Shared Governance Task Force Meeting

Date: May 24, 2012          Room: AB 309

Approved Minutes

Recorder: Halcyon St. Hill

Attendees: (X denotes Present)

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<thead>
<tr>
<th>Name</th>
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<tr>
<td>Justin Carter</td>
<td>X</td>
<td>Kathleen Crawford</td>
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<td>William Blood</td>
<td>X</td>
<td>Douglas Harrison</td>
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<td>Neela Chevli</td>
<td>X</td>
<td>Kathleen Miller</td>
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<td>Andrew Cinoman</td>
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<td>Howard Smith</td>
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1. The meeting was convened at 2:00PM
2. Documents shared prior to the meeting were:
   a. The April 25, 2012 meeting minutes draft
   b. April 25, 2012 Revised Draft Statement of Shared Governance Definition and Principles; this document was included within the April 25, 2012 minutes (item a) as Appendix 1.
3. Agenda for the meeting was identified as:
   a. Minutes
   b. Discussion of April 25th 2012 Revised Draft Statement of Shared Governance Definition and Principles in terms of Comments from Task Force Members
4. There were no changes made to the April 25, 2012 draft minutes (minutes approved).
5. Ron shared a draft document titled Shared Governance Document May 24, 2012 (see Appendix 1 below). Discussion ensued. It was noted that this draft (Appendix 1) was to convey inclusion of the April 25 2012 Revised Draft Statement of Shared Governance Definition and Principles and to consider adding language to (a) address the question raised at the April 25, 2012 meeting, i.e. to specify shared governance as a decision making process that is inclusive but with the understanding that decisions will meet the greater good of FGCU, and (b) to have a document that more vividly angles both the academic and staff perspective.
6. Further discussion ensued as to the determination about who will make the final decisions using specific examples.
   Halcyon suggested, inclusion of the sentence below at the end of the Statement of Purpose of Shared Governance on the April 25, 2012 Revised Draft Statement of Shared Governance Definition and Principles. The sentence will read:
   "To this end, shared governance results in a decision that addresses the greatest good for FGCU – its vision, mission and constituents.

Kathleen Crawford suggested the inclusion of the following statement, which was developed by the staff representatives:
from the draft statement included with our April 25 minutes under the heading of Statement of Necessary Components of Shared Governance, replace item 2. Responsible Parties and Decision Ownership with the following:

2. **Roles of Responsible Parties and Decision Ownership**: Based on their ownership of the situation, stakeholder contributions and roles vary. Stakeholders provide recommendations, evaluate each other’s contributions, make endorsements, share decision-making and make decisions. Each of the stakeholders should have predetermined processes for locating decision-making authority consistent with their roles and functions in the larger FGCU-wide shared governance process. Roles of responsible parties and stakeholders are defined as: (a) determination, (b) recommendation, or (c) consultation.

7. Discussion about having a philosophical document about Shared Governance ensued. There was consensus that two documents should be developed to address Shared Governance at FGCU. The first will be more philosophical, while the second will reflect operational aspects - components of shared governance that include domains and process details. To this end, Halcyon suggested using a subgroup of the Shared Governance Task Force to address the philosophical document. She further suggested that the subgroup should consist of one of each of the constituent representatives – one administrator, one faculty, one staff and one student. Doug called for a vote or consensus on the use of the proposed subgroup. It was unanimously decided to create the proposed subgroup. Ron suggested Kathleen Miller will represent the administration. Staff representatives suggested that Neela Chevli represent them. It was agreed that each constituent represented on the task force will send an e-mail to Doug Harrison confirming the name of their constituent representative. Ron indicated that Kathleen Miller is confirmed as the administrative representative.

8. **Action #1**: Students and staff representatives’ names will be forwarded via e-mail to Doug Harrison by the beginning of next week.

**Action #2**: Doug will e-mail the names of all 4 representatives for the subgroup along with the charge with copy to the other Shared Governance Task Force members. The charged for the subgroup is to:

a. Create a draft Shared Governance document that incorporates content from Appendix 1 from the April 25, 2012 meeting and Appendix 1 below as well as statements listed in item 6 above. The document will be the first document described above – it will address philosophical underpinnings of Share Governance at FGCU.

b. The subgroup will send its proposed document to the Shared Governance Task Force for review and in preparation for the next Shared Governance Task Force Meeting.

**Targeted dates remain the same**: The expectation is that the Shared Governance Task Force will have a completed document this summer.

**Action #3**: Ron will ask Tiffany Jackson to schedule the next Task Force Meeting.

9. **Adjournment**: Meeting adjourned approximately 3:10PM
Appendix 1

SHARED GOVERNANCE DOCUMENT
24 MAY 2012

Definition of Shared Governance
Shared Governance is the participation of faculty, staff and students, as applicable, with administrators, the president and board of trustees (herein after referred to as stakeholders) in the decision and policy-making processes of the University to promote and advance the institutional vision and mission, academic integrity, and sustainability of the dynamic academic environment while exercising sound principles of fiscal management and retaining public accountability.

Statement of the Purpose of Shared Governance
The purpose of shared governance at FGCU is to effectively manage university operations as well as facilitate quality improvement and productivity through the demonstration of stakeholder partnerships based on mutual respect and collaboration. Shared governance promotes collaborative efforts between and among participants of an enfranchised intellectual community toward fulfilling mutual goals. Issues requiring shared governance include:
1. the identification of priorities;
2. the development of policies and procedures;
3. the defining of responsibilities,
4. the enhancement of community partnerships, and
5. the stewardship of the academic institution as a whole.

Statement of Necessary Components of Shared Governance
1. Stakeholders: Shared governance requires an understanding for and respect of shared responsibilities among stakeholders whose roles or involvement include shaping, executing, and realizing the vision and mission of the academic institution, preserving academic freedom, defining and upholding academic integrity, student success and public accountability for the institution. Therefore, shared governance at FGCU requires informed participation of faculty, staff, students, the president, and the board of trustees, as applicable and appropriate.
2. Implementation of Shared Governance Actions: Initiation of ideas and identification of institutional needs naturally evolve from within and across multiple stakeholders, whereas the decision-making authority for particular decisions varies based on the nature of the topic being addressed. All stakeholders accept responsibility to assure that the institutional needs and mission goals are maximally met without unduly jeopardizing any aspect of institutional services or responsibilities.
3. Responsible Parties and Decision Authority: Stakeholder contributions, roles, and responsibilities necessarily vary. Depending on the nature of the decisions to be made, stakeholders may make decisions, share decision-making, provide input and recommendations and thereby inform the decision making process, or contribute various levels of endorsements based on their relational ownership of a particular issue or condition under evaluation. The roles of responsible parties and stakeholders are defined as being placed within one of the following hierarchical domains: (a) determination, (b) recommendation, or (c) consultation.
a) **Determination:** the condition whereby all stakeholders recognize that the authority to determine certain matters has been delegated to a specific stakeholder and there is no underlying assumption that input from other stakeholders is required for the practice of shared governance to be fulfilled.

b) **Recommendation:** the condition whereby appropriate stakeholder(s) provide recommendations to the responsible party to whom decision making has been granted. Decisions reached through the process of recommendation are by definition, joint decisions.

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

4. **Attributes 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 and mutual trust – stakeholders openly voice support for shared governance, convene meetings, and set the agenda and priorities;
   b) Seeking and respecting views from stakeholders who have relevant information, expertise, and/or may be impacted by decisions;
   c) Transparency and accountability to stakeholders throughout the process within the limits of certain matters that would be seen as necessarily confidential;
   d) Ongoing monitoring, mutual review, and assessment, and
   e) Clarity of roles and guidelines for stakeholders with respect to routine as well as unique university activities

5. **Implementation of the Shared Governance Process:** FGCU utilizes various informal and formal implementation of the Shared Governance through integration of these principles to include but not be limited to various written documents, xxx, and xxx.

   All stakeholders should rely on the basic structures, principles, and processes of Shared Governance, as described herein, to make decisions.

It is important to note that final authority and responsibility for the general welfare of the University statutorily rests with the Florida Gulf Coast University Board of Trustees. The Board may delegate to the President and the university administration portions of that authority for the purpose of assuring the effective management of the university.

It is essential for all stakeholders to note that the principles and practice of shared governance, beyond the condition of determination as defined above, are not violated when the final decision, reached through the process, is unsupported or unpopular with either a minority or the majority of the opinions and desired outcomes provided by the various stakeholders, either individually, or in aggregate. Therefore, all stakeholders in the process of shared governance recognize that it is the process that is central to achieving any particular outcome, rather than the outcome being interpreted as a proxy for the validity of the process.