

College of Engineering Faculty Council 2007-2008 Report on Shared Governance in the College

Timothy A. Davis, Council Chair
David Bloomquist, Council Secretary
Pramod Khargonekar, Dean

May 9, 2008

1 Shared Governance in the Faculty Council

This section summarizes the activities of the Faculty Council between September 2007 and May 2008, roughly in chronological order.

- **References**

College Constitution: http://www.eng.ufl.edu/documents/coe_constitution.pdf

Minutes: <http://www.eng.ufl.edu/facultycouncil/minutes/index.php>

- **Review of internal funding processes (RGP Opportunity Fund)**

Established a mechanism by which the Associate Dean of Research (Tim Anderson) supplies a list of potential reviewers to be vetted by the Council; the Associate Dean would then select 4 to 6 of those to serve, thus maintaining anonymity.

- **Mentor Award process**

Approved a Mentor Award process proposed by Cammy Abernathy, Associate Dean of Academic Affairs.

- **Review of Distinguished Professor process**

A discussion (not a vote) between the Chair and faculty should precede a recommendation being forwarded to the Dean, and the candidate should prepare a complete Tenure and Promotion packet in the spring for internal faculty review.

- **EDGE for summer classes**

Discussed models for faculty delivery of summer classes via EDGE, including compensation, and intellectual property issues. Must insure that academic quality does not suffer. The Council opposes a compensation below 18%, would support it if at least 25%, and remains silent (neither opposing nor supporting) in the middle.

- **Tenure and Promotion Best Practices Report**

An ad hoc subcommittee of the Council (Klausner (chair), Abernathy, Crisalle, Lin, and Davis) created a survey and report on the status of tenure and promotion in the college. Approved by the Council.

<http://www.eng.ufl.edu/facultycouncil/documents/T&Ppracticesinalreport.pdf>

- **Chair assessments**

The Council updated its survey form used for the assessment of department chair's performance, which is done every other year beginning in the second year of appointment. Narrative faculty feedback added. Jennifer Curtis (CHE) and S. Balachandar (MAE) were assessed. Jim Heaney (ENV) was due for an assessment, but the Council decided to skip his assessment because of his intent to step down as chair.

http://www.cise.ufl.edu/~davis/council/Chair_survey_2008.pdf

- **UFRF award process**

Determined that the UFRF Awards decisions will be made by the COE's Honors and Awards Committee.

- **Associate Dean assessments**

A survey form for Cammy Abernathy (Associate Dean for Academic Affairs) is nearly complete. The form for Tim Anderson (Associate Dean for Research) is under development. These two forms are being prepared by Jack Mecholsky, Oscar Crisalle, and James Klausner, with input from each Associate Dean.

- **Dean assessment**

An update to Dean Pramod Khargonekar's form was started, with input from Associate Provost Angel Kwolek-Folland, but this was put on hold when Dean Khargonekar announced his intention to step down. Coordination was established between Faculty Council and the Provost's office to ensure that two survey assessments are not performed, but that a single combined survey would be used that meets both the Council's requirements and the Provost's requirements.

- **Sabbatical selection**

When there are more applicants than sabbaticals, the College will elect an ad hoc committee of 3 members (one candidate nominated by each chair). Election is college-wide. The ad hoc committee will then select the recipients for sabbaticals.

- **Selection of interim and permanent chairs**

COE has a faculty-driven formal process for permanent chair searches. Dean must have flexibility for selecting interim chairs, but shall query faculty before making a decision. No formal vote need be held, but the choice should have the majority support of the faculty.

- **Budget issues (Fall 2007)**

Discussions were held in the Fall by the Council, and between the Dean and the Council. As of Oct. 2007, there was little faculty input into the college budget process. The Fall 2007 cut required a quick turn-around (about 2 weeks).

- **Senate issues: Gen Ed and Curr. Committee structure**

The Council addressed the concern that all UF Deans raised about the proposed structure of UF's General Education and Univ. Curriculum Committee, specifically how the chairs are selected.

- **Dean Search**

The Council was very active in the now-paused Dean Search. The Council requested nominations of faculty members for the Dean Search Committee from the whole college. A joint meeting of the Administrative Council and the Faculty Council was held on Dec 13, in which (a) the Admin Council independently selected one Faculty Council member, (b) the Faculty Council independently selected two Chairs, (c) the combined group selected 3 faculty members (but not from the Council), 1 staff member, 1 industrial member, and 1 student, except that no two faculty members or chairs will come from the same department. This proposed list was then forwarded to Provost Janie Fouke for her consideration, who selected our list as the formal Search Committee and added one external faculty member. This process ensured college-wide support for the Search Committee.

- **Associate Dean of Students search**

Interviewed and recommended Angela Lindner to be the next Associate Dean of Students for the college, replacing Jonathan Earle.

- **Differential tuition and faculty lines**

Dave Bloomquist, Jack Mecholsky and James Klausner met with Rick Yost, Chair of the Faculty Senate, to discuss the Administrations handling of differential tuition and allocation of new faculty lines. We told Rick that the College of Engineering administration did not receive data that was supposed to have been distributed to all Colleges for determining new faculty lines. Rick agreed to discuss this issue with the Provost to ensure that all relevant data is communicated to college Deans. Following this exercise, the College of Engineering was awarded one additional faculty line in the MAE Department.

- **Budget Cut Advisory Committee**

The Council established a Budget Cut Advisory Committee, at the request of Dean Khargonekar. The committee is chaired by the Dean and consists of 9 additional members, five of whom are faculty elected college-wide but with no more than one faculty member from any one department. The other 4 are appointed by the Dean. Note that not all of the 11 departments in the college have a member on the committee; this was by design.

- **Dean Search: list of questions/issues for faculty to consider**

The Council developed a list of attributes, questions, and issues to consider, and was preparing a faculty survey to get college-wide input into the Dean Search to give to the Search Committee. This effort was paused when the search was paused.

- **EDGE for Continuing Education Units**

Approved a proposal from Cammy Abernathy on offering Continuing Education Units through EDGE (distance education), in which the courses be provided on tape, with approval of the professor who made the tapes (and who would receive 25% of the gross income).

- **Search for Senior Director of Development**

The Council took part in the interviewing process for finding a replacement for Ann McElwain.

- **Committee elections**

The Council oversaw the elections of members for the Tenure and Promotion Committee, the Honors and Awards Committee, and the Curriculum Committee. These were done in early Fall 2007 for the 07-08 academic year, and are in progress (May 2008) for the 08-09 academic year. Note that in both elections, getting sufficient nominees for the Honors and Awards Committee has been very difficult.

- **Budget (Spring 2008)**

The Council met with Provost Janie Fouke and discussed the budget situation and how it affects the college. A very detailed report of this discussion can be found in the Minutes (Feb 28, 2008).

- **Gordon Rule**

The Council endorsed a change in the Gordon Rule writing component, in which a faculty member provides not only a grade in the course, but (at his/her option but only if the grade is a C or better) can provide an S/U indication regarding the writing component.

- **Constitutional revisions**

Drafted a revision to the college constitution, making the Dean-appointed member to the Council a full member if that appointed member is a faculty member in the college whose title excludes the words President, Provost, Dean, or Chair; otherwise the appointed member is non-voting and ex-officio. Approved at the college faculty meeting in April; it now goes to the whole college for a vote.

- **Off-book revenue generation**

Cammy Abernathy presented the off-book concept to the Council, discussing how UF can generate income that comes directly to UF.

- **PECO, building priorities**

Endorsed the following building priorities for PECO funds, in order: (1) MAE building, (2) ChemE phase II, and (3) Weil renovations.

- **Union tentative bargaining agreements**

Raised concerns that the hard limit of 6 external letters for Tenure and Promotion breaks the well-accepted practice in the college of 8 to 10 letters. The Council recommended to the college that they vote against the tentative agreements. Discussions between the ad hoc subcommittee of the Council on T&P Best Practices will take place in Summer 2008.

- **Fellow nominations**

Asked that an item be reported in each departmental annual report to the Dean, which lists the faculty in that department nominated for various society fellow positions. The Council has also asked to review the annual report form (to be done in Fall 2008).

- **Strategic vision for the college and the Council**

The Council began to consider the strategic vision for the College, and for the role of the Council in its governance. This was partly subsumed by an in-depth discussion of the attributes and qualities that the Council would like to see in our next Dean. This task will continue in the 2008-2009 calendar year as we prepare for a Dean Search in the near future.

- **Poetry for the Order of the Engineer Ceremony**

A poem commissioned by Associate Dean of Students Angela Lindner for the Order of the Engineer Ceremony on May 1, 2008 entitled *Taming Pegasus* and authored by the Council Chair can be found at the following URLs:

http://www.cise.ufl.edu/~davis/Poetry/Taming_Pegasus.html

http://www.cise.ufl.edu/~davis/Poetry/Taming_Pegasus.pdf

Its purpose is to define each domain of Gator Engineering and to encourage students to study engineering. Students in the college collaborated to write refrains for each domain, although only three of the twelve refrains are currently present in the current draft. In coming semesters, students will be requested to complete the remaining nine missing refrains.

2 Shared Governance in the Departments

A survey was taken of each department, posed to each department chair:

1. Do you have a steering committee or faculty council?
2. If the answer to (1) is *yes*, is it elected, appointed or a mix of both? Please state the number of members, who chairs it, and which members are elected versus appointed.
3. If the answer to (1) is *no*, are you considering forming one?

2.1 Replies to the survey

- **Agricultural and Biological Engineering:** reply pending
- **Biomedical Engineering:** the department is small (9 faculty), so it operates by faculty consensus at faculty meetings.
- **Chemical Engineering:** three faculty elected by the faculty that advises and gives input (solicited and unsolicited) to the chair. The committee does not have a chair.
- **Civil and Coastal Engineering:** No, but planning to form an elected departmental faculty council.
- **Computer and Information Science and Engineering:** A steering committee consisting of the department chair and 5 faculty members selected by the department chair. Chaired by the department chair.
- **Electrical and Computer Engineering:** No to both questions.
- **Environmental Engineering Sciences:** a 3-member faculty committee advises the chair. All members are elected by the faculty. The committee does not have a chair.
- **Industrial and Systems Engineering:** with just 13 tenure-track faculty members, the entire department discusses nearly all issues.
- **Materials Science and Engineering:** A committee of 4 senior faculty that help on immediate issues (appointed by the department chair) and a long range planning committee (volunteer, but not elected). Will propose the election of a steering committee.
- **Mechanical and Aerospace Engineering:** does not have a council or steering committee, but plans on creating one.
- **Nuclear and Radiological Engineering:** does not have a council or steering committee, but will consider it in an upcoming faculty meeting.

To date, departments have a wide range shared governance structure. Six departments have no council (of these, three are planning or considering it, and two are fairly small departments). Two departments have an appointed council (one of which is considering an elected council). Two departments have an elected council. The existing departmental councils are either chaired by the department chair, or have no designated chair.

2.2 Discussion

It should be emphasized that in addition to any over-arching departmental faculty council or steering committee, all departments have a long history of engaging in shared governance through specific committees (curriculum, tenure and promotion, etc). The activity in those committees is essential, but this discussion focuses just on the department faculty councils.

A departmental faculty council is able to provide a structured means of representative faculty input on a wide range of issues — anything affecting the department, College, or University. It can weigh in on matters brought to it by the department chair, the faculty within the department, the College Faculty Council, the Dean, and other sources. It also has the capacity to bring up new topics of its own, on its own initiative. Since a faculty council's charter is not limited to specific topic (such as curriculum matters for a curriculum committee) it can address any critical topic. Examples of topics that a department faculty council can address are listed in Section 1 of this document, in the activities of the College Faculty Council.

Indeed, the College Faculty Council would often like to address the college as a whole, to see what faculty think about an issue. It is difficult to do this amongst 270+ faculty members. It would be very useful to do this with 11 department faculty council chairs, who could then discuss the issue in their own departmental councils as needed.

Thus the Council recommends that each department create a faculty council that:

- Advises the department chair on matters important to the department (programs, budget, hiring priorities, large curriculum issues, fund-raising, building priorities and space allocation, etc.).
- Should be representative of the faculty body.
- Provides feedback and a point of communication to the college, by interacting with the College Faculty Council. The departmental faculty council can interact with the department as a whole, as needed, to provide this feedback, or act independently in a representative sense, depending on the issue.