



**2013-2014**

## **FGCU Faculty Senate Annual Report**

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**Submitted by Faculty Senate's Elected Officers:**

Shawn Felton (CHPSW) President  
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## **Introduction**

The purpose of the Faculty Senate Report is to document the efforts, deliverable products, and achievements of the FGCU Faculty Senate during the 2013-2014 academic year. The Faculty Senate Report also provides context and reflection on the effectiveness of the Faculty Senate Governance System in the shared governance of Florida Gulf Coast University.

## **Background**

The Florida Gulf Coast University Faculty Senate was created as “a system of collegial faculty self-governance that ensure[s] the rights of faculty are supported and the responsibilities of faculty in fulfilling the mission of the university are met” The Faculty Senate Governance System comprises the [Faculty Senate](#), the Senate’s Elected Officers, all [standing teams](#) and [committees](#), and the [Senate Leadership Team](#) (which is composed of facilitators from each standing team).

As outlined in the [Faculty Senate Governance Document](#), the “Faculty Senate is the decision-making body for FGCU faculty governance. The standing teams make recommendations to the Senate, which has final authority. The Senate may enact resolutions on any matter affecting the academic mission of the University, and speaks for the faculty on matters of concern. It is the responsibility of the senators to communicate with and get feedback from the constituents in their unit. The means of communication [are] determined by the senate representatives in each unit.

“The Faculty Senate engages in collegial dialog with the President of the University, the Provost/Vice President for Academic Affairs and others in positions of administrative leadership in order to pursue and refine the mission of the University. Collaborative and shared leadership among all university constituents is critical to creating a campus environment conducive to advancing student achievement. Fairness, mutual respect, continuous improvement, an informed faculty, and collegial decision-making are the hallmarks of the governance structure.”

## **Standing Teams and Committees**

***Standing Teams:*** The Standing Teams of the Faculty Senate are responsible for direct oversight of key areas of faculty responsibility and involvement. These include curriculum, program review, grants and research activities, institutional and faculty affairs, and other domains related to curriculum, instruction, and faculty governance. The composition and scope of team responsibilities are described in the [Faculty Senate Bylaws](#). Teams receive and/or identify agenda items from three primary sources: the team’s elected faculty membership, the Faculty Senate’s Elected Officers (either acting as a relay for concerns from the faculty at large or conveying action from the Faculty Senate), and ex-officio administrative members of the committee.

Each Team documents its workload and progress on a Work Plan that tracks goals, action steps, timeline, membership responsibilities and the final status of or accomplishments related to each goal. [Appendix 1](#) compiles this year's Work Plans for standing teams and details the associated goals and results.

*Standing Committees:* Additionally, [standing committees](#) of the Faculty Senate provide peer review of competitive or selective grant, sabbatical, and excellence awards administered through the Office of the Provost and Vice President for Academic Affairs and/or implemented as part of Collective Bargaining Agreement between the Administration and the United Faculty of Florida-FGCU chapter.

## **Leadership Initiatives**

In addition to its regular business handled through Standing Teams and Committees, the Faculty Senate this year focused on three Leadership Initiatives coordinated by the Faculty Senate's Elected Officers. At the first meeting of the year, the Senate had noted four Leadership Initiatives; however, due to the timing and lack of specific concerns, the investigation into the role of the Instructor at FGCU was postponed until another Senate session. This was an initiative that may be re-examined as work begins for academic year 2014-15. In addition to these Leadership Initiatives, the Faculty Senate's Elected Officers led efforts to improve the function and role of the Senate Leadership Team (SLT). Collectively, SLT members and the Faculty Senate's Elected Officers worked to ensure SLT meetings were meaningful and critical to the strategic direction of the Senate. The dialogue and engagement contributed greatly to the Senate as a larger, more meaningful body.

### *1. Future Direction on Quality Education Initiative*

The group was created to form a position by the FGCU faculty on what quality education meant at FGCU and to identify strategies that would continue to enhance and ensure quality. The preliminary work of this committee was driven by the white paper that was adopted by the 2012-13 Senate entitled Panel on Growth and Quality. This document was accepted by the Senate in March 2013. The original charge focused on the following: examine the increasing use of distance learning, including but not limited to MOOCS and BOOCS; ongoing accountability and measurements; and methods of funding higher education, including performance-based funding.

As work continued and the announcement of the proposed performance funding metrics that all State Universities would be measured for any new and recurring funding sources by the Florida Board of Governors at the January 2014 board meeting, the specific focus of the ad hoc group focused on Performance Based Funding. The work group created a concise two-page document outlining the support for Performance Based Funding, warning of limitations to a variety of the chosen metrics, and provided suggestions on how to improve the current

metrics. This report was unanimously adopted by the FGCU Faculty Senate and was shared with FGCU Administration whom utilized the report during lobbying efforts in Tallahassee. The report was also shared with the University Board of Trustees and the Advisory Council of Faculty Senates.

The ad hoc group consisted of the following members: Dr Win Everham (chair, CAS), Dr. Anne-Maria Bouche (CAS), Dr. Scott Anstadt (CHPSW), Dr. Charles Fornaciari (LCOB), Morgan Paine (CAS), Dr. Felix Jose (CAS) and ex officio Senate President, Dr. Shawn Felton. Also assisting with the conceptual design of the final paper to ensure meaningful and lasting impact was FGCU Director of Government Relations, Jennifer Goen.

[Appendix 2](#) outlines the final document created by this group.

The charge to this group was extremely large and due to external happenings, the group noted that ongoing work needed to be carried out relating to the use of online education. During the spring 2014 semester, a committee was charged by FGCU Provost to examine and develop a strategic plan for online learning. This committee has vast faculty representation. Although the Future Direction Group does not want to duplicate work efforts, the group did think that further investigation into challenges with online learning and ensuring quality is needed. This will be further discussed on page 9.

## 2. Shared Governance Initiative

The strengthening of Shared Governance continued this past year. An ad hoc team was initiated in the fall by the Senate with the following charge: 1) Examine and document practices over the past two years that were successful models of Shared Governance at FGCU; 2) Examine and document practices over the past two years that were unsuccessful models of Shared Governance at FGCU; 3) Examine and identify times when Shared Governance opportunities existed, but were not engaged; 4) Identify strategies to facilitate shared governance; 5) Identify strategies to ensure shared governance continues; and 6) Propose a policy that could be implemented at FGCU.

The committee consisted of the following members: Dr. Scott Anstadt (CHPSW), Dr. Derek Buzasi (CAS), Dr. Nora Demers (CAS), Dr. Nicola Foote (CAS), Dr. Claude Villiers (WCE), Dr. Eric Strahorn (CAS, Chair), and ex officio Senate Parliamentarian Dr. Arie van Duijn.

The work of this committee and entire faculty played a critical role in developing an official University policy on shared governance. The proposed policy recommendations and report on shared governance was unanimously supported by the Senate. The recommendation, policy, and motion of support were forwarded to University administration. The final report can be found in

[Appendix 3](#). Policy is now scheduled to be in place prior to the SACSCOC Compliance report which is due September 2014.

Finally, once the policy is implemented by Administration, the Faculty Senate should play a key role in the ongoing monitoring and improvement of shared governance at FGCU. It is critical for Senate Officers, Senators and Senate Leadership team members and members of the Planning and Budget Council and affiliated committees to continue to enhance shared governance. Such activities included identifying strategies to foster more timely communication related to items being discussed. Further, strategies need to be identified to foster enhanced communication of the PBC activities with the Faculty Senate and the university as a whole.

### 3. Senate Review of Teams and Committees

The Senate Team Review ad hoc committee was created and charged with: 1) examine the working relationship between the Senate Teams and Committees over the past two years; 2) work with all Senate Team and Committee Chairs to examine the work products; 3) compare work products with the established purpose identified in the bylaws; and 4) provide recommendations or changes needed to bylaws, workplans, and/or team structures to the Senate.

The ad hoc team was made up of the following members, Dr. Mollie Venglar (CHPSW), Dr. Charles Daramola (CHPSW), and Senate Secretary, Anna Carlin (Library).

The committee reviewed workplans from 2011-2012 and 2012-2013 from each Senate team/committee. It should be noted that the ad hoc team partially met its charge. The committee did not seek input from team facilitators throughout the review rather they conducted a blind non-bias review.

This ad hoc committee created a non-binding report and presented it to the Senate. Some general recommendations that the committee noted included the following:

- The executive team (i.e. the Faculty Senate President, Vice President, Parliamentarian, and Secretary) was not referred to in the Senate bylaws, but workplans existed for the previous 2 years. The Ad hoc team suggested adding composition and function of the executive team to the bylaws.
- Workplans would be more easily assessed if they were designed around the bylaws for each team. The Ad hoc team suggested listing each duty of the team, as specifically stated in the bylaws, on the workplan as the "Goal/Agenda/Task"
- Faculty need to show leadership as part of the PDP and for promotion purposes. Although not currently in the bylaws, the Ad hoc team suggested

limiting facilitator term limits to no more than 3 consecutive years. This would allow for greater access to the leadership role for faculty as well as encourage more faculty to seek service opportunities on various teams or committees.

- The committee suggested individual team and committee recommendations as well.

This report was met with some resistance among the SLT; however, it served as a foundational piece for the Faculty Senate, and the individual Faculty Senate Teams, and any ad hoc committee continue to evaluate and improve processes, functions, and bylaws. The FGCU Senate Leadership Team passed a Resolution expressing appreciation for the work of this committee. This Motion passed with 7 in Favor and 3 Abstentions. Work may continue over the next year.

The full report and the supporting SLT resolution can be [found here](#).

4. *Re-administration of the Survey of Faculty Perceptions of Chairs' and Deans' Performance.*

This initiative continued from the original efforts that began in 2011-12 working jointly with our partners in the administration to refine and implement a version of a survey developed by the Faculty Senate's Faculty Affairs Team and adopted by the Senate in Spring 2011. This year's re-administration of the survey contributed to ongoing shared governance and allowed faculty opportunities to respond to a survey about their perceptions of chairs' and deans'. The data collected, from the survey, were reviewed and utilized by the Provost, the Deans, and the Chairs as part of the annual review process and thereby provided important information with regard to professional performance and growth.

This year's survey was administered later in the academic year than in the two previous efforts. This was mostly related to challenges with validating reporting lines, but it was also decided by the Senate Officers that a later timetable allowed for a complete review of the academic year by the faculty member. In this year's survey, of the in-unit faculty eligible to participate, the survey had a 39.6% overall participation rate, up from 38% last year.

As this initiative continues it will be important to monitor the time of the year that the survey is released to ensure the largest participation and to ensure results are returned prior to the end of the Spring Semester. This past year, results were released during the final week of the spring semester. Also, the current form of the survey is the same that has been in use since 2011, it may be time to review the instrument and ensure the type of feedback being solicited is still of value and examine what changes may need to be considered.

## Other Initiatives and Efforts

The Faculty Senate was forward thinking throughout the year and responsive when needed. The Senate passed several motions and resolutions and engaged in several other initiatives.

1. After several years of debate and discussion, this year's Faculty Senate made substantial progress on FGCU becoming a tobacco-free campus. The efforts this year were lead by Senate Vice President Gunnels as he worked with the Staff Advisory Council (SAC) and Student Government. The Senate passed a Motion to ban tobacco use at FGCU. This motion passed with almost 70% vote representatives in favor of a smoking ban. The SAC also passed a similar motion. Student Government passed a motion limiting tobacco use to the perimeter of campus. All of the motions and support of tobacco free campus were sent to Administration. Currently the Administration is reviewing the motions.
2. Led by the Senate's Institutional Affairs Team, a presentation was given by IAT facilitator Dr. Nora Demers to the Senate outlining many of the seating problems in public places throughout buildings and in outdoor common spaces. The Senate passed a Motion to encourage administration to expand interior building and outside seating areas for meeting areas. This motion further supported the work of the Physical Space and Coding Committee. The motion was forwarded to administration. It was indicated that a review of the budget allocation will be examined and if financial resources are available, this will likely be implemented.
3. This year's Senate responded quickly to threats to academic freedom related to academic boycotts. In January President Bradshaw reached out to the Faculty Senate's Elected Officers, in the spirit of shared governance, to collaborate on a position on academic boycotts that would allow a strong uniform voice for the university. The Senate passed two resolutions. They can be found [here](#) and [here](#). Furthermore, a link to the letter outlining FGCU's position sent by President Bradshaw can be found [here](#).
4. The Senate passed two resolutions of appreciation and support for the ongoing work by the General Education Council for their continued effort to implement general education reforms. The resolution also complimented the work of the Quality Enhancement Plan Steering Committee for their ongoing work of the FGCU QEP. The Resolution can be found [here](#).
5. The Senate heard from Student Government representatives and their work related to passing a Resolution supporting In-State Tuition equity for Florida high school graduates regardless of current immigration status. Following the presentation by Student Government, the Senate passed a resolution supporting in-state tuition equity for Florida high school graduates

regardless of current immigration status. The resolution was forwarded to Administration. The resolution can be found [here](#).

6. As customary and good practice, The Faculty Senate approved a number of bylaw changes to ensure the Senate continues to be responsive to the evolving needs of the University. Some highlights of the bylaw changes included enfranchising advisors to hold leadership positions within the Senate. This was inadvertently overlooked when advisors were enfranchised to become Senators last academic year. Furthermore, the Senate adopted an actual procedure defining FGCU's membership to the Advisory Council of Faculty Senates (ACFS). Bylaw changes can be found [here](#), [here](#) and [here](#).
7. The Faculty Senate's Elected Officers once again provided letters from the Senate President documenting the service of each Senator, Senate Alternate, Team and Committee Facilitator, and members of the Senate Teams and Committees and the Planning and Budget Council and committees, which has become a customary practice over the past few years. Over 150 letters were distributed. Due to the vacancy left when the faculty senate administrative assistant resigned, this initiative was completed by Senate Secretary Anna Carlin. The Faculty Senate's Elected Officers received administrative support from Academic affairs in the printing of letters.
8. The Faculty Senate's Appointments Team continued to strengthen the representation of faculty members on all university-wide committees. The process that started over 18 months ago has become widely respected by all constituents on campus and has allowed improved representation on committees, which has also improved shared governance.

One item to consider as we move forward is to better inform the University community about the membership of each committee. There is some action being driven from the Strategic Planning and Institutional Effectiveness Committee (SPIEC) of the PBC, were a sub-committee led by Senate President Dr. Shawn Felton. The sub-committee recommendation was to provide a link on the Senate webpage highlighting the members of all committees at the University. This will be a project taken up by Senate Administrative Assistant in the fall.

9. In response to work of the Senate's Student Affairs Team working in collaboration with the University Student Affairs office, the Senate supported the Revised Academic Amnesty Policy. A link to the document endorsed by Senate can be found [here](#).
10. This year's Senate was extremely responsive in assisting the Office of Undergraduate Studies with a curriculum oversight procedure, which followed up from items that carried over from the previous year. The involvement of Senate was essential in ensuring one of faculty's most

important role to the University - curriculum oversight. The approved proposal can be found [here](#).

11. The Faculty Senate introduced the use of Adobe Connect to record presentations and visitors to expand the transparency of the Senate. This allowed for a detailed transcript of actual events. This initiative was supported by the exceptional talents of Academic and Event technologies, especially John Wilson, CJ McFarlane, and Pat O'Connor-Benson.
- Finally, the senate sponsored or participated in several events:
    - Senate co-sponsored promotion workshop with the Teaching and Learning Initiative
    - Senate co-sponsored the annual promotion workshop with the Office of the Provost and Vice President for Academic Affairs.
    - Senate hosted President Bradshaw three times this year and on one occasion, Board of Trustees Chair, Madam Chair Robbie Roepstorff joined President Bradshaw. This marked the first time in the history of FGCU that another member of the Board of Trustees met with Faculty Senate. Furthermore, the Senate hosted every Senior Vice President with one exception.
    - Senate leadership and senior faculty members participated in a breakfast with select members of the Board of Governors who were at FGCU for the FL BOG meeting in January 2014.
    - Senate and the Senate Technology Team worked with Academic and Event Technology to host a forum with CANVAS developers to further support faculty and users with the transition of the LMS from ANGEL to CANVAS.
    - Senators participated in a lunch meet and greet hosted by Student Government.

### **Ongoing Issues Carrying Forward**

#### ***1. Future Direction of Higher Education Ad hoc Committee:***

By narrowing the focus and charge of this committee, the work group did not review all aspects of quality higher education. This included the role of distance education and the challenges and opportunities utilizing this medium. It will be important for this group to potentially reconstitute its membership. At one of the meetings, the current members discussed the need for this team to be a standing team, knowing the need to be responsive

to challenges that arise in higher education will continue. This is an item for the Senate to debate as it continues to examine the current make-up of standing teams and committees and how best to proceed as the University moves closer to its 20<sup>th</sup> year of existence. However, in the immediate future, an ad hoc team will need to be reconvened to examine the distance education modality but should not duplicate the efforts of the currently formed Online Strategic Planning Committee.

2. *Regarding the Role of Instructors:*

At the outset the 2013-14 Senate, one of the leadership initiatives was to investigate the role of the instructors. This was an area that was discussed when the Senate undertook strategic planning in 2012-13. Throughout the year, the Faculty Senate's Elected Officers discussed how to proceed with the analysis. Frankly, this initiative, although very important, was never formally developed. It will be important for the 2014-15 Senate to re-investigate the original concerns of the Instructor role at FGCU and determine what, if any analysis is further warranted.

3. *Regarding the Faculty Excellence Criteria:*

The Committee on Excellence in Scholarship reported to the Senate just prior to the beginning of the 2013-14 review period suggesting changes to the review criteria. At that time, the Senate began to review the suggested changes. It was later moved and concluded by the Senate that the criteria should remain the same for 2013-14 without any changes. However, since most of the Excellence Review criteria are similar, all criteria need to be reviewed. This will begin in August and September prior to the announcement of the Excellence award deadlines. Chairs/members from each team will review the criteria to ensure it still meets the rigor and is still applicable with the evolving University. This is an initiative that must be addressed at the beginning of the fall 2014 semester.

4. *Regarding Further Exploration of Select Panel on Growth and Quality:*

By the Senate adopting the Panel's report in 2013, ongoing Senates should review the recommendations within the report. As has been indicated throughout this report, some of the recommendations have been addressed, especially related to performance based funding and ongoing space discussions. However, it will be important for the Senate to monitor the changes at FGCU, the state of Florida, especially related to the Board of Governors, and nationally as they relate to the recommendations outlined in the Panel's report. Furthermore, the recommendations could further outline leadership initiatives for upcoming years such as the investigation of online learning.

5. Regarding Enhancing the role of the Senate Planning and Budget Advisory Committee (SPBAC) and General communication:

The formation of the SPBAC two years ago has strengthened the faculty governance structure especially connecting the PBC and its affiliate committees to the Senate in a more formal way. Development and communication of information has continued to improve. However, as noted in the Shared Governance ad hoc task force report, efforts still need to be strengthened. This upcoming year, it is imperative for Senate leadership to work to strengthen the role of the SPBAC and to ensure more timely and better communication at Senate meetings about the work transpiring within the PBC and affiliated committees.

6. Regarding General representation and faculty's' ownership of shared governance:

In comparison to the needed enhancements of the SPBAC within the Senate, all faculty members serving on the Senate, the Senate Leadership Team, Senate Teams and committees and all other University affiliated committees must continue to share information more timely. Each representative must ensure he or she is adequately representing his or her constituents while in the elected role. This will continue to be important as the University grows in terms of both students and faculty members. Furthermore, the 2014-15 Senate must continue to build on the positive direction of prior Senate with the level of engagement that has been seen over the past three years. Further ideas to enhance communication include but not limited to:

1. Expand the length of Senate Meetings from 9:30 – 11:30 to 9:30 – 12:00.
2. Expanding time for Caucus meetings at the end of Senate meetings.
3. Senators from individual colleges developing regular ways to solicit faculty input on potential items. I would caution faculty to monitor these methods to ensure that the information being sought is meaningful to decision making.
4. Expand the orientation period at the first Senate meeting or create a stand-alone orientation meeting prior to the first Senate meeting to help acclimate new Senators.

7. *Regarding University Strategic Planning:*

The upcoming 2014-15 year, the University will undergo the strategic planning process for the next five years. The members of the PBC and affiliated committees must be timely in providing information on the process. The Senate will need to be responsive in its efforts as well.

8. *Upcoming SACS Visit:*

The SACSCOC compliance certificate is due at the beginning of the Fall 2014 semester. The on campus SACS visit is scheduled for the last week of March, 2015. Faculty members who are member of the QEP and all faculty share an important role while our University moves through the re-accreditation process. It will be essential that all university constituents work together to ensure a successful visit.

**AY 2014-15**

At its last meeting of the year, the Faculty Senate elected its slate of officers to the Executive Leadership positions. Officers reelected are:

Shawn Felton (CHPSW), President  
Charles “billy” Gunnels (CAS), Vice President  
Allison Bacigalupi (CAS), Secretary  
Arie Van Duijn (CHPSW), Parliamentarian

**APPENDICES**

Appendix 1: 2013-14 FGCU Faculty Senate Leadership Team Work plans, April 2014  
Appendix 2: Future Direction on Quality Education Document  
Appendix 3: Shared Governance Document