

**Shared Governance Principles  
School of Forest Resources and Conservation  
Institute of Food and Agricultural Sciences  
University of Florida**

**RATIFIED**

**January 20, 2010**

***Preamble***

The School of Forest Resources and Conservation (SFRC) is fully committed to shared governance principles in the interaction between administration, faculty, staff, stakeholders, and students as established by the IFAS Constitution in its Preamble and Article I, Section 2. The SFRC will use shared governance in visioning, policy making, implementation and major decision-making. The SFRC will have transparent administrative leadership and representative faculty, student, and staff participation in discussions and activities of the unit. The SFRC Director, Associate Directors and faculty share responsibility for School and program governance for the betterment of SFRC as a whole. The examples presented herein are intended as guidance for effective shared governance of the School.

***Faculty Meetings***

The SFRC faculty meetings will typically be held monthly, set to follow the monthly Faculty Advisory Committee (FAC) meetings. Faculty meetings may be called by the Director, FAC Chair or any SFRC faculty members. Faculty are welcome to place items on the agenda for each meeting, and the agenda will be sent to faculty prior to the meeting. Input from staff and students is welcomed. Voting will include all SFRC and joint tenure track faculty and others as determined by those faculty. Voting on promotion and tenure will follow SFRC, IFAS and University guidelines. SFRC faculty serving as UF Senators and members of the IFAS Faculty Assembly and other UF/IFAS faculty governing bodies should email short summaries to the FAC so that dialogue can be initiated on critical items currently before those governing bodies. Minutes of the faculty meeting will be distributed by the Director and placed on the web by the web administrator.

Unless otherwise noted, SFRC faculty meetings and committee meetings will be conducted according to Roberts Rules of Order, though informally and collegially applied (i.e. with the least procedural formality necessary to conduct business fairly, effectively and efficiently)

***Faculty Advisory Committee***

The Faculty Advisory Committee (FAC) will be composed of nine faculty members who serve a two -year term starting in January. The FAC will have five new members in one year and four in the next. Nominations for the incoming FAC members will be solicited by the current FAC, which will seek to represent the programmatic diversity within the SFRC as a whole (e.g., type of appointment (T,R,E), rank, gender, location). The faculty

as a whole will vote to approve the slate of incoming members and chair each year. The FAC will have a rotating Chair position with a term of one year. The Chair will be a faculty member in their second year on the committee, and the Chair will rotate through the program areas (forestry, fisheries, geomatics) at generally three-year cycles. The Chair will be selected by the FAC from among the eligible (i.e., FAC) members.

The FAC will make recommendations to the Director on policy decisions influencing SFRC faculty, staff, and students. Examples of such guidance on policy include budget priorities, opportunities for new faculty positions, staff additions/reductions, merit pay, graduate student stipends, and other policies that directly affect the faculty, staff, students, and programs of the SFRC. The FAC will recommend which matters should be brought to the SFRC faculty as a whole for discussion and vote. Any recommendation made directly by the FAC to the Director may be subject to review and action by the faculty, as a whole, at the subsequent faculty meeting. The members and chairs of the standing committees (below) are appointed by the Director based on recommendations of the FAC.

The FAC will hold monthly meetings with the agenda compiled by the FAC Chair. The Chair will compile minutes of FAC meetings and distribute those to the faculty as a whole within one week. The minutes will also be posted to the web by the web administrator after approval of the minutes by the FAC.

### ***SFRC Advisory Board***

The SFRC Advisory Board includes 33 members from outside the SFRC that serves to advise all programs within the School. Its operations are governed by the SFRC Advisory Board By-Laws. There are 15 Standing Members, 15 at-large members and 3 non-voting Ex-officio members including representatives from state and federal agency staff, NGO's, private companies, and members of the public that have an interest in the SFRC extension, research, and teaching programs. The Advisory Board will meet at least once and typically twice annually and discuss the SFRC teaching, research, and extension programs. The SFRC director will organize the board meetings, and faculty, staff, and students are encouraged to attend. Input from the board will be collated by the Director and distributed to the faculty, staff and students for discussion and implementation. The FAC will recommend inclusion of new board members as necessary to replace exiting members or add new ones as the program priorities change through time.

### ***Curricula***

The SFRC curricula will be determined and implemented by the SFRC faculty, and developed through the Graduate Programs Committee and Undergraduate Programs Committee processes, below. Both committees play an integral role in creating an academic home for students, mentoring faculty toward improved teaching, and coordinating coursework and projects.

### ***Graduate Programs Committee***

The Graduate Programs Committee (GPC) will be composed of 9 faculty members and 3 students, with an equal number of members from each programmatic area (Fisheries and Aquatic Sciences, Forest Resources, and Geomatics). The Committee will be co-chaired by the two graduate Coordinators, who are appointed by the SFRC Director to oversee the two independent degree programs within the SFRC (FAS and FRC). GPC membership is to be appointed by the SFRC Director from those who are nominated by the programmatic faculty. The term of service is generally 3 years, renewable by mutual consent without limit. Three graduate students will be selected by the graduate coordinators each year to participate in the GPC.

The GPC has the responsibility to review and make recommendations about procedures, policies, and curricular modification and change relating to the SFRC graduate program. Such recommendations will be presented to the SFRC faculty for information, discussion, and as appropriate, a vote. The GPC, its co-chairs or a programmatic subcommittee of the GPC, will recommend and prioritize incoming and/or current graduate students for university, college, and school graduate awards, fellowships, and assistantships, with input from the SFRC faculty.

Meeting agendas will be developed by the co-chairs with input from the SFRC Director, Graduate School, CALS, GPC members, and the SFRC faculty and graduate students. Meetings will be held on an as-needed basis at the discretion of the co-chairs.

### ***Undergraduate Programs Committee***

The FAC will consider faculty membership on the Undergraduate Programs Committee (UPC) sufficient to encompass the three majors (FRC, GEM, NRC) and two minors (FAS, FRC) offered through the School, including teaching programs at Research and Education Centers. The SFRC Academic Programs Coordinator sits on the UPC by virtue of his/her position. Typical committee membership numbers 12 or more. Membership is considered a continuing appointment until the member requests to depart, otherwise leaves the SFRC, or is requested by the Director to serve the School in another capacity. New members are nominated by the FAC when a person exits the committee. Three undergraduate students will be chosen by the UPC chair each year to participate on the UPC that represent a diversity of programs.

The UPC provides oversight and leadership for SFRC undergraduate programs. It develops recommendations on curriculum for faculty action. The UPC delegates to the UPC Chairs authority for routine and continuing activities such as confirming students for graduation, interfacing with CALS Academic Programs on admissions, petitions and recruitment, developing and maintaining the SFRC Academic Programs website and outreach materials, and maintaining placement records. The UPC meets on an 'as needed' basis which varies from one meeting per term to weekly meetings depending upon the tasks being considered.

### ***Selection, Evaluation and Retention of the SFRC Director***

The SFRC Director holds the position most critical to a culture of shared governance within the School. The SFRC Director and faculty fully accept and respect the prerogatives of the Senior Vice President (SVP) for Agriculture and Natural Resources to hire, evaluate and retain or replace the SFRC Director in accordance with the IFAS Constitution and pertinent Internal Management Memoranda. As such, the SFRC faculty shall wholeheartedly engage in all appropriate selection processes and provide the SVP with thoughtful and well-reasoned counsel regarding candidates for the Director's position. Furthermore, and in addition to periodic IFAS administrator evaluations, every incumbent SFRC Director shall solicit annually from the SFRC faculty an evaluation of his/her performance, and shall discuss the results with the faculty. The SFRC faculty, as a whole, reserves the right to petition the Senior Vice President for the retention or replacement of an incumbent Director, based primarily on those annual evaluations and the overall best interests of the SFRC.

### ***New Faculty Hires***

Prioritizing needs for new faculty hires is among the most important activities for shared governance within the SFRC. New faculty hires determine the future of the program, and the SFRC faculty should frequently discuss priorities for future faculty positions. Faculty positions should seek to replace vacancies, introduce new expertise into the SFRC, create a critical mass in priority program areas, and foster integrative and multidisciplinary teaching, research and extension activities. Priorities for faculty positions will be discussed at a faculty meeting at least once per year, but continuous discussions are encouraged.

Composition of the Search and Screen Committee (SSC) for faculty positions should include a wide range of program representation within the SFRC, at least one student, and at least one member from another unit. The Director should obtain recommendations from the FAC for composition of all SSC's.

The Search and Screen Committee (SSC) leads the process of securing applications from as many qualified candidates as possible, and identifying the most highly qualified individuals for on-site interviews. Hiring decisions are based on data collected in a narrow time frame, such that efficient collection, sharing and synthesis of information is important. The SSC reaches consensus on interview candidates (typically three or four) and recommends them to the Director.

All SFRC faculty, students, and staff are expected to be highly engaged during on-site interviews, and during discussions to compare candidates immediately after the interviews conclude. Faculty should interact with candidates at their seminars and in meetings with candidates, which are typically roundtable discussions with groups of faculty who collaborate with one another. Faculty, staff, and students will use standardized evaluation forms (Appendix) to provide comments and numeric feedback in

the relevant functional areas and collegiality to the SSC. The SSC leads an analysis of the evaluation data to summarize feedback from faculty, staff and students. At a faculty meeting held shortly after the final interview, discussion is led by the SSC focusing on: 1) a list of perceived strengths and weaknesses of each candidate, and 2) results of appropriate quantitative analysis comparing the candidates.

The faculty seek consensus on acceptable candidates, and make recommendations to the Director. The Director leads on follow-up discussions with all parties, typically including discussions with individuals at current and former institutions of interviewed candidates, to clarify perceptions and to inform the hiring decision. The Director will make the final selection in the best interest of the School and will thoroughly explain his/her rationale to the faculty. If no interviewed candidate was acceptable, then the faculty discussion shifts to exploring either interviewing more applicants or re-opening the search.

### ***Tenure and Promotion***

Tenure and promotion in the SFRC will follow University guidelines, which formalize input of the faculty on tenure and promotion decisions. The SFRC Mentoring Committee (described below) will provide substantial guidance to the candidate on progress toward tenure. There are two specific areas where the broader SFRC faculty will participate in the tenure and promotion process for all candidates.

Three-year review – Tenure accruing faculty will compile a tenure package for review at the three-year period. The package will be distributed to all tenured faculty, who are expected to provide constructive feedback to the candidate regarding their progress and activities toward tenure and promotion. The package will follow the guidelines of the University and IFAS.

Teaching evaluation -- Teaching evaluations for tenure and promotion packets will be conducted by teams of faculty and will follow the guidelines of the University and IFAS.

### ***Mentoring Committee***

The purpose of the SFRC Mentoring Committee is to provide consistent and effective mentoring to junior faculty. It is composed of 8 committee members, representing the broad programmatic areas of Fisheries and Aquatic Sciences, Forest Resources and Conservation, and Geomatics. The committee is chaired by a full professor and includes faculty with majority appointments in research, teaching and extension. For each mentee, the committee may include one additional content-specific faculty member from outside the mentoring committee.

The committee is charged with reviewing Tenure and Promotion (T&P) packets of all tenure-track faculty and meeting with each faculty member individually to discuss his/her packet annually. The approximately one-hour, face-to-face meeting serves as an opportunity to discuss any concerns or questions on the part of the junior faculty member and allows the mentoring committee to provide advice they might have for preparing the

strongest packet possible. The committee stresses that the T&P packet is the only document that will speak on her/his behalf during the tenure and promotion process and therefore, it is important to be complete, thorough, and compelling. In addition, standing committee members also serve as principal mentors for several of the junior faculty. In this capacity, the principal mentor takes the lead on mentoring the junior faculty member up through tenure, takes the lead on discussing his/her T&P packet during the face-to-face meeting, and crafts a draft of meeting results which is then edited by the committee chair (to facilitate consistency) and sent to the SFRC director as input for the junior faculty member's annual review.

### ***SFRC Safety Committee***

The SFRC Safety Committee is composed of six to ten rotating members of staff and faculty. The Committee is charged with providing information, guidance, training sessions and recommendations on how to keep SFRC employees and students safe in the work environment. Communication from this committee is achieved via email and meetings held as necessary. All recommendations by this committee are presented to the faculty at a faculty meeting for review, discussion, and vote prior to implementation as SFRC policy.

### ***SFRC Properties Committee***

The SFRC Properties Committee is composed of 4 rotating members and 2 standing members that administer operations, research and maintenance. The committee is tasked with:

- Overseeing management of the SFRC properties, including structures, and developing policies pertinent to those properties
- Providing guidance and oversight of 5-year ACMF and Millhopper facility management plans and policies (including all aspects of silviculture, timber sales, and pond uses)
- Ensuring the management plan and policies are in accordance with certification standards
- Developing and implementing ACMF and Millhopper educational activities
- Maintaining and enhancing a geodatabase for activities at the ACMF and Millhopper sites, including spatial data layers on special uses, research activities, demonstration and teaching areas, and land cover/rotation information.

Shared governance for this committee is achieved via email and meetings, when necessary. Examples of issues for which committee input is sought include regular timber sales, revisions to five year management plans, research project requests, and major infrastructure and equipment maintenance. Day-to-day activities at the ACMF are typically the charge of the SFRC Forester, who is also responsible for preparing an annual budget that is reviewed by the SFRC director.

### ***Scholarship and Awards Committee***

The Scholarship and Award Committee (SAC) is composed of 6-8 faculty members representing the broader programmatic areas including Fisheries and Aquatic Sciences,

Forest Resources, Natural Resource Conservation, and Geomatics. Membership is considered a continuing appointment until the member requests to move on, otherwise leaves the SFRC, or is requested by the Director to serve the School in another capacity. New members are nominated by the FAC when a person exits the committee. The SAC will make recommendations to the director on student scholarships and awards, and staff awards. The SAC will recommend policies on scholarships and awards to the SFRC faculty as a whole for discussion and vote. For the purpose of making decisions on scholarships and awards, the SAC will hold two meetings per year, one in the fall term and another one in the spring. In addition, the SAC committee will discuss policy changes or recommendations through email or face-to-face meetings as needed.

### ***John Gray Fund for Excellence and Spring Symposium Committee***

The John Gray/Spring Symposium Committee (JG/SS) will be comprised of 8-10 faculty members from various programs of the SFRC and at least two students. The JG/SS will have a rotating chair or co-chair position with a term of one year. The Spring Symposium will be an annual event sponsored jointly by IFAS, SFRC and the Florida Division of the Society of American Foresters. The meeting will generally be held as a two-day format with the John Grey Lecture as the key note address.

The JG/SS committee will serve in an advisory role in selecting the meeting theme and appropriate John Gray lecturer. The committee will plan and coordinate the program, meeting location student poster session, and visitation schedule of the lecturer. The JG/SS committee will also provide leadership for the John Gray Fund for excellence and lead efforts to increase funding. Students may take an increasing role in organizing and implementing the program.

The JG/SS committee will hold meetings well in advance of the symposium with the agenda provided by the chair, who will compile minutes for distribution to the SFRC faculty, with a solicitation of input from the faculty as a whole.

### ***Other Committees***

The Director, FAC or SFRC faculty, as a whole, may authorize the creation of other committees for particular tasks or functions not covered by those described above. The creation of standing committees, however, requires a vote of the faculty. All committees, regardless of origin and purpose, are expected to conduct SFRC business in accordance with the principles of shared governance.

### ***Changes to This Document***

Changes to this document can be requested by any faculty, staff, or student of the SFRC. Potential changes will be discussed by the FAC and taken to the faculty as a whole for consideration and vote as needed.