

## SWFREC SHARED GOVERNANCE

### *Mission Statement and Governance*

The mission of the Southwest Florida Research and Education Center (SWFREC) is to supply decision-makers with specific knowledge to sustain and enhance agricultural, human, and natural resources through nationally and internationally recognized research, extension, and teaching programs.

### *Faculty*

#### Membership

The faculty of the SWFREC shall consist of individuals in tenured, tenure-accruing, and non-tenure accruing faculty positions. Faculty members are defined by the University of Florida Constitution and Senate Bylaws and include the various ranks of Professor, Scholar, Lecturer, Research Scientist, Extension Scientist, and Assistant In.

#### Rights

Faculty members have the right to know the expectations of their job assignment and how they will be evaluated.

Faculty members have the right to assemble without limit to discuss issues of concern.

Faculty members have the right to open academic discourse without fear of retribution.

#### Responsibility

Faculty members are responsible for planning and conducting teaching, research, extension, and service in a competent and professional manner.

Faculty members are responsible for the professional development of students, including mentoring, and organizing, attending, and presenting departmental seminars.

Faculty members are responsible for contributing to the functioning of the unit, including infrastructure, social, public relations, and outreach functions. Contributions can include, but are not limited to service on committees, investing intellectual effort in long-range planning, and promoting the department. Faculty members are also responsible for service to IFAS, the University, and professional societies.

#### Center Director Responsibilities (See Appendix A)

The Southwest Florida Research and Education Center (SWFREC) is headed by a Center Director (CD) appointed by the Senior Vice President in accordance with the University Constitution.

The CD serves as chief executive and administrative officer of the SWFREC.

The CD provides financial planning and policy, and supervises routine operations of the SWFREC, including faculty evaluations and evaluations of selected staff.

The CD is responsible to the Senior Vice President for administration of the SWFREC and the three Deans for programmatic issues and is the agent of the SWFREC faculty for execution of academic policy.

The CD provides programmatic leadership for all SWFREC faculties. The CD is expected to operate the SWFREC in the spirit of shared governance and seek faculty input, consider it, and provide feedback and rationale about final decisions.

The CD may maintain a program of teaching, research, and/or extension, as time permits.

### *Committees*

#### Intent of the Committee Functions

The committees are to assist the CD with the formation of policies that affect the operations and future direction of the SWFREC. Meetings are intended to encourage discussion on issues and to generate ideas or concepts that will help with the management of the Center and act as a forum for participation and inclusion of all our members in this process.

The CD shall use Committee recommendations to the fullest extent possible. The CD shall retain responsibilities for setting policy, allocating available resources, and personnel assignments, freeing the committees to have open and frank discussions concerning the issues.

#### Committee Assignments

Current Chairs maintain positions for 2-yr cycles from 1Jan through 31Dec.

Chairs are always faculty members.

Chairs solicit other faculty members to function as Co-Chairs.

Co-Chairs replace Chairs on 1Jan at the end of each 2-yr cycle.

New Chairs select new Co-Chairs in December before serving as the New Chair.

Chairs and Co-Chairs select a maximum of three potential members from A&P, USPS, or OPS employees.

The CD reviews potential committee member recommendations and contacts supervisors of the suggested members.

If the supervisor approves, the person is asked to serve as a member for the year.

Selection of A&P, USPS, or OPS employees should be considered each year. While some employees may serve only 1 yr, others may serve in both years of a rotation. It is important that employees rotate among committees and are not linked to a single

committee without the opportunity to interact and learn with other sections of our center.

#### General Committee Instructions

All committees shall conduct a meeting with new members in January or early February.

The CD shall participate in this first meeting of the year and shall supply Directive(s) to each Committee at that time. Additionally, the CD shall serve as ex-officio member of all committees and may participate in meetings as a non-voting participant at the request of the Committee or when seeking the input of the Committee on a specific topic(s).

The Directive(s) describe specific tasks or issues with which the Committee is to be concerned and offer recommendations. The intent of these Directives and their development (described below) is to direct Committees to topics that are relevant to Center management and helpful to the CD and faculty members.

The Committee is free to add items to the list (See below).

In November of each year, the Committee Chair shall schedule a meeting with the CD to start the development of Directives for the forthcoming year.

The Chair may include the Committee in subsequent directive development.

The CD shall review these Directives and introduce them to the Committee as described above.

Each Committee may also address issues or concerns other than those described within the Directive(s).

The Chair of each committee is responsible for posting the proposed agenda of all meetings 1 week before the meeting date.

All Center employees are free to attend and participate based upon workloads (supervisor agrees) and interest.

Only the Committee Members shall formulate the recommendation(s) to the CD.

Recommendations that affect the charge of related committees shall be made with the participation of the other committees.

No permanent written documentation is required (minutes, agendas, etc.) from each Committee other than the forthcoming recommendation to the CD.

Recommendations shall be posted.

Facilities and Occupancy Committee

The Facilities and Occupancy Committee addresses the design, maintenance, and repair of SWFREC building space as well as the policies regarding space allocation, usage, and occupancy.

#### Computer/Information Committee

The Computer/Information Committee addresses SWFREC planning and decision-making requirements for computer systems, software, internal connections, external linkages, training, and general hardware/software support services. Specific areas of responsibility include:

Center needs assessment, system use and access, and Center-wide purchasing of software and hardware

Recommendations for appropriate operation of the Center's network

Training for all computer-related issues within the Center

Website coordination and management

#### Land and Water Management Committee

The responsibilities of this Committee include advising the CD on aspects of: field/crop associations, irrigation inputs, drainage and watercourse needs, and the utilization of land that might impact on said aspects. Additionally, the Committee shall advise the CD on matters of general beautification and practical land utilization at the Center.

#### Safety and Security Committee

This Committee will continually evaluate all safety and security considerations for the Center and report directly to the CD. The Committee shall recommend to and aid the CD with scheduling regular safety training for faculty and staff and recommend policy and procedures for maintaining security of unit buildings, property, equipment, and supplies. Topics for safety training shall be solicited from all faculty and staff members. In addition to safety considerations, the Committee will review the disaster preparedness plan.

This Committee shall participate in the annual review of the Disaster Preparedness Plans at the discretion of the CD.

All recommendations from the Committee shall only be implemented after verifying compliance with existing University, county, and state approved procedures.

#### Social Committee

The responsibilities of the Social Committee are to recommend and coordinate official social functions for Center personnel. The Committee will also oversee the operation of the Flower Fund.

#### Ad hoc (or Special) Committees

### **Search and Screen Committees**

Search and Screen Committees shall be formed to fill faculty or other important positions with the Center.

Faculty members are also expected to serve on search and screen Committees for other positions throughout UF/IFAS.

### **Tenure & Promotion Committees**

Faculty members are expected to serve on Tenure and Promotion Committees for their departments and for UF/IFAS.

### **Mentoring Committees**

Faculty members are expected to serve on mentoring committees for their departments and the unit when applicable.

### **Faculty Meetings**

Faculty meetings shall be held monthly at the convenience of the CD and faculty members.

The CD shall request items for the agenda 1 week before the scheduled meeting from all faculty members.

The CD shall publish the meeting agenda to ensure distribution to all faculty members.

The CD may also post a printed copy of the agenda for a preview of all Center employees.

### *Ratification and Amendments*

These Bylaws shall become effective upon their ratification by the faculty of SWFREC with a two-thirds majority vote of all SWFREC faculty and concurrence of the CD.

Bylaws may be amended by proposal by any faculty member to the CD and approved by a two-thirds majority vote of all SWFREC faculty.

## **Appendix A**

### **Center Director Position Description**

The CD serves as the faculty's representative to the UF/IFAS administration, and the administration's representative to the faculty. The primary role of the CD is to develop excellence in programs by functioning as a facilitator, guiding and overseeing the unit's personnel in providing needed services to the residents of the State of Florida.

The CD provides coordination, accountability, and administrative functions for the unit by:

1. Providing leadership to faculty, staff, and students in carrying out the IFAS mission and the Land-Grant philosophy, fostering an appropriate tone, developing a set of policies, and promoting unit programs in instruction, research, Extension, and service;
2. Developing and managing human, fiscal, and physical resources in support of unit instruction, research, Extension, and service activities, within the constraints imposed by resource availability;
3. Developing and maintaining networks and relationships, both internal and external to the unit, including fostering interagency, interdisciplinary, and private partnerships in support of academic functions of the unit;
4. Evaluating and rewarding excellence in all forms of scholarship.

The CD is directly accountable to the IFAS Deans for the quality and direction of unit programs, to the IFAS Vice President for administrative matters and the overall administrative efficiency of the unit, and to the faculty for internal program management of space, personnel, and other resources provided.

### **Specific Tasks and Duties of the Center Director**

#### **1. Governance**

- a. Facilitate development and administration of unit policies, goals, and objectives
- b. Conduct faculty meetings
- c. Establish unit committees
- d. Use committees effectively

- e. Delegate some administrative responsibilities to faculty and/or committees
- f. Facilitate development and administration of unit policies, goals and objectives
- g. Help determine services to be supplied by the unit to College, University, and State
- h. Serve as an advocate for the unit and its personnel
- i. Enhance diversity of unit and oversee compliance with affirmative action plans of the University.

## **2. Unit Programs**

- a. Communicate and facilitate vision of unit directions and programs to faculty, students, staff, administration, and stakeholders.
- b. Provide oversight of class scheduling
- c. Provide oversight of space allocation
- d. Work to assure availability of space and equipment to meet needs for research and extension efforts.

## **3. Faculty Activities**

- a. Set tone of high professional, ethical, and scientific excellence in unit
- b. Reward academic performance and scholarship in all forms, including discovery, dissemination, and application of knowledge
- c. Establish processes for recruitment and selection of faculty members
- d. Assign faculty responsibilities such as teaching, research, committee work, etc. to faculty.
- e. Provide oversight of peer evaluation process
- f. Facilitate coordination among faculty for statewide programs
- g. Monitor and evaluate faculty performance in teaching, research, extension, and service.
- h. Deal with unsatisfactory faculty and staff performance
- i. Maintain communication between unit and other units of the university
- j. Reduce, resolve, and prevent conflict among faculty members
- k. Facilitate when appropriate, faculty participation in unit, college, and university activities, including governance.

## **5. External Communication**

- a. Serve as interface between unit and deans, and other administrators
- b. Serve as interface between unit and USDA, and other appropriate agencies and groups as necessary
- c. Serve as contact for outside groups requesting information about unit and programs

## **5. Budget and Resources**

- a. Communicate unit needs to administration
- b. Administer unit budget (state and federal funds allocated by deans)
- c. Provide oversight of faculty contract and grant budgets
- d. Review travel activities, especially out-of-state travel
- e. Coordinate special requests to deans for funding
- f. Encourage submission by faculty of grant and contract proposals
- g. Reallocate space and support staff to meet changing needs and requirements
- h. Coordinate with Administrative Committee on use or distribution of year-end funds.

## **6. Facilities and Office Personnel Management**

- a. Manage unit facilities, including inventory control
- b. Initiate and supervise new construction projects and renovation, as necessary
- c. Provide for building security, safety, and maintenance.
- d. Hire, supervise and evaluate selected staff
- e. Supervise unit personnel, record-keeping, and accounting functions
- f. Compile information for productivity reports.

## **7. Professional Development**

- a. Foster the development of each faculty member's interests and talents, blending these efforts into a functional program
- b. Encourage faculty personnel development, including participation in self improvement programs, faculty development leaves, consulting, and international experiences



- c. Foster excellence in teaching, research, extension, and service
- d. Promote affirmative action
- e. Encourage faculty to contribute to the enhancement of the unit's and university's visibility and reputation.

## **8. Personal Development**

- a. Keep current with developments in field of expertise
- b. Contribute to productivity and reputation of the unit through participation in the department's programs in teaching, research, extension, and/or service.

## **APPENDIX B**

### **Mentoring and Three-Year Review of Junior Faculty**

1. The CD and Chair, in consultation with faculty member, selects a mentoring committee composed of at least two tenured faculty members from within the SWFREC department and their department (with additional members from outside the department, if appropriate). Faculty mentors should be chosen based on their expertise and Research/Teaching/Extension assignment.
2. Mentees should provide their mentoring committee members with their annual plan of work and report of accomplishments.
3. Mentors provide an annual assessment of the mentee's progress towards tenure to the tenure-track faculty member.
4. A mid-career review will be conducted for faculty members in the tenure probationary period no later than the close of the third year of academic service.
5. Mentees will prepare a packet documenting their achievements (without external letters).
6. The packet will be emailed to all tenured unit and departmental faculty who are invited to review the packet and provide written comments to the CD and Chair.
7. The CD and Chair synthesizes faculty comments and shares this assessment with the tenure-accruing faculty member.
8. The CD and Chair's letter and the faculty assessment letter accompany the three-year packet to IFAS Administration.