vii. Rules for due process and resolution issues and responsibilities are required of the faculty governance body and the administration. Determination is based on the area to which such rules and resolution apply.

An example chart for shared governance for the University of Florida can be seen on this link:

<http://www.senate.ufl.edu/archives/committees/governanceTaskForce/report13.pdf>

(5) Implementation of the Shared Governance Process: Utilize a formal implementation of the Shared Governance Process through integration in the constitution or bylaws with written approvals such as memorandum of understanding between faculty governance entity and the administration as well as other applicable constituent associations. A Board of Trustees resolution endorsing shared governance establishes the commitment of shared governance at the highest level. An example is the 2003 resolution from the UF BOT supporting shared governance (see [http://www.trustees.ufl.edu/resolutions/r03\\_14.pdf](http://www.trustees.ufl.edu/resolutions/r03_14.pdf)).

Furthermore, shared governance requires stakeholders through their representative governance bodies and governance structures at all levels within academic units (including but not limited to departments, schools, colleges) to emulate and engage in the structure and process of shared governance as that of its faculty governing body. Decisions arrived at through shared governance processes shall not be overturned without further discussion among all stakeholders.

## **Attachment B**

### **Draft Resolution for the Advisory Council of Faculty Senates of the State University System of Florida**

WHEREAS, the State of Florida has established a system of governance for the state university system of Florida through its constitution in order to achieve excellence through teaching students, advancing research and providing public service for the benefit of Florida citizens, and

Whereas, academic freedom is the defining criterion for higher education and the hallmark of excellence in universities, and

Whereas, academic freedom entails the freedom of faculty members to pursue an innovative course of study, carry out original research, publish novel findings, teach, artistically create, participate actively in the collegial governance process, and speak out, including about controversial matters, without fear of reprisal or censorship and unhindered by pressures from internal or external groups, and

Whereas, the “Act Relating to Travel to Terrorist States” (Travel Ban), sections 1011.81 and 1011.90 Florida Statutes (2007) uniquely among the states of this union effectively bans direct and indirect state support of travel by state university and state college employees to countries listed by the U. S. Department of States as “State Sponsors of Terrorism,” even in the name of legitimate academic inquiry, and

Whereas, the Travel Ban restricts the ability of public university and state college faculty members and students and the citizens of Florida to pursue their interests in contact with foreign cultures, interests protected by both the federal and the Florida constitutions, and contravenes worthwhile trends towards internationalization in higher education, and

Whereas, the Travel Ban has caused the state universities to lose to universities in other states faculty members whose research depends on access to the denominated countries, and

Whereas, the Travel Ban, therefore, undermines academic freedom in the public universities and state colleges and hinders the constitutionally mandated pursuit of excellence through teaching students, advancing research and providing public service for the benefit of Florida citizens, now

Therefore, the Advisory Council of Faculty Senates of the State University System of Florida calls upon the Board of Governors to use its best offices for repeal of the Travel Ban and calls upon the state legislature to repeal the Travel Ban at its next session.