Report of the Task Force on Shared Governance
May 1, 2006

Background:

In the winter of 2005-6 the elected presidents of the Faculty Senate (FS), Staff Council (SC) and Student Government (SG) asked President Skorton to convene a Task Force to evaluate ways of enhancing and strengthening the organization and collaboration of the three shared governance constituencies. The experience of the presidents (Richard LeBlond, FS; Michelle Wichman, SC; Mark Kresowik, SG) working together on a variety of University issues over the preceding months indicated to them that better coordination of their activities with each other and with the central administration would likely enhance the operational efficiencies of each organization, speed the work flow through each body and facilitate better understanding of each constituency’s concerns and points of view by the others. This is a necessity as we strive to build excellence in our university in a time of decreasing legislative support.

It will be impossible for the University to succeed if its major internal constituencies are not fully collaborative and mutually supportive. Difficult issues such as determining which academic and non-academic programs will be supported at the expense of others and balancing the needs for salary support of faculty and staff with affordable tuition for students will best be addressed when central administration and the three constituencies work closely together. Adjudication of the competing expectations of faculty, staff and students will be greatly facilitated by having the leadership of the three constituencies meet regularly alone and with central administration to develop the principles for a fair and equitable distribution of limited resources that will best serve the needs of the University: excellence in education and research; competitive compensation and supportive workplaces for faculty and staff; and predictable and affordable tuition for students.

Charge:

- Identify the Shared Governance constituent bodies
- Identify the relationships among those bodies
- Recommend any structural changes that would enhance the effectiveness of representation for all constituent bodies
- Recommend operational processes that would increase communication and collaboration between the bodies

Membership*:

- Richard LeBlond, Faculty Senate President 2005-6 (co-chair)
- Sheldon Kurtz, Faculty Senate Vice President 2005-6, President 2006-7
- Mark Kresowik, Student Government President 2005-6 (co-chair)
- Peter McElligot, Student Government President 2006-7
- Michelle Wichman, Staff Council President 2005-6
- Mary Greer, Staff Council President 2006-7
- Kathy Klein, Staff Council Vice President 2006-7, President 2007-8
- Sarah Vigmostad, Graduate and Professional Student Senate
- James O’Hollelearn, Graduate Student
The task force work overlapped leadership changes in both the Staff Council and Student Government as reflected in the leadership terms of office.

Consultants:
- Kevin Ward and Sue Buckley, Human Resources
- Bill Nelson, Student Services
- David Grady, IMU
- Susan Johnson, Vice Provost for Faculty Affairs

Staff:
- Julie Thatcher, Faculty Senate Office

Recommendations:
1. Establish the Shared Governance Council (SGC)
2. Create shared or close proximity space for the Faculty Senate, Staff Council and Student Government offices in the Iowa Memorial Union (IMU).
3. The SGC will meet with the VP Group three times a year.
4. The leadership and staff support for the FS, SC and SG will, with the assistance of Human Resources, develop a plan for coordinating staff activities to maximize efficiency and collaboration while maintaining administrative independence.

Background
It is not the purpose of this proposal to realign the current working and oversight relationships between each constituency and its central administrative liaison: the Provost for the FS; the Senior Vice President and Treasurer for the SC; and the Vice President for Student Services for SG. Rather, we propose to coordinate as far as practically possible the activities of each constituency as they address issues common to the whole University. By establishing a Shared Governance Council, parallel in purpose to the VP Group and the Deans Council, we can best educate ourselves and our constituencies and work with the central administration to address the challenges facing the University.

Purpose
The SGC will increase the coordination of effort, consistency of message, and efficiency of communication among the FS, SC and SG. Formalizing a structure through which the leaders of these bodies regularly meet will provide direct avenues of communication between these constituent bodies and University administration and charter committees. For example, charter committee chairs would be able to report to the FS, SC, and SG without attending separate meetings of all three bodies. Furthermore, utilizing this structure will allow leadership to move issues more rapidly through the governance structures concurrently rather than consecutively, with rapid communication of issues raised in one constituency to the others.

Membership
The Shared Governance Council will have twelve members made up of student, staff, and faculty leadership.
- Faculty Senate (4) – President, Vice President, Past President, Secretary
- Staff Council (4) – President, Vice President, Past President, Secretary
- Undergraduate Student Government (2) – President, Vice President
- Graduate & Professional Student Government (2) – President, Vice President

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Meetings
The SGC will meet monthly to discuss items of interest to all three constituencies and coordinate efforts to address pertinent issues on campus in a more effective manner. The SGC will be advisory to University administration and requests attendance at three VP Group meetings annually. Suggested timing to address the key fiscal cycles are:

- February – Legislative Issues
- June – University Budget Issues
- October – University Tuition Issues

Likewise, the SGC will be available to meet with administrators as necessary when issues arise that impact the three constituent bodies.

Space
Currently, UISG is located in the basement of the IMU with plans for IMU relocation after Phase I of the renovation is complete. The FS and SC each occupy one office in the Jefferson Building and a third work room that includes shared office equipment and computers and file space for Emeritus Faculty Council and Retirees Association members. FS and SC likewise share a conference room with other occupants of the Jefferson Building.

In order to more easily coordinate the activities of the FS, SC, and SG, all three groups should share physical space or at least occupy adjacent space within the same building. The IMU is the optimal location. The FS and SC offices were previously in the IMU and our impression is that this greatly facilitated contact with faculty and staff members; this location is not only functionally more practical, but its symbolic significance is also important. Mr. Grady is supportive of our desire to locate in the IMU and has expressed a willingness to facilitate identification of space that will be suitable for FS and SC offices within the next few months, though this space is unlikely to be contiguous to the Student Government offices. We ask that Phase II renovation plans include a space for the FS and SC offices contiguous to the Student Government offices. This IMU space need not include a conference room, as we anticipate that the meeting rooms in the IMU will be sufficient for meeting needs.

Staff
The following is a list of current staff support including per cent and sources of funding:

- Faculty Senate  1 100% Program Assistant  Provost Office
- Staff Council 1 25% Undergraduate Student
- Student Government 3 25% Undergraduate Students

Recognizing that combining staff support will be highly complex in terms of funding and work distribution, we request that this aspect of shared governance be reviewed at a later date. It seems more appropriate to focus first on gaining close physical proximity and establishing the activities of the newly formed SGC.

We have been assured by Human Resources that the current organizational structure for oversight and reporting of the staff in each of the three organizations can accommodate the
changes suggested in our report. There will need to be clarification of the cooperative roles of these positions, but no change in the administration of those positions.

**Next Steps:**
1. Approval by the President and the VP Group.
2. Schedule regular meetings with the VP Group scheduled around the budgeting cycle.
3. Assignment of space in the IMU prior to completion of phase I and II remodeling.
4. Develop explicit expectations for how staff will work together. This will be somewhat dependent upon the allocation of space.
5. Work with the architects and IMU administration to design FS and SC space contiguous to SG space as part of the phase II remodel.

Submitted by:

Richard F. LeBlond, M.D.
Task Force Co-chair
Shared Governance Council (Proposed)

VP Group

Charter Committees

Shared Governance Council 12 members

Staff Support

President & VP of Senate

VP for Student Services

President & VP for Graduate & Professional Services

Staff Council

Staff Council Officers

Senior VP for Finance

Executive Committee

Faculty Senate

Faculty Senate Officers

Provost

Student Assembly

Grad & President

Provost

Staff Council