Shared Governance Forum Results
December 2, 2011

The following pages capture the group feedback at the Shared Governance Forum on Dec. 2, 2011.

The meeting began with a brief recap of the FGCU Faculty Senate Executive Leadership’s Shared Governance Initiative. The initiative aims for a collaborative campus conversation through which FGCU formally articulates what shared governance means on campus. This effort emerges both from lines of conversation and concerns that have developed within Senate, as well as those perspectives documented in, among other places, the Campus Climate and Culture Study and PATF process. Defining shared governance is also a central feature of our obligations and responsibilities under SACS accreditation standards. For these reasons, the Faculty Senate has proposed a cooperative effort by the key partners in the shared governance process at FGCU to define and institutionalize – that is, to really live out – a common understanding of our united obligations in the accomplishment of our University’s mission. This is the process the Faculty Senate President has communicated with faculty about in email recently. We believe this initiative is in the very spirit of the process we are undertaking and the statement on shared governance we are working toward.

The purposes of the forum were to foster open discussion of the topic of shared governance and to generate a core set of ideas that the Senate Executive Team and other faculty representatives can advocate during future discussions with our shared governance partners. The faculty’s desire to continue this conversation in more depth indicates the value of extending this conversation beyond the original goal of Jan. 12, 2012, when the FGCU Board of Trustees is scheduled to meet next, and instead, aiming for a consensus document perhaps at the BOT’s April 2012 meeting.

For the first half of the meeting, we asked participants to freely move about the room and answer three question prompts on blank flip charts posted under each question. We posted one additional set of “open category” flip charts for issues of shared governance that were not represented by the three questions.

Participants were asked to read the prior entries before writing their own, and if they agreed, to place a check mark next to an entry rather than rewrite it. This wasn’t “voting,” just a show of support for ideas already expressed. After each of the following entries we have noted the number of check marks for each item.

In the second half of the meeting we read the flip chart entries aloud, and then encouraged elaboration, extension, explanation and discussion, but not allow critique or reduction of the list. Comments and ideas that were generated in the second part of the forum are so marked on each page below.
**Question One: What are the most important principles of shared governance?** (Participants were asked to limit their comments/check marks to one per person for this question.)

Added during the carousel brainstorming session:

- That it be real and not the appearance of “shared” (+1)
- All parties (constituents) respect and gain input from other constituents (+2)
- In addition to respect and get input all parties should sincerely listen and consider input. (+1)
- Accountability that goes both ways (+1)
- No veto
- Communicating openly and honestly (good or bad)
  - Without retaliation (+1)
- Faculty has power (in connection with administration) to make decision to support FGCU’s viability
- Shared power = shared (+1)
  - Information
  - Decisions
  - Consequences
  - Responsibility
  - Accountability
- Separation of powers: each group has primary authority over the area within their purview (curriculum for faculty, budget for administration); but everyone has input over decisions that affect them (+1)
- A single committee structure for all decisions that are ‘shared’ (committee organizational chart for FGCU). Transparency of decision making and explanation of choices. (+2)

Added during the discussion:

- With rights come responsibilities.
Question Two: What are the important behaviors for us (faculty) to demonstrate for shared governance to succeed?

Added during the carousel brainstorming session:

- Put our money where our mouths are. If we want a voice, step up and participate. (+3)
- Be inclusive in every process/committee and task forces.
- Show up at meetings when we sign up! If you have a seat, sit in it. (+3)
- Evaluate our processes and determine if we are “sharing governance” (+1)
- Keep communication lines open. Proceed tactfully and professionally. (+3)
- Centralize documents for circulation/access (+1)
- Limit joining committees if you can’t do the work of the committee. Prepare for meetings. (+1)
- True representation by election and effective communication in all directions
- Recognize different perspectives “keep open mind” (+1)
- Vote, run for elections, provide information about your beliefs and experiences in elections (+1)
- Have those running for Senate leadership positions provide bio to all faculty prior to elections.
- Deliberate and careful representation of DIVERSE people and perspectives on all task forces/teams/committees, etc. (+2)
- Clear statements of expectation for service on committees

Added during the discussion:

- We need to recognize the value of participation and service amongst ourselves.

Highlighted during the discussion:

The discussion notes that there is a tension between elected representation and intentionally diverse representation. There is also a tension between accountability for participation and lack of time and training for service positions.

The suggestion was made that faculty accountability procedures need to be consistent and systemic across service teams and committees, and that there be rewards and recognition for service by faculty for faculty.
Question Three: What are the important behaviors for others to demonstrate for shared governance to succeed?

Added during the carousel brainstorming session:

- Listen and account for faculty input. (+7)
- Be inclusive in all governance processes (+1)
- Create and advertise a single committee structure that is transparent and inclusive for all decision-making that demands/presumes shared governance at FGCU with a single organizational chart for the University (+4)
- Inclusion of faculty from all campus areas/department in decisions that affect them. Recognition of needs of eve smaller /less high profile groups. (+1)
- Some form of accountability for side-stepping or ignoring faculty input (+5)
- Make process efficient for faculty and others in shared governance (best use of limited time) (+3)
- Evaluate processes to determine if we are “sharing governance” e.g. agendas. (+2)
- Openness about: (+3)
  - Decisions that have already been made
  - Uncertainty
- Allow faculty to determine who represents them on non-Senate University committees (+4)
- Be willing to revisit decisions made in the past—just because we’ve always done it a certain way doesn’t mean it is right or effective. (+2)
- Making it clear how/who has authority/responsibility for decisions (+3)

Added during the discussion:

- [Make] statement about value of service in shared governance and support statement with actions.
Other comments that didn’t fit the three questions

Added during the carousel brainstorming session:

- Think before acting—listen to others—be inclusive (+1)
- Communicate with each other—open discussion. Share ideas before making action plans (+1)
- The prior two comments were marked with the following asterisk note: “For all parties in shared governance (faculty, admin, staff...)”
- Use strengths and skills of faculty on committees—i.e. some have research skills, landscaping expertise, etc. (+2)
- Core faculty departments with teaching functions should be prioritized in allocation of campus space. Right now entire departments are excluded from the main campus and this is bad for morale. (+3 with one “!”)

Added during the discussion:

- Define indicators of success for shared governance (assessment methods).
Participants in Shared Governance Forum
Margaret Banyan, Nora Demers, Chris De Welde, Nicola Foote, Anna Goebel, Dahai Guo, Maggie Hambrick, Douglas Harrison, Eugene Hoyt, Maddy Isaacs, Chuck Lindsey, Carol Maksian, Morgan Paine, Monika Renard, Howard Smith, Halcyon St. Hill, Ron Toll, Glenn Whitehouse, Arie Van Duijn