

Shared Governance Task Force Meeting

Date: April 25, 2012

Room: AB5 210

DRAFT Minutes

Recorder: Kathy Miller

Attendees: (X denotes Present)

| Name | | Name | | Name | |
|----------------|---|-------------------|---|--------------------|---|
| Justin Carter | | Kathleen Crawford | X | Halcyon St. Hill | X |
| William Blood | | Douglas Harrison | X | Ron Toll | X |
| Neela Chevli | X | Kathleen Miller | X | Jasmine Villaneuva | |
| Andrew Cinoman | X | Howard Smith | | | |

1. The meeting was convened at 4:00 PM.
2. Documents Shared prior to this meeting via e-mail were:
 - a. April 9, 2012 Minutes draft.
3. The agenda for the day was identified as:
 - a. Minutes
 - b. Begin drafting a definition of Shared Governance concepts and principles
4. March 19, 2012 meeting minutes were approved.

Correction: change date on draft minutes to April 9.

5. A Draft Statement of Shared Governance Definition and Principles, prepared by Halcyon and Howard, was shared for discussion (Appendix 1, below). It was noted that the draft was largely derived from the ACFS document and the Principles section of the UF document with additional language intended to reflect what is in place at FGCU. Halcyon indicated that she and Howard worked to avoid language about operational aspects of shared governance. During the ensuing discussion it was observed that there are those on campus who seem to assert that decisions with which they do not agree reflect a lack of shared governance. It may be useful to address this by adding language which specifies that shared governance is about decision-making processes and not about the decision. That is, the outcome of any decision making process does not determine whether shared governance occurred.
6. Doug will circulate the Draft Statement of Shared Governance Definition and Principles for comments from Task Force members and we will convene again next month.
7. Ron will ask Tiffany Jackson to schedule the next Task Force meeting.

Adjournment: Meeting adjourned approximately 4:40 PM

Appendix 1

Draft Statement of Shared Governance Definition and Principles April 25, 2012 **REVISED DRAFT**

Definition of Shared Governance

At Florida Gulf Coast University (FGCU), shared governance is the participation of faculty, staff, administrators, the president, the board of trustees and students as applicable (hereafter referred to as stakeholders) in mutual, respectful, transparent decision- and policy-making processes for the University and in congruence its vision and mission.

Statement of the Purpose of Shared Governance

The purpose of shared governance at FGCU is to effectively promote the accomplishment of the University's unique vision and mission through shared responsibility and accountability among stakeholders. We are committed at FGCU to the notion that the best path to success is one where the responsibility and accountability for academic excellence and student success is shared openly and cooperatively among all parties.

Shared governance means that FGCU, as an institution of higher education, upholds the academic integrity and sustainability of the dynamic academic environment through a balance of maximum participation and shared responsibility in decision-making among stakeholders' while retaining public accountability.

Shared governance significantly reinforces quality in support of the FGCU vision and mission, as it is a continual partnership based on mutual respect and collaboration. Such shared responsibility entails working toward mutual goals to embrace FGCU's unified vision established by a fully enfranchised intellectual community.

Shared governance ensures collaborative participation to fulfill and fully execute the institutional mission in a full spectrum of critical matters including the identification and reinforcement of priorities, the development of policy, defining responsibility for ethical conduct and leadership, the enhancement of community partnerships, and 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, and academic administrators including the provost, deans, associate deans, directors, chairs, the president, the board of trustees, and students as applicable, or any combination of these entities.
2. **Responsible Parties and Decision Ownership:** Stakeholder contributions and roles vary based on the charge and party responsible for implementing resolutions. Stakeholders make decisions, share decision-making, provide recommendations, evaluate each other's contributions, or make endorsements based on their ownership in the situation. Each of the stakeholders should have determined internal processes for locating decision-making authority and processes consistent with their roles and functions in the larger FGCU-wide shared governance process.
3. **Determination of Shared Governance Processes:** FGCU is committed to practices of shared governance that involve those groups who are affected by a decision at some substantive level

within a transparent, collaborative decision process. Exceptions to shared governance as the primary mode of decision making should be made through a shared process of decision triage, or according to commonly agreed standard processes and responsibilities for unilateral decision-making. Hence, roles of stakeholders in shared governance are characterized in terms of responsible parties for determining the charge, making recommendations or serving as consultants germane to the definition, purpose and principles of shared governance as defined herein.

Statement of Principles of Shared Governance

The five agreed principles are defined as follows:

1. **Mutuality, Collegiality, and Collaboration**
A spirit of mutuality, collegiality, and collaboration requires that:
 - a. Stakeholders recognize interrelationships of partners whose responsibilities are in administration, teaching, research and service and exhibit a mutuality of respect for these responsibilities to promote a climate of trust and cooperativeness that fosters the expression of views without negative consequences;
 - b. Stakeholders view themselves as partners in decision making and engage in good-faith dialogue and negotiations with those who serve in administrative roles;
 - c. Stakeholders publicly acknowledge the importance of shared governance; and
 - d. Stakeholders provide rewards to all for collegial participation in shared governance.
2. **Transparency**
Transparency requires that:
 - a. The stakeholders foster openness of communications and diversity of opinions;
 - b. FGCU uses open channels for two-way and multi-party communication to allow timely sharing of information; and
 - c. The stakeholders have established methods and processes for accurately communicating to constituents and representing the views of constituents into the shared governance process.
3. **Representative Participation**
Representative Participation requires that faculty, staff and students use democratic processes to ensure that participation effectively represents the views of those constituencies.
4. **Mutual Accountability**
Mutual Accountability requires that:
 - a. Stakeholders respond expeditiously to requests for information and consultation; and
 - b. Stakeholders value accountability for shared governance and have established methods for regular mutual evaluation of the shared governance process.
5. **Clarity of Roles**
Clarity of Roles requires that:
 - a. FGCU has guidelines that clarify separate and mutual areas of stakeholder responsibility for determination, recommendation, consultation and evaluation in matters of educational policy; curriculum design and review; faculty status including appointment, retention, promotion and tenure; and student life; and
 - b. FGCU has due process rules for resolution of issues when consensus cannot be achieved.