

Shared Governance
North Florida Research and Education Center (NFREC)
April, 2009

“The Senate-Presidential Task Force identified the core principles of shared governance as mutuality, collegiality, and collaboration; transparency; representative participation; mutual accountability; and clarity of roles. The Task Force further observed that shared governance is the hallmark of the American University System and is essential to an institution’s success in achieving the highest level of distinction in academics. It was further recognized that shared governance must occur at all levels of University life, from the Center to the College to the University in order to be successful.”
(http://faculty.ifas.ufl.edu/assembly/shared_governance.html). For this document, governance is defined as: **the process of decision-making and the process by which decisions are implemented (or not implemented)**. This document further defines the shared governance environment of the NFREC in addition to the rights and responsibilities of all parties as already outlined in the Institute of Food and Agricultural Sciences (IFAS) Constitution.

The shared goals of the Faculty and the Center Director are to attain excellence in teaching, research, extension and service while striving for national and international recognition for all NFREC programs.

The Faculty

Section 1 – Faculty Membership

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

Section 2 – Faculty Evaluation

Faculty members will be evaluated by the Faculty for the three year review, tenure, and promotion (as outlined by review and tenure and promotion procedures) and by the Center Director for annual evaluations. Mentoring committees will be established for Assistant Professors to help them through the tenure process. If a faculty member decides to apply for a salary pay plan (SPP), a three member Faculty committee composed of previously successful SPP candidates will be appointed by the Director to assist in making sure that the package is the best possible. If a performance improvement plan (PIP) is warranted, a committee of three Tenured Faculty will serve as a mentoring committee to help assure the PIP is met.

Section 3 – Faculty Responsibilities

Faculty are responsible for providing the academic direction and governance of the Center in a shared environment with the Center Director, primarily through active involvement in Center committees and faculty meetings. Faculty are responsible for contributing to the operations of the Center via committees and individual effort, including but not limited to building, infrastructure, social, public relations, and outreach functions.

Faculty are responsible for the respectful treatment of staff and colleagues as well as fostering a productive work environment at the NFREC through collegial collaboration and generosity of time and expertise.

The Faculty are responsible for other duties as outlined in the IFAS Constitution.

Section 4— Center Director Responsibilities

The Center is headed by a Director appointed by the Senior Vice President in accordance with the University Constitution. The Director serves as Chief Executive and Administrative Officer of the Center. The Director provides financial planning and policy and supervises operation of the Center, including faculty and staff evaluations. The Director has shared responsibility in directing the academic direction and governance of the center. The Director is responsible to the Center Faculty to operate the Center as a shared governance institution. In the spirit of shared governance, the Director is expected to seek and incorporate faculty input recognizing the role of determination, recommendation, and consultation as outlined in the IFAS Constitution; with special emphasis given to faculty program development, support, evaluation, and promotion. The Director represents the Faculty and the Center to the IFAS administration. The Director is responsible to the Senior Vice President for administration of the Center and the three Deans for programmatic issues, who are also responsible for carrying out the shared governance policies of IFAS and the University.

The Director is responsible for the respectful treatment of staff and Faculty as well as fostering a productive work environment at the NFREC through collegial collaboration and generosity of time and expertise.

The Center Director's evaluation will involve the faculty in three ways. One) faculty will have the opportunity to review the Center Director's package and comment directly to the Director before submission to the Administration; two) the faculty have the authority to comment directly to the Administration about the Director's performance, and 3) faculty will have a meeting with the Administration every 3 years to review the activities of the Director and develop priorities for the Center that will involve the Director.

The Director is responsible for other duties as outlined in the IFAS Constitution.

Faculty Advisory Committee

The Faculty Advisory Committee is responsible for providing input to the Center Director on matters of immediate importance and short term priorities. This Committee will represent the Center Faculty and its intent is to provide a formal shared governance vehicle for the Center beyond the normal faculty involvement. The Faculty Advisory Committee is responsible for being proactive through self-initiation of input to the Director and the Faculty at large.

Faculty Meetings

The faculty meeting is the most important venue for discussion of matters important to the Center and requires attendance and participation to be effective in shared governance. Faculty meeting success is the shared responsibility of Faculty and the Director. Staff and graduate student representatives are invited to attend the faculty meetings. The exception to this policy is when sensitive personnel matters are the topic of discussion. Faculty meetings must be held once monthly on a schedule published at the beginning of each semester. Faculty meetings should be canceled if agenda items are not supplied by either the Director or the Faculty. Faculty and the Director have the right to place items on the agenda. The faculty meeting is the primary means of fostering communication among all Faculty within the Center and is crucial to the successful implementation and function of shared governance.