

**Final Results-March 14, 2008
USG Faculty Governance Survey**

Faculty Leaders representing fifteen USG institutions participated in the survey
Abraham Baldwin Agricultural College (ABAC),
Armstrong Atlantic State University (AASU),
Augusta State University (ASU),
Clayton State University (CLSU),
Columbus State University (CSU),
Georgia College & State University (GCSU),
Georgia Institute of Technology (GT),
Georgia Southern University (GSU),
Georgia Southwestern State University (GSWU),
Kennesaw State University (KSU),
Medical College of Georgia (MCG),
North Georgia College & State University (NGCSU),
Savannah State University (SSU),
University of Georgia (UGA),
Valdosta State University (VSU)

USG Faculty Governance

(1) Name of governance body

Faculty Council – CLSU (changing to Faculty Senate in Fall 2008)
Faculty Senate for School of Medicine & Academic Council for MCG
Faculty Senate – SSU, CSU, GSU, GSWU, VSU, AAU, KSU, ABAC, NGCSU
Faculty Senate, the Academic Senate and General Faculty Assembly & Executive Board– GT
University Senate- UGA, GCSU
Faculty Policies Committee- ASU

(2) How long has this governance structure been in place? (responses ordered in descending age)

UGA - no answer
ASU - always
GT - 27 years
MCG - more than 20 years
VSU - 16 years
CSU - more than 15 years
NGCSU -12 years
SSU - 10 years
GSU - 8 years
GCSU - 6 years
CLSU - 5 years
KSU, ABAC - 2 years
GSWU - modified as of spring 07
AAU - Fall 08

(3) What is the role of the University administration (President, Vice-President, etc.) in your Faculty Governance Unit?

- ABAC VPAA is member of the Faculty Senate.
- AAU May attend meetings (informational role). They don't chair the meeting.
- ASU The VPAA chairs the faculty meeting; no administrator sits on faculty policies. Chair of faculty policies meets with the Pres and VPAA every two weeks.
- CLSU President and Provost are on the agenda each meeting to make a report and answer questions. Every other meeting, the Graduate Dean (Associate Provost) makes a report and answers questions.
- CSU Technically, the President is in charge, but he can delegate to the VPAA who can delegate to the Executive Officer of the Faculty Senate. Thus, the VPAA gives monthly reports and the President responds when the Senate asks him to address them on a specific concern.
- GCSU The role of the administration in University Senate is as follows.
 The University President
 - o was Presiding Officer of the University Senate from 2002-2007
 - o effective 2007-2008 academic year, is an ex officio non-voting member of the University Senate
 - o provides a President's Report at each meeting of the University Senate
 - o serves as a member of the steering committee which we call the Executive Committee
 - o names a Presidential Appointee to each of the five policy-recommending committees to provide expertise that the committee may not already have
 The Vice President of Academic Affairs
 - o designates voting member to each of the three academic committees of the University Senate
 - o to provide a perspective of the implementer of policy being considered by these committees
 - o to be present during the discussion of policy as it is being developed to have that context
 - o to assist in providing context for the advisory function of the committee
 The Vice President of Business and Finance
 - o designates voting member to the committee with fiscal responsibilities (budget process) in scope
 - o to provide a perspective of the implementer of policy being considered by this committee
 - o to be present during the discussion of policy as it is being developed to have that context
 - o to assist in providing context for the advisory function of the committee
 The Vice President of Student Affairs
 - o designates voting member to the committee that has non-academic student policy in its scope
 - o to provide a perspective of the implementer of policy being considered by this committee
 - o to be present during the discussion of policy as it is being developed to have that context
 - o to assist in providing context for the advisory function of the committee
- GT The President presides over meetings of the Academic Senate and the General Faculty Assembly, Executive Board sets the agendas, an elected chair presides over the Executive Board, President and Provost are present for all and usually present some remarks of interest to the campus.
- GSU President/Provost/Deans; etc all attend; President gives an "update" at each meeting; others from time to time give announcements or give applicable information. Other than that, they're normally silent.
- GSWU The President and the VPAA are ex officio members of the Senate without voting rights; but the President has ultimate authority over all decisions made by the Senate.
- KSU Occasional interested visitors
- MCG Dean of School directly involved
- NGCSU President/VPAA preside, offer reports and answer questions. Elected Faculty CEO facilitates the meetings.

SSU	The President is Chair of the Faculty Senate; he presides in the meetings
UGA	President runs the University Council meeting. Deans and upper administrators are voting members.
VSU	The President of the University serves as Chairperson of the Senate, and the Vice President of Academic Affairs serves as Vice Chairperson. However, both the President and Vice President relinquish all their rights and duties as chair in favor of one member of the Senate who is elected to be the Executive Secretary. The Executive Secretary runs the meetings, acts as a President Pro Tem or Speaker of the House, and sets the agenda for all meetings with the help of the Executive Committee which also includes the President and Vice President.

(4) How would the relationship between faculty and administration be characterized?

Ten (10) said partnership

Two (2) said adversarial

One (1) said depends on the issue; for budgeting issues it tends to be adversarial

One (1) said transitional (had an adversarial position with previous admin)

One (1) said partnership only between faculty and academic affairs, tense with student affairs

(5) Is there a website for your faculty governance body?

ABAC <http://www.abac.edu/facultysenate>

AASU No

ASU <http://www.aug.edu/FPC/>

CSU <http://faculty.colstate.edu/senate/>

CLSU <http://adminservices.clayton.edu/provost/FacultyCouncil/facultycouncildefault.htm>

GCSU <http://us.gcsu.edu/>

GT <http://www.facultysenate.gatech.edu/>

GSU <http://academics.georgiasouthern.edu/facultysenate/>

GSWU No

KSU <http://www.kennesaw.edu/faculty>

MCG <http://www.mcg.edu/som/facultysenate/>

NGCSU <http://www.ngcsu.edu/academic/senate/index.shtml>

SSU <http://www.savstate.edu/facsnt/agenda.htm>

UGA <http://uc.reg.uga.edu>

VSU <http://www.valdosta.edu/facsen/>

(6) Who is the official presiding officer at meetings?

Nine (9) said Faculty Senator (ABAC, AASU, CLSU, CSU, GCSU, GSU, GSWU, KSU, VSU)

Five (5) said University President (ASU, GT, NGCSU, SSU, UGA)

One (1) unclear (MCG- President, Faculty Senate)

(7) How is the faculty leader of the governance body selected?

Thirteen (13) said elected by Senate

Two (2) said the following:

GT the executive board chair is elected by the executive board each year, the members of the executive board are elected to staggered three year terms

UGA election of executive committee of university council

(8) How frequently does the body meet?

Nine (9) said monthly

One (1) executive board monthly and academic senate & general faculty meet twice per semester

One (1) said 3 times per semester and once in summer

One (1) said 3 times per semester

Two (2) said every two weeks

One (1) said no answer

(9) What is the specific selection process for membership?

ABAC Each division votes one representative for every 6 full-time faculty members.

AASU Full-time non-administrative permanent faculty (includes DHs but other administrators not included).

ASU FPC-General election and run-off. Must include at least one member from each college.

CLSU Each college/school elects according to their own choosing.

CSU elected by the faculty in each college in proportion to their number of full time faculty, persons must be a full time faculty member, preferably tenure track but not necessarily, no minimum rank or time at CSU

GCSU There are forty-eight voting members selected as follows:

- thirty-seven (37) Elected Faculty Senators with 34 apportioned to and elected by Schools and Library plus three (3) elected at-large by the entire faculty,
- four (4) staff members selected by Staff Council,
- two (2) students selected by Student Government Association, and
- five (5) appointed by the University President in consultation with the Executive Committee of the University Senate.

GT Election of faculty reps to Senate, Assembly, and Board are preferential ballot in the faculty units according to a formula of representation. See Faculty Handbook for details <http://www.academic.gatech.edu/handbook/>

GSU each college is apportioned senators according to their faculty numbers (1 per 15 or major portion thereof) with a minimum of 2, individuals can self-nominate or nominate a colleague, there are then elections by college

GSWU: There are fourteen Faculty senators; the term of office is two years. Each of five schools/colleges on campus has representation roughly equal to their overall percentage of faculty members at the University. Each year we hold elections to replace members as needed. Every year, one-half of the senators rotate off.

KSU Dept. elections (full-time faculty vote)

MCG faculty appt

NGCSU Members elected via departments, one or two senators per department depending on number of faculty in department. Five University-wide Senators elected at large.

SSU faculty must have worked 2 full years in a tenure-track teaching position at the university to be nominated. In each unit, the faculty consider the nominees and vote on them (using secret ballots), and those who win majority votes become senators for the unit and are expected to attend the regular meetings

UGA Each College has a certain number of faculty to be elected. Faculty are nominated by departments and a slate of candidates are voted on by each college. Staff representatives are chosen by staff, and student representatives are chosen by Student Government Association.

VSU Each college holds elections at their spring meetings; every year one third of the senate rotates off. In the event a senator leaves/steps down, a special election can be held. Senators are officially elected by colleges, but once they are on the senate, they are aligned more closely with their committees (each senate committee has three senators who serve as Chair Elect, Chair, and Past Chair during their three year term on the senate.) Senators can give their proxy vote to any other senator for a meeting which they have to miss.

(10) What are the Standing Committees in the Senate?

Two said no standing committees exist in the Senate.

Others reported (and we combined some if it were obvious to us):

- | | |
|---|--|
| Academic Scheduling and Procedures | Academic Honors and Scholarship |
| Academic Committee | Academic Integrity |
| Academic Policies | Affirmative Action |
| Academic Curriculum | Academic Standards |
| Admissions Policy | Admissions Appeal |
| Animal Care and Use | Athletics |
| Auxiliary Services | Benefits |
| Budget Advisory | Committee on Committees |
| Curriculum and Assessment Policy | Development and Improvement |
| Distance Learning | Discipline |
| Elections | Educational Affairs/Practices |
| Employee Benefits | Environmental Issues |
| Executive Committee of Statutory Chairs | Executive Committee |
| Faculty Admissions | Faculty Affairs Policy |
| Faculty Development and Research | Faculty Grievance |
| Faculty Recognition | Faculty Service |
| Faculty Handbook | Faculty/Student Judiciary |
| Faculty Welfare | General Education |
| Health | Honorary Degrees |
| Institutional Planning | Intellectual Properties |
| International Affairs | Institutional Review Board |
| Library Affairs | Lyceum |
| Military Committee | Minority and Diversity Issues |
| Parking | Public Safety |
| Physical Facilities and Safety | Publications |
| Promotion and Tenure | P/T Appeals |
| Post-Tenure Review | Program Advisory |
| Recycling | Retention, progression, and Graduation |
| Resources, Planning, Institutional Policy | Sexual Harassment |
| Statues and By-Laws | Student Activities |
| Student Academic and Financial Affairs | Student Affairs Policy |
| Student Computer Ownership | Student Grievance and Appeal |
| Student Regulations | Strategic Planning |
| Student Services | Sustainability |

Technology
University Ceremonies
Welfare and Security

Teacher Education Council
Writing Center
Women's Issues

(11) Major Challenges in Faculty Governance?

- Governance-Faculty Apathy & Empowerment
- Promotion and Tenure
- Policies
- Representation of faculty groups
- Initial structure of Senate
- Trust between Faculty and Administration
- Too much Service
- Communication of strategic alignment of goals
- Multi-tasking of Faculty
- Teaching load
- Faculty Annual Evaluation and Post-Tenure Review
- Ensuring Bylaws are appropriately created.
- Having input on major strategic directions.
- Lack of definition for summer duties, especially advising

One said in detail:

1. At certain times of the year, our Faculty Senate has a difficult time being taken seriously. We have one member who is concerned that the university spring break no longer matches the local school system, and he tends to spend an inordinate amount of time discussing the issue (in the 1980s-1990s, when [our school] was on the quarter system instead of semesters, all the schools including ours ended their spring terms in June and all had spring break in April. Now, the midterm is in March and the term ends in May, so the April spring break was shifted to the March midterm dates.) This pet issue has become a bit of a joke on campus – but we use parliamentary procedure and Roberts Rules to end discussion as needed.
2. We are in the second year of salary restitutions, after our Office of Strategic Research and Analysis completed a salary study comparing both our faculty and staff pay with peer institution pay for the same positions. Some faculty, not a majority, but some, are concerned that the salary increases were given out in such a way that they inadvertently privileged faculty members who had not received merit pay in years. Imagine two faculty members, A and B, both teaching at the university for ten years. Faculty member A received merit pay over the last ten years, and did not receive any salary adjustment. Faculty member B had no merit pay increases over the last ten years, and received a \$10,000 increase in pay last year in salary adjustment. It appeared to some as if their merit pay increases suddenly did not mean as much. The methodology of such a salary study is very challenging, and other salary study models must be reviewed and critiqued before one is undertaken.
3. Our campus continues to discuss the changes to the ORP and TRS contribution rates, as other campuses do.
4. We have been reviewing the use of retention data, and drop/withdrawal data on our campus. Some faculty have been called out by Deans and Department Heads for having high drop rates, but with seemingly different timing and permanence of records. This is related to the emphasis on retention for most state institutions. Two examples from our campus: Faculty member A has approximately 70% of the students in his 2000 level courses drop out between August and September. The Dean and Department Head meet with him in October and ask him to write a report on what he will do differently in the spring semester, due in November. The report is completed, changes are made in spring courses, and the data is not placed in any permanent file and it is kept out of his annual report. Faculty member

B, on the other hand, teaches a small upper level 4000 course, and has approximately 50% of her 6 students drop for various personal reasons, including two pregnancies. She does not hear that drop data is under review, until she finds that her department head has mentioned her high drop rate in her annual report in January. In the case of A, it would seem that such communication is necessary, in case B, it would seem that the collection of data, the timing of the notification, and the permanence of the department head's comments in the annual report are questionable.

5. We have been reviewing the core curriculum changes, but their impact has not yet been felt or realized on our campus. I anticipate this will become much more serious in the next 8 months or so.
6. The strategic plan should be much more important to our faculty, but on our campus they have been generally disassociated from the process. We have offices of Planning, and offices of Strategic Research and Analysis, where most of that work goes on. Our campus planning officers have apparently been complimented by the state for their system of strategic planning, but usually our strategic planning database does not involve "vision" or genuine planning, it is primarily about asking for funding through our Budget Advisory Council – people often don't put information into the strategic planning database unless it is associated with a specific amount of money they "think they can get this year".
7. Workload should also be more important to the faculty than it is at [our University] – with an incoming population of students that will be record-breaking, we are being pressured to raise the caps on all our classes and to hire more part-time instructors without the terminal degree because they will be inexpensive. The faculty haven't yet realized how serious this will be, and how much it will effect our quality of instruction and our teacher-student ratios.

(12) Issues most important to your Faculty?

For the possible responses provided, the number indicates the number of respondents selecting

- A. By-Laws - 3
- B. Governance - 6
- C. Strategic Plan - 4
- D. Salary Compression - 11
- E. Core Curriculum - 4
- F. Campus Communication - 5
- G. Relationship with Administration - 5
- H. Collegiality - 1
- I. Workload - 11
- J. Advisement - 2

The following responses were **ADDED** by Individual Respondents

Benefits (such as childcare) -1

Campus Expansion - 1

Library Resources - 1

Faculty Evaluation – 1

Parking - 1

T&P Guidelines - 1

Technology -1

Below is the list of questions included in the survey/poll as it was distributed

USG Faculty Governance

1. Institution Name _____
2. Date _____
3. What type of governance body do you have?
 - a. Faculty Council
 - b. Faculty Senate
 - c. University Senate
 - d. other: _____ (please specify)
4. How long has this governance structure been in place? _____
5. What is the role of the University administration (President, Vice-President, etc.) in your Faculty Senate?
6. How would the relationship between faculty and administration be characterized?
 - a. adversarial
 - b. partnership
 - c. other: _____ (provide a metaphor if you desire)?
7. Is there a senate website?
 - a. Yes: please provide the url: _____
 - b. No
8. Who is the official presiding officer at senate meetings?
 - a. University President
 - b. Faculty Senator
 - c. Other: _____ (please specify)
9. How is the faculty leader of the Senate selected?
10. How frequently does the senate meet?
 - a. weekly
 - b. once every two weeks
 - c. monthly
 - d. quarterly
 - e. other: _____ (please specify)
11. What is the specific selection process for Senate membership?
12. What are the standing committees in the senate?
13. What are the major challenges in your Faculty Governance System currently?