

FLORIDA GULF COAST UNIVERSITY

APPENDIX “A”

Policy Template

POLICY NUMBER <i>(N/A if New)</i>	SUBJECT	EFFECTIVE DATE	REVISED DATE
	Shared Governance		
Responsible Office: 			
<input checked="" type="checkbox"/> New Policy Proposal	<input type="checkbox"/> Major Revision of Existing Policy	<input type="checkbox"/> Minor/Technical Revision of Existing Policy	<input type="checkbox"/> Other (explain)

Instructions for Completing the Policy Template

See Appendix “B” for the content necessary to complete the policy template. Please note the following:

- Complete proposed policy using “TRACK CHANGES”
- Include “DRAFT” watermark
- Date the Proposed Policy
- Fill out “yellow” areas of policy template

The Policy Template can be found on the General Counsel’s webpage under “[Forms for Download](#)”. Refer to the procedures in FGCU’s Policy # 1.001 upon completion of the Policy draft for directions on next steps.

If you have any questions, please contact the Office of the General Counsel at 590-1101.

DRAFT DATE Please use "Track Changes" in this document	Florida Gulf Coast University Policy Manual	Policy: Number to be assigned in the General Counsel's Office
	Title: Shared Governance at FGCU	Responsible Executive: Provost and Vice President for Academic Affairs Responsible Office: Provost's Office

POLICY STATEMENT

The purpose of shared governance at FGCU is to effectively promote the accomplishment of the University's unique vision and mission through shared responsibility and accountability among stakeholders, while exercising sound principles of fiscal management and retaining public accountability. FGCU is committed to the notion that the best path to success is one where the responsibility and accountability for academic excellence and student success is shared openly and cooperatively among all parties.

Shared governance involves collaborative efforts to fulfill and fully execute the institutional mission by participating in matters including the:

1. identification of priorities,
2. development of policies,
3. defining of responsibility for ethical leadership,
4. enhancement of community partnerships, and
5. stewardship of the academic institution as a whole.

Principles of Shared Governance

FGCU asserts there are certain attributes of shared governance that should be observed and respected by all parties, regardless of the specific processes followed or levels of stakeholder involvement. An effective process of shared governance is characterized by

- a. Collegiality, mutual trust, and collaboration – stakeholders promote a climate of trust and cooperativeness that fosters the expression of views without negative

consequences. Stakeholders openly support shared governance, in words and actions, and view themselves as partners in the success of the University. Stakeholders openly support, encourage, and reward collegial participation in shared governance.

b. Proactive involvement - stakeholders seek out and respect views from other stakeholders and affected parties who have relevant information, expertise and involvement in matters under consideration which includes but is not limited to the following: mission and budget for the university; curriculum, course content, and instruction; research; appointment, promotion and retention of all faculty members and the development of policies that affect faculty welfare generally; development of human resources policies and procedures for staff; selection and appointment of administrators; issues that affect the ability of students to complete their education; and other issues that arise from time to time that affect the overall welfare of the university. Formal and informal mechanisms for obtaining information by stakeholders are multiple in nature, assuring that stakeholders have easy access to knowledge about governance issues under consideration, as well as spaces to present feedback and advance dialogue.

c. Representative participation -faculty, staff and student participants work to accurately and democratically portray the full range and nature of valid constituent issues in governance processes, recognizing the majority position when it is known, but also crediting important minority perspectives. Critical governance issues are brought before core representative bodies such as Faculty Senate, Staff Advisory Council and Student Government Senate in order to facilitate debate and dialogue and allow feedback from a full range of stakeholders. While some members of shared governance bodies may be appointed, the substantial majority will be elected by their constituencies. Such bodies will elect their own presiding officers.

d. Clarity of roles -stakeholders mutually develop a common understanding of and respect for their appropriate roles in both regular and ad hoc processes, and establish methods of resolving issues when consensus cannot be reached. The subject matter appropriate for fulltime and adjunct faculty, staff, and/or student participation include but are not limited to the following:

- The responsibility of administrators for forming and articulating a vision for the institution, for providing strategic leadership, and for managing its human resources, finances and operations;
- The central role of the faculty in the institution's teaching, research, and outreach programs, including the assessment of the quality of these activities through peer review;
- The essential support provided by staff in facilitating the institution's operations and the legitimate interest of the staff in participating in the development of policies and procedures that affect them and the welfare of their institutions;
- That students are the institution's main academic educational focus and that they have a legitimate interest in matters affecting their ability to complete their education, including but not limited to costs, grading, and housing; and
- That there is a role for each group in the search for and selection of key institutional

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administrators

e. Transparency – stakeholders keep each other informed on upcoming and ongoing decision processes, both shared and autonomous, to ensure that all parties are cognizant of significant developments throughout the process. Administrators shall inform important constituencies in a timely manner if they choose to disregard, in whole or in part, the advice and recommendation of constituencies, and they should provide the reasons for their decision. In these cases, the shared governance body may, if it so chooses, present a written statement of its position and/or any objections to the decision as part of the university's record on the issue.

f. Timeliness - governance issues that affect the professional or intellectual lives of stakeholders are actively publicized well in advance of any actions taken or implied. Action occurs only after a period of open debate. Prompt replies from all stakeholders are issued to feedback given in order to facilitate an atmosphere of dialogue and mutual cooperation.

g. Accountability - stakeholders recognize the value of and actively participate in systematic review, assessment, and continuous improvement of decision-making processes, and cooperatively and constructively help remediate governance processes as needed. Mechanisms are in place to actively seek impressions from stakeholders as to how the assessment and continuous improvement process is operating and to determine processes that can be enhanced and improved upon. These mechanisms will be routinely reviewed for their effectiveness and will be revised when necessary.

REASON FOR POLICY

The policy is necessary to define and clarify the roles and responsibilities among institutional stakeholders in the governance of the university

APPLICABILITY AND/OR ACCOUNTABILITY

The policy applies to all university constituencies defined in the policy.

DEFINITION OF TERMS

PROCEDURES

(If applicable)

Implementation of shared governance at FGCU is mediated through the following

documents: Florida Gulf Coast University Board of Trustees By-Laws; Planning and Budget Council By-Laws and the operating procedures of its constituent committees; Florida Gulf Coast University Board of Trustees and the United Faculty of Florida, Florida Gulf Coast University Chapter 2011-2014 Collective Bargaining Agreement; Faculty Senate By-Laws; Staff Advisory Council By-Laws; and Student Government By-Laws.

RELATED INFORMATION

HISTORY

This is the first policy to address shared governance.

APPENDICES

Links to the documents listed under Procedures.

APPROVED

President

Date