

University Senate Ad-hoc Committee on Shared Governance Proposal for Discussion from the Subcommittee on Governance Structures

The purpose of this paper is to review, examine, and analyze the current model of shared governance and to propose such changes that would permit more effective and efficient shared governance. In the charge to the sub-committee on governance structures, the committee was directed to review the existing governance structure with the goal of identifying the the best model for UND, study the concept of a university executive committee, review the University Committee structure and make recommendations.

Our study began with an examination of UND's peer institutions and other NDUS institutions. We found that many institutions do have a Faculty Senate. For example, in the NDUS system, both North Dakota State University and Minot State University have Faculty Senates. North Dakota State University has a brief constitution (<http://senate.ndsu.edu/fileadmin/facultysenate/docs/constitution.pdf>) and more extensive By-Laws; faculty responsibilities include "The Faculty Senate is the University's legislative body responsible for the review and approval of policy with respect to the following matters: Academic freedom, including rights and responsibilities

1. All curricular matters, including establishment, dissolution, and substantial changes to degree programs
2. Research and scholarship
3. Admissions standards and prerequisites
4. Requirements for regular certificates and degrees
5. Regulations regarding attendance, examinations, grading, scholastic standing, and honors
6. Teaching quality
7. Professional standards and criteria for positions accorded academic rank
8. Policies and procedures for promotion, tenure, and evaluation
9. And other academic matters."

Minot State University's Faculty Senate (<http://www.minotstateu.edu/senate/constitution.shtml>) details their purpose as "Section 5. The purpose of the Faculty Senate shall be:

- A. To examine any action taken by any committee, academic unit, or administrative office of the University which modifies policies or regulations of the University academic program.
- B. To act upon matters relating to curriculum and instruction, including Continuing Education, within the limits established by the Board.
- C. To cooperate with the President in determining policies pertaining to faculty relations, organization of the University academic programs, and student participation in the control of student affairs.
- D. To establish, to determine the method of personnel selection, to determine the functions, and to supervise and review the proceedings and recommendations of all Senate committees."

While different in language, both constitutions clearly define the responsibilities of faculty in faculty governance.

This paper begins with an analysis of the purpose of UND's Staff Senate, Student Government, and University Senate. Then we propose the formation of a Faculty Senate, the restructuring of University Senate, and the restructuring of the committees associated with it. This recommendation is based on our belief that the current University Senate serves two purposes: one is to represent the views and will of the faculty; the second is to provide a forum for collaborative decision-making among faculty, staff, students, and the administration. We see these two purposes as conflicting at times.

- ❖ In making the recommendation for a Faculty Senate, our intention is to create a forum for faculty where faculty can work collaboratively on matters of particular concern to their roles and responsibilities.
- ❖ In our proposal to revise the University Senate, our intention is to continue the collaborative decision-making that is inherent in the current University Senate. By decreasing the size of the body, it is our intent to create a university governance group that is more flexible, nimble and quick, thus permitting the President and other administrators to consult more easily and frequently on institutional decisions.

We believe that these changes also will clarify the role and purpose of participation of all constituent groups. It is our hope that a transparent and more efficient shared governance model will permit each of the constituent groups to focus on issues and topics of concern (to their constituency) and then to bring forward issues and participate in university governance through the University Senate.

Purpose of UND's Staff Senate, Student Government, and University Senate

Staff Senate

The objectives and purposes of the **Staff Senate** include:

1. To foster a spirit of unity, pride, and cooperation by being recognized equally with the University Senate and Student Senate as participants in advising University administration.
2. To serve as an active communication link for meaningful information exchange between staff and administration relative to issues of mutual concern.
3. To provide open meetings to express, propose, represent, investigate, and debate issues. The Staff Senate, acting as an official and responsible voice in University affairs, will recommend action on issues which receive majority approval of the senators.
4. To advise the President with regard to working conditions and employment practices, including recognition, compensation, and other pertinent issues,
5. To promote awareness of opportunities and encourage involvement in the activities and operation of the University. (Constitution of the Staff Senate, n.d.)

As the constitution states, the intent of the Staff Senate is to provide a forum for staff to discuss, deliberate, and determine staff position on issues of importance to staff.

Student Government

The responsibilities of the **UND Student Government** include:

...in order to establish a representative system of self-government to ensure students of an effective role in University Government, to courage the development of leaders and participants for the community and State of North Dakota, to stimulate an awareness of the rights and responsibilities of students in relation to the community and the world, to improve student cultural, social and physical welfare, and to promote the general welfare of this institution, ... (UND Student Government Constitution, March 6, 2013) As the constitution states, the intent of the UND Student Government is to provide a forum for students to discuss, deliberate, and determine student position on issues of importance to students.

University Senate

The Powers and Functions of the current **University Senate** are:

1. Requirements and methods for admission to the institution and questions related to advanced standing.
2. Requirements for degrees and certificates.
3. Determination of curricula, authorization of new courses of study, and changes in courses of study.
4. Questions of scholarship and attendance, coordination of outside activities, class standing and credits, examination schedules, and the institution's catalog and calendar.
5. Institutional prizes, honors, and honorary degrees.
6. General relations and interests of students, including health, conditions of living, regulations of social life, intramural and intercollegiate athletics, student organizations and publications.
7. The general policies of the Library and the Office of Extended Learning (formerly Division of Continuing Education).
8. Acting as a consultant to the President in matters pertaining to: planning; organization or reorganization of the schools, colleges, and departments; disputes arising between or among schools and/or colleges; matters of budget apportionment; and decisions regarding physical resources." (The University of North Dakota Constitution, May 9, 1994; amended Feb. 5, 1998; amended June 26, 2003)

As the constitution states, the intent of the University Senate is to address issues that are traditionally seen as faculty responsibilities in the administration of the university. However, because of the representative membership of administrators, faculty, staff and students, the University Senate is more often regarded as the university executive body rather than a faculty body.

Formation of a Faculty Senate

At this time there is no body that has the single focus, authority or responsibility to consider issues of importance to faculty or to represent faculty concerns and issues. This is in contrast to student and staff who each have formal bodies to identify and determine positions on critical issues and to provide advice and input on behalf of the members of their constituency. To better align shared governance structure the formation of a Faculty Senate provides faculty a similar opportunity for inclusive participation through a formal body.

The proposed Faculty Senate will consist of proportional representation from each of the eight colleges. Eligible members will be all benefitted faculty.

The responsibilities of the Faculty Senate include:

1. Issues related to the terms and conditions of faculty employment including but not limited to tenure and promotion, professional development, working conditions, grievances and other disciplinary process.
2. Academic program development and curriculum.
3. Academic performance and progress of students.
4. Research, scholarly and created activities and related activities.

Each of these areas of responsibility would be a Standing Committee of the proposed Faculty Senate. Based on the agenda, assignments and tasks that are required each academic year, the committee would identify sub-committees, ad hoc committees, and/or task forces to carry out the responsibilities of the Standing Committees. Decisions and recommendations made by the Faculty Senate would be forwarded to the **Provost** for review and implementation.

Redesign of University Senate

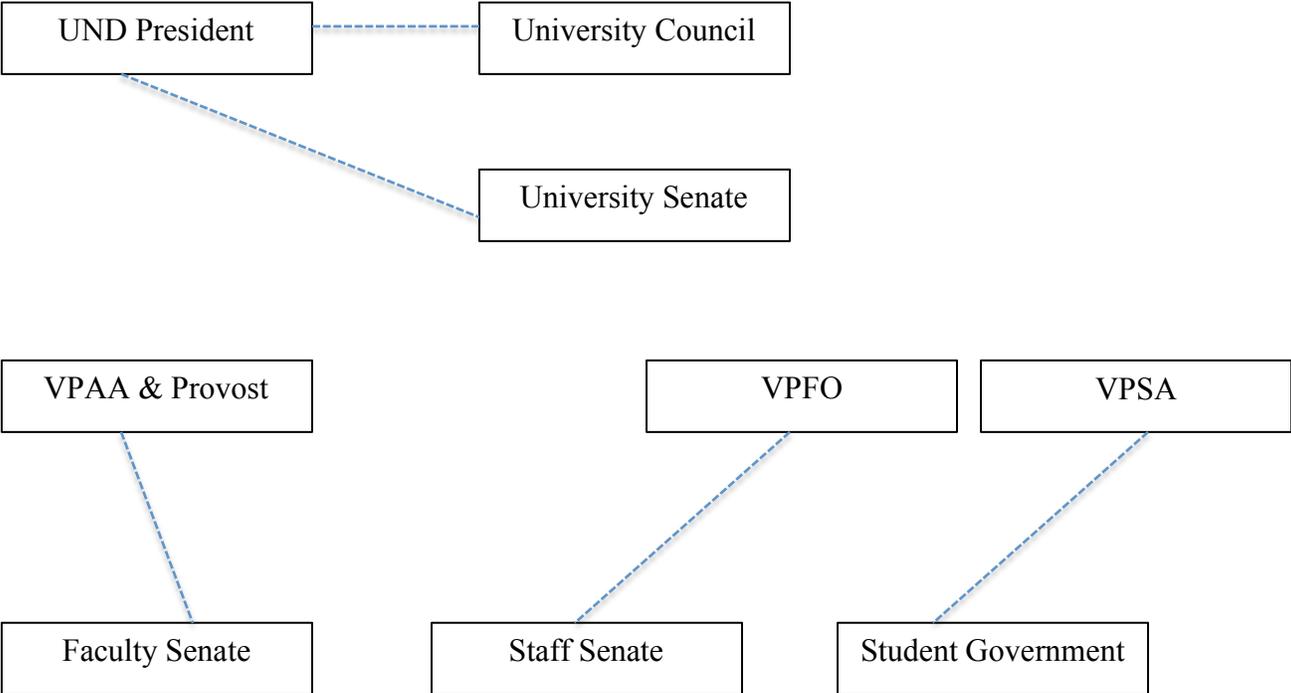
We propose that the restructuring of University Senate to serve as the university executive committee composed of representatives from the four major constituent groups: students, faculty staff, and administrators. The seats on such a body would be allocated so there is equal number of representatives from each of the constituent groups. The total number of seats on the University Senate will be twelve. The three representatives for the administration will be appointed by the President. The three faculty representatives will be appointed by virtue of being elected to leadership roles in Faculty Senate. The three representatives for students will be appointed by virtue of being elected to leadership roles in the Student Government. The three representatives for staff will be appointed by virtue of being elected to leadership roles the Staff Senate.

The restructured University Senate will have the following responsibilities:

1. Provide oversight of university planning, budget, and resource processes (including but not limited to budget, program prioritization, space allocation and utilization).
2. Provide oversight of assessment and program review for all academic programs and support programs and services.
3. Provide oversight of the conduct and welfare of the university community

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Proposed Shared Governance Model



Appendices

Membership of the Proposed Faculty Senate

The Faculty Senate will be constituted of 3% of the faculty and no more than 40 members. The membership will include the faculty members elected by academic unit. Each academic unit will have a minimum of two Senators. In AY 2012, there are 797 faculty [dashboard citation]. The faculty representation by college would be as noted below, at either a 5% or 10% level ~ both have been provided see group size.

College	Total Faculty	Proposed Representation	5%	10%
A&S	269	8	13	27
BPA	74	2	4	7
EHD	86	3	4	9
ENGR	49	2	2	5
ODEGARD	85	3	4	9
LAW	18	2	1	2
NURSING	49	2	2	5
MEDICINE	161	5	8	16
OTHER	6	?	?	?
TOTAL Faculty	797	27	38	80

*Institutional Research Data – Fall 2012 http://und.edu/research/institutional-research/_files/docs/dashboards/faculty.pdf

Redesign of University Senate (Current versus Proposed)

Current University Senate Executive Committee			Proposed University Senate		
Registrar			Registrar		
Administration <i>VP Academic Affairs & Provost</i>	1	10%	Administration <i>Presidential Appointments</i>	3	25%
Faculty <i>Chair-1 Vice Chair-1 Past Chair-1 Faculty -3 CCF Rep-1</i>	7	70%	Faculty	3	25%
Students	1	10%	Students	3	25%
Staff	1	10%	Staff	3	25%
Total	10		Total	12	

Current University Senate Standing Committees (by body and function)

Standing Committees of the University Senate	Body	Function
1. Senate Academic Policies and Admissions Committee	F	S
2. Senate Administrative Procedures Committee	F	S
3. Senate Budget, Restructuring and Reallocation Committee	U	P&B
4. Senate Committee on Committees	?	
5. Senate Compensation Committee	F	HR
6. Senate Conflict of Interest/Scientific Misconduct Committee	F	R
7. Senate Continuing Education Committee (now the Office of Extended Learning)	F	AP
8. Senate Curriculum Committee	F	AP
9. Senate Essential Studies Committee	F	AP
10. Senate Executive Committee		
11. Senate Faculty Handbook Committee	F	HR
12. Senate Faculty Instructional Development Committee	F	AP
13. Senate Honorary Degrees Committee	F	
14. Senate Honors Program Committee	F	AP
15. Senate Intellectual Property Committee	F	R
16. Senate Intercollegiate Athletics Committee	F	S
17. Senate Legislative Affairs Committee	U	
18. Senate Library Committee	F	AP
19. Senate ROTC Committee	F/S	?
20. Senate Scholarly Activities Committee	F	R
21. Senate Special Review Committee Pool	F	HR
22. Senate Standing Committee on Faculty Rights	F	HR
23. Senate Student Academic Standards Committee	F	S
24. Senate Student Policy Committee	F/U	F/AP
25. Senate Summer Session Committee	F	AP
26. Senate University Assessment Committee	U	PR/A

Body

F Faculty
 S Students
 F/U Faculty/University

Function

S Students
 P/B Planning / Budget
 HR Human Resources
 R Research
 AP Academic Planning
 PRA Program Review / Assessment

Standing Committees of Proposed Faculty Senate

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Issues related to the terms and conditions of faculty employment including but not limited to tenure and promotion, professional development, working conditions, grievances and other disciplinary process.
Academic program development, support, and curriculum.
Academic performance and progress of students.
Research, scholarly and created activities and related activities.

Each of these areas of responsibility would be a Standing Committee of the proposed Faculty Senate. Based on the agenda, assignments and tasks that are required each academic year, the committee would identify sub-committees, ad hoc committees, and/or task forces to carry out the responsibilities of the Standing Committees. Decisions and recommendations made by the Faculty Senate would be forwarded to the Provost for review and implementation.

Proposed Timeline for Decision-Making

Decision-Making Step	Proposed Date to Occur
Proposal presented to University Senate Executive Committee	16 April 2014
Proposal announced at University Council	30 April 2014
Proposal announced at University Senate	1 May 2014
Proposal disseminated to faculty and other constituent groups	2 May 2014
Open Comment Period	2 May 2014 – 15 September 2014
Faculty Forum	TBD 8 May 2014
Summer Break	
Faculty Forum	TBD September 2014
Proposal Revision based on Forum feedback and comments	September and October 2014
Revised Proposal disseminated to faculty and other constituent groups	8 October 2014
Motion to University Senate <i>To approved the concept of a Faculty Senate and revision of the University Senate. The Chair of University Senate will appoint constitutional committees for both bodies.</i>	October or November 2014
IF MOTION PASSES:	
Appoint constitutional committees with a deadline for draft constitutions to be available for comment	15 Feb 2015
PROCESS FOR ADOPTION:	<i>This process still needs to be clarified/finalized</i>
University Senate (twice)	
UND President	
NDUS Chancellor	