Shared Governance Report for College Faculty Councils

College: Nursing

Date: 3/22/11

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.

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<th>Principles of Shared Governance</th>
<th>College’s Progress</th>
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<td>1. A respectful collaborative process between faculty and administration that seeks consensus in the development of shared governance structures and processes.</td>
<td>The Faculty of the College of Nursing is authorized to participate in determining policies, procedures and activities of the College of Nursing within limitations of the Constitution of the University of Florida. The Faculty Organization of the College of Nursing Bylaws emphasize this process requires active and responsible role participation, and that Faculty and administration work together to accomplish duties and responsibilities.</td>
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<td>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;</td>
<td>In keeping with UF’s constitution, a representative form of government exists in the College of Nursing that acts in an advisory capacity to the Dean. This is in place and described by the College’s by-laws. The officers of the Faculty Organization are the President and the President-elect. The President-elect is elected by the Faculty and after serving two years, becomes the President of the Faculty Organization. Chairs of committees and members of selected committees also are elected. The terms begin on September 1.</td>
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<td>3. Written guidelines that delineate the responsibilities and roles of the faculty and the administration in implementing shared governance in the unit.</td>
<td>Documents exist that describe faculty responsibilities and roles. 1. College of Nursing Philosophy: The College of Nursing Philosophy establishes the foundation for its purposes and functions and derives that foundation from the philosophy, purposes and policies of the University of Florida. 2. Faculty Organization of the College of Nursing Bylaws: The by-laws describe the purposes of the Faculty Organization, which includes promoting mutual involvement of the Faculty and administration in planning, implementing and evaluating all College programs. In addition, leadership roles are all clearly delineated, including those of the President and President Elect. 3. Faculty and Administrative Policies: Multiple policies are in place to help guide the shared governance process. These include the Policy on Policies, Master Evaluation Plan, Storage of Faculty Organization Minutes, Resolution of Faculty-Administration Differences, Faculty Orientation Plan and others.</td>
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<td>4. Written guidelines (e.g. constitution, bylaws, policy manual, or memoranda of operations) for implementing the principles of shared governance in the unit.</td>
<td>Written guidelines include both the Bylaws as well as the College of Nursing Policies. There are six types of policies that guide the work of the college. These are Administrative, Curriculum, Faculty, Research, Student and Staff. The Administrative and Faculty policies provide explicit direction on implementing the principles of shared governance. For instance, policy A-01 “Policy on Policies” provides explicit direction for how individuals or groups can submit new or revised policy, and the channels those new or desired changes take from the submission process, the committee process, the approval process, and establishment and location of the new or altered policy. Review and/or approval authority are delineated based upon the type of</td>
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5. Approval of the guidelines, documents, and processes of shared governance by a majority vote of the faculty and unit administrators.

The Bylaws Committee systematically reviews the Bylaws annually, and solicits changes from the Faculty. Changes in the Bylaws are recommended to the Faculty Leadership Council. The Bylaws Committee then presents such changes to the Faculty for action. Several mechanisms exist for voting in changes to the Bylaws. They can be amended at any scheduled Faculty meeting by a 2/3 vote of those present, provided Faculty were provided 10 days notice. Amendments may also be made without notice by a 99% vote of Faculty present and voting at any regularly scheduled Faculty meeting.

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).

There are 2 types of committees in the College: Standing (5) and Special (7)

1. Standing
   a. Academic Affairs
   b. Faculty Affairs
   c. Research, Scholarship and Sabbatical
   d. External Affairs and Resources
   e. Faculty Practice

2. Special
   a. Nominating
   b. Bylaws
   c. Promotion, Tenure, and Special Review
   d. Search
   e. International Affairs
   f. Admissions Advisory
   g. Specialty Groups/Interest Groups

Standards for appointment are delineated in Policy F-14. Committee chairs are elected by the Faculty for all but 3 committees. In those, (Search, Nominating, Nursing Formal Review), chairpersons are elected within the committee membership. Members of those 3 committees are elected by the Faculty but for the remaining committees, members are appointed by the President of the Faculty Organization.

7. Procedures to insure faculty input in strategic planning, resource allocation, and budget priorities.

As noted in the Bylaws, it is the responsibility of the President of the Faculty Organization to work with the Dean to arrange for the development and evaluation of the College’s strategic plan, ensuring input and involvement from the faculty. The faculty meets as a whole to evaluate the strategic plan and develop new missions, goals, objectives and strategies. New strategic plans are usually generated approximately every 3 years. The plans incorporate budget priorities and resource allocation into the Missions created by the Faculty, and included accountability assignments, a timeline and outcome indicators. The most recent strategic plan was generated in 2010 and is up for review in 2013.

8. Procedures for resolving differences between faculty and administrators.

Administrative Policy A-10 Resolution of Faculty-Administration Differences clearly delineates the procedures for resolving differences between faculty and administrators. The policy delineates the number and membership of groups required to meet to address such grievances, and if unresolved, the forwarding of such matters to the Sr Vice President or appropriate supervisor of the Dean.
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<td>The College’s Master Evaluation Plan is described in Administrative policy A-04, and stipulates that the College of Nursing will develop and maintain a Master Evaluation Plan (MEP) to determine: 1. Congruence between goals of the college and the university 2. The quality and success of our students 3. The work of our faculty in achieving excellence 4. The adequacy of academic support and resources, and 5. The overall quality of our programs Among areas assessed are delineation of faculty roles in shared governance, the degree of faculty participation in shared governance, and the impact of faculty on policy development.</td>
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<td>10.</td>
<td>A means of communicating shared governance processes and outcomes to all members of the unit.</td>
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<td>Both the Master Evaluation Plan policy and the Strategic Plan development and evaluation processes describe how shared governance outcomes are communicated. Such communication occurs at monthly General Faculty meetings, biannual face to face meetings; outcome information is also made available to faculty on shared computer drives.</td>
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A. Overall, how would you evaluate the progress of your college toward meeting these principles of shared governance?  
Structural elements for healthy, productive shared governance are in place within the College. The processes that such elements help shape are also well established. However, the outcomes one would expect—a satisfied productive Faculty (all faculty members) are not consistently achieved. When issues or concerns develop, the Leadership Council of the College works with the Administration to address them. For example, a recent faculty survey was conducted and revealed, among other things, a desire for greater faculty involvement in decision making processes. There is an effort underway to better orient and mentor new faculty so that they fully understand the shared governance process.

B. What would you say are the best practices in your college for shared governance?  
Faculty participation in committee work is strongly encouraged and multiple opportunities exist for Faculty to both participate and lead others in shaping policy and impacting the work of the College.

C. What do you see as problem areas in effective shared governance?  
The current College Bylaws describe the College Faculty governance system as Representative Governance, and states, “In keeping with the Constitution of the University of Florida, a representative form of government in the College of Nursing shall act in an advisory capacity to the Dean.” At times, this advisory capacity results in some faculty members feeling that they cannot influence changes as fully or quickly as they would like. A sense of powerlessness among some faculty members can increase discontent. Revisiting the Bylaws is a planned activity this year, and issues of efficiency and adequate faculty input can be considered.

Submitted by

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President of the College of Nursing faculty Organization