**Task Force on Shared Governance, Committee Structure and Collaboration --
Recommendations to Faculty Assembly**

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**Introduction**

The charge to the committee was to address the concerns raised as a result of the Middle States Self Study and  review shared governance and transparency in discussions and decision-making.  Specific areas included Faculty Assembly representation, Faculty Assembly structure, administrative standing committees, and Academic and Student Affairs divisions.

During the tenure of the task force many sources of information were gathered, reviewed and discussed.   That information has informed  and helped to clarify issues specific to SUNY Oswego's shared governance, committee structure and collaboration.  Specific recommendations are based on an examination of the Association of Governing Boards of Universities and Colleges paper titled *Faculty, Governing Boards, and Institutional  Governance,* SUNY Oswego Faculty Bylaws, lists of current committees, evaluation of committee structure, governance of our aspirational peers, and creation of several detailed charts that illustrate and categorize current committee structure at SUNY Oswego.

This document offers recommendations for Faculty Assembly regarding revised structure, membership, and reporting mechanism for college-wide governance.  In addition, there are other issues that  should be considered in the future once Faculty Assembly makes some determination of and implementation of changes.

**Recommendation 1**: The following councils should be converted into Faculty Assembly Advisory Committees.

Academic Outreach Council (Faculty Bylaws Article XXIV)
Admissions and Student Services Council (Faculty Bylaws Article XV)
Library Council (Faculty Bylaws Article XX)

**Rationale:** The Task Force found that these groups are primarily a mechanism for sharing information and meet infrequently. They serve in an advisory capacity to the dean/director.   We recognize the importance of these groups and believe Faculty Assembly is best served by the opportunity to share information on a larger scale.  We strongly recommend that each (Dean/Director) of these areas be granted 10-20 minutes each semester or at a minimum annually to provide an update and overview  to Faculty Assembly.

Faculty Bylaws - Article XII Councils of the Assembly Section 2. Standing Councils

**Recommendation 2:** Institute for Global Engagement (IGE) shall be listed as one committee instead of

multiple subcommittees of a parent committee. An example is the Scholarly & Creative Activity Committee (SCAC) which has subcommittees that are not listed separately.

**Rationale:** The Task Force is aware of several councils/committees that contain subcommittees which are not listed separately. To be consistent IGE shall be listed as one committee by the Committee on Committees. This would offer a more efficient structure for program coordination and reporting.

**Recommendation 3:** Each council and committee shall maintain an up-to-date webpage that contains minimally a list of current members, committee description , function and current/archived meeting minutes. Faculty Assembly Council will request or select a person to be in charge of ensuring all committee webpages are up-to-date and to assist councils and committees with webpage maintenance as needed.

**Rationale:** This is another avenue for improved transparency and communication efficiency by sharing and reporting work in a timely manner. By creating and maintaining a location where the entire SUNY Oswego community can go to view the current work of the councils and committees, information will be readily available. It is hoped that by selecting a person to be responsible this will improve the system and ensure that those who need assistance with webpages will receive it.

**Implementation:** Faculty Assembly is encouraged to work with CTS to create a standardized Faculty Assembly portal for all councils and committees. We recommend that a graduate assistant or ¼ time secretary be requested to support this effort. This support person should make the pages interesting and accessible to increase the usefulness. They will be responsible for webpage management for the councils and committees**,** coordination of committee reports and sharing this information with Faculty Assembly for reporting and sharing purposes. This recommendation seeks to establish continuity and improve communication. Graphic representations should be included when applicable to enhance pages. Meeting times/days will be listed on the committees and Faculty Assembly Council webpage.

**Recommendation 4:** The Task Force suggests changing Faculty Bylaw Article VIII Assembly Membership, Section 3. Representation. Each department and program shall have representation on the Faculty Assembly Council. Our recommendation is that each department should have equal/even representation. In addition, the Director of IPAC should have representation.

**Rationale:** The recommendation recognizes the importance of our Faculty Assembly to have representation from each department, seeks to include all appropriate programs, and takes into account potential workload issues. The goal is even representation for all.

**Recommendation 5**: The Task Force proposes the following regarding term limits for Faculty Assembly Chair and Faculty Council Chairs. Faculty Assembly and Faculty Council Chairs will serve terms of two (2) years and may be reappointed for a maximum of three (3) consecutive terms before stepping down for at least two (2) years.

**Rationale:** The term limits will allow for the creation of leadership pipelines, improved succession

planning, and bringing new views to the councils.  This does not preclude an individual from serving on the council as a member or from serving as chair on another council.   The task force also discussed creating a Vice-Chair position on each Council which would prepare  an emerging leader to take on the role of chair after having  some experience on a council or committee.

**Recommendation 6:** The task force recommends that each Council have a regularly scheduled meeting time (similar to the system used by Academic Policies Council).

**Rationale:** Scheduling challenges occur as colleagues have a variety of teaching schedules, advisement responsibilities, and other commitments. A regularized meeting time would allow faculty to determine if they are able to attend and participate in Faculty Assembly Council meetings.

**Recommendation 7:**  The task force recommends that Faculty Assembly review the size and composition of Councils and decrease the number of required Faculty Assembly seats on each council.

**Rationale:** By  decreasing the number of required Faculty Assembly representatives on each Council, workload can be spread further. Representation among the divisions could still be achieved as the other seats are filled.

**Looking Ahead**

As Faculty Assembly reviews and implements changes, the task force suggests that there are additional opportunities to streamline and improve operations. They include:

1. Develop  short Best Practices for Meetings and document with the top ten items as a guide for new chairs and council members.

2.  Create a visual/workflow chart of the bylaws for new chairs

3. Create reflections/survey/feedback tool to annually review work of councils and committees.

4. Host a leadership seminar to assist in creating leadership skills for faculty.  This would assist in developing  future leaders for Faculty Assembly councils and committees.

**Conclusion**

The Faculty Governance Task force respectfully submits these recommendations and recognizes the importance of shared governance at SUNY Oswego. It is our hope that these suggestions offer a pathway to positive change to assist Faculty Assembly in decision making, operations,  and communications.