

Constitution of the University of Florida College of Dentistry

Effective July 1, 2011
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ARTICLE I Preamble

This constitution defines the processes and principles which will govern the University of Florida College of Dentistry using the best practices of classic shared governance as described in the 1966 *Statement on Government of Colleges and Universities* from the AAUP available at (<http://www.aaup.org/AAUP/pubres/policydocs/governancestatement.htm>). The provisions of this constitution are governed by and subordinate to Florida law, the policies and directives of the Florida Board of Governors, the University of Florida Board of Trustees, and University of Florida constitution and regulations. The mission and goals of the college shall be achieved by the application of shared governance in a partnership where faculty and administration work together with mutual respect, collaboration, and responsibility. The mechanisms to govern the college are presented which will promote communication and give voice to all constituencies as well as delineate responsibility and authority.

ARTICLE II Participants in Shared Governance

Section A. Faculty

1. Definition and Authority

The Faculty of the College shall be defined as all persons whose primary appointment is in the College and who hold a faculty titled rank of assistant in, assistant professor, clinical assistant professor, or research assistant professor and above in the departments, centers, or programs that belong to the College. Descriptions of faculty, equivalent faculty and specialty faculty titles can be found in University regulation 6C1-7.003.

Only Faculty may participate in shared governance. Part-time Faculty with an appointment less than 0.6 FTE, Visiting, and Courtesy Faculty may not vote or hold office under this Constitution.

2. Rights

The faculty believes that academic freedom and responsibility are essential to the full development of a university and apply to teaching, research and creativity. Therefore, the faculty must be free to cultivate a spirit of inquiry and scholarly criticism and to examine ideas in an atmosphere of freedom and confidence. Faculty members have the right to know what is required of them in their work and how that work will be evaluated. Faculty members shall be provided with a statement of their responsibilities and criteria by which they will be evaluated upon initial appointment and at least annually thereafter. All decisions regarding tenure, promotion, sabbatical leaves, salaries, salary increases and evaluations, and all results of those decisions, shall be made known to the individual faculty member in a timely manner. Faculty members have the right, in a timely manner, to appeal such decisions consistent with applicable policies and procedures and to expect a timely reply. On all matters relating to tenure and promotion, faculty members have a right to

receive, in a timely manner, the results of departmental votes, the college committee's individual assessments, the chair's/director's letter, and the dean's letter and recommendation. The faculty members have a right to assemble to discuss matters of concern to the faculty. All faculty members have the right in accordance with University Policy to see any and all information about themselves kept in any official personnel files within the college or department, and have the right to reply in writing as set forth in University policy.

3. Role and Responsibilities

Faculty members must fulfill their responsibilities to society, their professions, the College and the University by manifesting academic competence. In identifying functions for which authority, primary or shared, should be delegated to the Faculty, the emphasis is on the formation of policy. It is recognized that the primary responsibility for the implementation of academic policy rests with the administration of the College and the University, subject to the provisions of the State of Florida.

The responsibilities of the faculty shall include but are not limited to:

- a. Teaching, research, and service.
- b. Contributing to the governance of the College and the departments within the College.
- c. Establishing the curricula of the College.
- d. Serving on College and University committees and on the Faculty Senate, if so elected or appointed.

4. Grievance Process

It is strongly recommended that any faculty member that feels he or she has cause to file a grievance first consult with the Associate Dean for Faculty Affairs to determine if the grievance can be resolved without filing a formal grievance request.

The term "grievance" as used in this document shall mean a dispute or complaint alleging a violation of the regulations of the University or the Board of Governors concerning tenure, promotion, non-renewal and termination of employment contracts, salary, work assignments, annual evaluation, lay-off and recall, and other benefits or rights accruing to a faculty member or postdoctoral associate pursuant to the regulations given in Regulations of the University of Florida section 7.042 entitled University Grievance Procedure for Faculty and Postdoctoral Associates.

The term "grievant" shall mean a faculty member, who is not a member of the collective bargaining unit, or a postdoctoral associate whose benefits or rights, as defined in above, have been directly affected by an act or omission of the University or its representative and who has filed a grievance.

Process

The formal procedure for filing a grievance is given in the Regulations of the University of Florida section 7.042 <http://regulations.ufl.edu/chapter7/7042>.

(1) Informal Resolution and Appeal Process.

(a) Faculty members are encouraged to seek resolution of their grievances prior to filing under a specific review procedure through use of the appeal process.

An appeal shall be initiated by the aggrieved faculty member with the faculty member's immediate supervisor and may proceed through the appropriate administrative structure to the next ranking administrator or the administrator's designee, i.e. (chair, dean or director, appropriate vice president, and/or Provost or their designees). Mediation may be used as part of the informal resolution and appeal process.

(b) The faculty member's use of the appeal process or any other form of resolution does not automatically suspend the applicable time limit for requesting a particular grievance procedure, as set out below. At the time the grievance is filed, the faculty member may request in writing an extension of the applicable time limit for initiating the elected grievance review procedure in order to facilitate the resolution of a grievance. Notwithstanding the foregoing, failure to elect a method for a review of a grievance prior to the applicable time limit, or prior to an extension thereof as approved by the University, shall constitute a waiver of the faculty member's right to any method for grievance resolution as set out in sections (3) (a) and (b) below.

(c) Faculty members are encouraged to use mediation in the appeal process. In such case, when a grievance is filed in the Office of the President with a request for an extension, the grievant may request either the dean or director of his or her academic unit or the Office of Academic Affairs to pursue arranging and scheduling the mediation process. The mediator shall be agreeable to both parties. If resolution is reached through the mediation, the parties shall draft the terms of the agreement which they shall sign before the mediation session ends. The agreement shall be binding on the parties and shall not be subject to further review in any forum. A copy shall be placed in the grievance file indicating that the grievance is resolved and the grievance file closed.

(2) Procedures for Grievance Review

Faculty members at the University of Florida may elect one of the procedures for review and resolution of a grievance described in this regulation. Unless stated otherwise in these regulations, an election of any one of these procedures shall constitute a waiver of all other procedures provided.

Faculty members may elect one of the following methods for a review of a grievance:

(a) University Faculty Grievance Procedure, Regulation 6C1-7.042, for those matters involving University or Board of Governors regulations; or

(b) Faculty Senate Committee on Academic Freedom, Tenure, Professional Relations and Standards for those matters that are within the jurisdiction of the Committee.

The Faculty Senate Committee on Academic Freedom, Tenure, Professional Relations and Standards shall have jurisdiction in matters involving University practices bearing on academic freedom, tenure, professional ethics, or the general welfare of the faculty when such matters are placed before it by the President or designee, or through charges filed by the same or faculty members as set forth in Regulation 6C1-7.0441. The Committee

shall have the right to reject the grievance, or require modification of the grievance, if it is not filed in accordance with the time limits set forth in section (3) or it is not within jurisdiction of the Committee.

A faculty member who has elected to commence a review before the Faculty Senate Committee must address a written complaint to the President of the University. The complaint must be signed by the faculty member, and the following must be included therein: "I understand and agree that by filing this complaint initiating the formal method for grievance resolution provided by Regulation 6CI-7.041(3)(b)2, I waive any right I might otherwise have to any other formal method for grievance resolution, as set out in Regulation 6CI-7.041(3)." The faculty member should furnish any relevant documentary evidence with the complaint to the President.

The President or the President's designee shall then refer the complaint and any documentary evidence submitted with the complaint to the Chairperson of the Faculty Senate Committee for review. The Committee shall follow its procedures and rules as established by the Faculty Senate or the Committee itself. See Regulation 6C1-7.0441. The Committee shall submit its findings and recommendations to the President. The President may adopt, modify, or reject the Committee's report. Copies of the President's decision shall be sent to the parties involved in the grievance. The action of the President shall be final.

(3) Time Limit

The election of any procedure for grievance review for a faculty member not in the collective bargaining unit must be initiated by filing the grievance with the Office of the President no later than thirty (30) days from the date following the act or omission giving rise to the grievance, or thirty (30) days from the date the faculty member acquires knowledge, or could reasonably have been expected to acquire knowledge, of the act or omission, if that date is later.

(4) Discrimination complaints

A faculty member may utilize as appropriate the grievance process set forth in section (2) above or Regulation 6C1-1.0063, for the resolution of a complaint of alleged discrimination in employment practices. A faculty member who files a written complaint under Regulation 6C1-1.0063 waives any right he or she might otherwise have to file a grievance under section (2) of this regulation based on the same facts. Notwithstanding the foregoing, the faculty member does not waive the right to use the grievance procedures set out in section (2) of this regulation to grieve the same subject matter on a basis other than discrimination provided the applicable time limit, or any extensions thereof which have been granted, are met.

5. Representation

(1) Assemblies

The faculty of the University of Florida College of Dentistry has a formal organization referred to as the Faculty Assembly. The full-time faculty and other employees in the college meet in assemblies to:

- a) establish rules and regulations of self-governance including the identification of the various standing committees and the election of their members (These are to be in accordance with University and Board of Trustees' policies, the Florida Administrative Code, the University of Florida Constitution, the statutes of the State of Florida and the principles of shared governance at the University of Florida);
- b) make recommendations to the Dean regarding academic policies on student affairs, pre-doctoral education, advanced education, continuing education, and research;
- c) disseminate and gather information of a general and scientific nature;
- d) provide a forum for presentation of an annual college budget overview by the dean.

The Assembly acts within the general policies, rules and regulations established by the Board of Trustees and the University, and those responsibilities assigned to administrative officers of the University are retained. These include the authority to call meetings of the faculty, to preside at such meetings, and to serve or to have representatives serve as ex officio members of all standing committees of the Assembly.

The membership of the Assembly will be composed of all full-time faculty of the College of Dentistry. Additionally included will be the Chief of the Dental Service of the Gainesville Veterans Administration Medical Center and one compensated part-time faculty representative elected by the compensated part-time faculty of the college for a two year term.

All members of the Faculty Assembly will have all the privileges of membership, including the right to vote, nominate, and receive all communications of the Assembly.

(2) Committees, work groups, task forces and other officially empowered groups

The standing committees, member composition and selection, selection of the chair, and the responsibilities of each standing committee and the responsibilities of its members are given in The UF College of Dentistry Bylaws as approved by the faculty on May 6, 2010. Annual charges to each standing committee are provided annually by the Dean.

Special committees, work groups, or task forces may be established by the Dean of the College with the express purpose of addressing specific or general issues that do not fall under the prerogatives of a standing committee. The chair(s) of such a group may be appointed by the Dean or her/his designate; the membership may be appointed by the Dean; her/his designate, or by the chair(s) of the said special committee, work group, or task force. In addition, as described in the UF College of Dentistry Bylaws, the formation of a special committee may be requested by any member of the faculty through the procedure given in the Bylaws.

(3) Chairpersons

The Department Chair serves as the department administrator and representative of the departmental faculty to the college administration. The chairperson's duties to the faculty in their department include, but are not limited to the professional development and welfare of

the faculty as well as the mission of the department.

Section B. Administration

1. Role in the college

The administration in the College of Dentistry is responsible for the oversight and administration of academic affairs and institutional administration with the major responsibilities of support and facilitation of the missions of the college. Due to the heritage of hierarchical of decision-making in the UF University system, the administration in the UFCD is the final authority that answers to administrative authority above it in the university system.

2. Composition and responsibilities

(1) Dean

The Dean is the chief executive and administrative officer of the College and who must hold academic rank in one of the Departments of the College. The Dean reports organizationally to the Senior Vice President, Health Affairs and the Provost, is responsible for the administration of the College, and is the agent of the faculty for the execution of all missions of the College. The dean is appointed by the president to provide leadership and overall administration of all functions related to the research, educational, and service missions of the college. The dean has final authority in the administrative and fiscal management of the college. The dean has the authority to delegate decision-making responsibility and associated tasks to other members of the college. In exercising his or her primary decision-making responsibilities, the dean is expected to seek faculty input, consider it, and provide feedback concerning all final decisions.

(2) Associate and Assistant Deans

The duties and responsibilities of Senior Associate, Associate, and Assistant Deans shall be determined by the Dean to provide for the development, implementation and execution of College policy in their specific areas. Individual in these roles are appointed by the dean and serve at the pleasure of the dean. In most cases they also have an academic appointment in a department within the college.

(3) Departmental Chairpersons

Each department is administered by a chairperson who acts as the executive office and who holds an academic rank in that department. The Chair reports organizationally to the Dean or his/her designee, shall have the appropriate authority for carrying out his or her duties, and is the agent of the Department Faculty for the execution of the missions of the department and its strategic plan. The chairperson is the direct academic link between the administration and the faculty. He or she has the dual role of representing the departmental faculty and the college administration. At the departmental level the chair administers the affairs of the department in consultation with its faculty.

(4) Chief of Staff to the Dean

The chief of staff to the dean is an upper level administrative position that serves at the pleasure of the dean. The position is full-time assistant to the dean in whatever capacity the dean desires and generally supervises the dean's administrative staff.

(5) Directors

Directors are administrators of organizational groups such as but not limited to research centers or mission oriented activities such as specialty clinical training. Individuals in this position are usually appointed by the dean after obtaining input from the organization involved or from a formal search process.

(6) Coordinators

Coordinators at the faculty level are administrative positions responsible for formation of and relationships between different working elements in the college, Health Science Center or University so that they work together efficiently.

3. Task forces, Work Groups, and Special Committees

These are small groups of individuals in the college appointed by the dean or his/her designee to perform a specific task in a defined period of time. Participants may be from the administration, faculty, staff and students. Products in the form of a written report from these specifically designated groups are usually provided to the administration and may or may not be widely disseminated to the faculty at large.

4. Administrative Units

(1) School of Advanced Dental Sciences

As provided for in the constitution of the University of Florida, the college is the basic degree-granting unit of the university and may include departments, centers, and schools. Except for the Graduate School, a school is a unit subordinate to a college organized for a special program of studies. The administrative officer of a school is the director. The department is the fundamental unit of academic and administrative organization.

(2) Business Office

The Business Office is responsible for the management and supervision of all fiscal and business operations of the college with emphasis on the clinical operation. The central financial and accounting functions of the college are included in this office that is headed by the Director of Finance. The Director of Finance position is appointed by the dean with input from a search committee appointed by the dean.

(3) Office of Education

The Office of Education provides the administrative support direction for the DMD program in the college. The unit is over-seen by the Associate Dean for Education. All instructional issues in the college, including the courses in the first two years of the dental curriculum taught by the College of Medicine faculty, are coordinated from this office. In addition all dental training related student affairs are the responsibility of this office.

(4) Office of Information Technology

The role of the Office of Information Technology (IT) is to provide the infrastructure and services necessary for the College of Dentistry faculty, staff, and students to use technology effectively to fulfill their academic, research and professional goals and to support the vision and mission of the college. The IT director who reports directly to the dean of the college administers this unit. The standing faculty committee, Information Technology Steering Committee provides guidance as to priorities of this unit.

(5) Human Resources

Human Resources is responsible for all faculty and staff personnel issues in the college. This unit works closely with the university's Office of Human Resources to ensure that all federal, state, university and college laws, rules and regulation are followed in the daily activities of the college. In addition this office works directly with individuals and departments in the recruitment and hiring of faculty and staff. This office is headed by a Human Resources Administrator who is selected by the dean or his/her designee usually with the advice of a search committee selected by the dean.

(6) Office of Clinical Affairs

The Office of Clinical Affairs is responsible for all aspects (minus the business and financial) of the professional operation of all the dental clinics in the college including the DMD student, advanced education and faculty practice clinics. The Associate Dean for Clinical Affairs is the responsible administrator of this unit.

(7) Research Administration

The Office of Research supplies tools and guidance for navigating through the administrative paperwork and policies involved in research grant or contract preparation, submission, implementation, management and administration to the faculty in the college. It also maintains all current and historical data pertaining to the research missions of the college for administrative use as well as strategic planning and annual reports. The Associate Dean for Research supervises this office and reports to the dean of the college.

(8) Faculty Associates, Inc.

The college has a clinical organization (i.e., Faculty Practice) in which clinical faculty members in the college provide fee-for-service clinical dental care to the public. This adjunct operation in the college functions under the Bylaws of Faculty Associates, Inc., Articles of Incorporation of Faculty Associates, Inc. and the University of Florida College of Dentistry Faculty Practice Plan (http://www.dental.ufl.edu/DeansOffice/Policies_procedures.php).

Article III. Implements of Shared Governance

Section A. Faculty

1. Faculty Assembly

(1) Chairperson of the Faculty Assembly

The Faculty Assembly elects a Chairperson who serves as its presiding officer and as Chairperson of the Faculty Advisory Board. The duties of the office will be those conventionally associated with the official title and as provided specifically in the Bylaws and as assigned by the Assembly.

(2) Secretary of the Faculty Assembly

The Secretary of the Faculty Assembly and the Faculty Advisory Board is elected by the Faculty Assembly from its membership for a two-year term (not to run concomitantly with the term of the Assembly Chairperson). The duties of this office will be those conventionally associated with the official title and as provided specifically in the Bylaws and as assigned by the Assembly.

(3) Committees

Three types of committees, work groups, task forces or any group of faculty, administrators, staff, and students that meet to carry out official business of the college directly related to governance occur in the college's shared governance structure. Election by the faculty or appointment by the administration (the dean unless otherwise stipulated in the Bylaws) is the differential used to define the governance committees and etc. The three types are:

- (a) Faculty – greater than 80% of the voting membership of the committee, work group and etc. selected by the faculty and less than 20% nominated by the administration (dean in most cases),
- (b) Joint – greater than 20% of the voting membership nominated by the administration and the no fewer than 20% selected by the faculty,
- (c) Administrative – all or greater than 90% of the membership is appointed by the administration.

The administration provides support services to all committees in the form of a support staffer and administrative assistance by an associate deans office unless stipulated differently in the Constitution and Bylaws.

Committee Responsibility. All standing committees will assume the areas of responsibility as conventionally implied in the name of the committees. In addition to the committee functions described for each of the standing committees of the Faculty Assembly listed below, the Dean of the College of Dentistry together with the Faculty Advisory Board will charge each committee with specific duties and/or responsibilities. The charge will be sent to each committee chairperson after July 1. Unless otherwise specified, the respective committee will elect a chairperson and vice-chairperson. In the event that the individual committee cannot reach consensus regarding the chairperson and/or vice chairperson, the Faculty Advisory Board will bring the issue to resolution by appointing a committee member to the position.

(a) Faculty Committees

1. Faculty Advisory Board

The Faculty Advisory Board (FAB) is involved in all major issues of concern to the college faculty. It acts as the primary representative unit of the faculty to the administration, primarily the dean of the college or his/her designee. The board will consult with the dean and provide advice to the administration as to the faculty's position on all issues involving the formulation and implementation of College policies including (but not limited to) budget issues, resource allocation, and college programs. Consultations between the FAB and the administration are initiated by the request of the faculty, the dean or the FAB itself.

The FAB will act as the steering committee for the faculty assembly and determines what issues require whole faculty's action and present those issues at a Faculty Assembly Meeting in a timely fashion. The standing committees without a direct reporting requirement to the dean will be overseen by the FAB and communicate directly to the FAB. Proposed action items from a standing committee will be screened by the FAB and presented to the dean or his/her designee in cooperation with the chairperson of the originating committee. All issues requiring faculty consideration or action will be reviewed by the FAB and recommendations of the board will be presented to the Faculty Assembly. The FAB oversees the elections by the faculty each spring semester to select members for all the standing committees of the Faculty Assembly as well as the Chair and Secretary of the Assembly in the appropriate years and for any other offices or positions selected by the faculty by popular vote.

2. Constitution Committee

The Constitution Committee's role is to monitor the governance of the college and to insure that the principals of shared governance are being followed. This committee monitors and assesses the functioning of all components of the colleges' governance system and reports their findings with recommendations annually to the FAB. The committee is responsible for the review of the College's Constitution and Bylaws annually for its utilization, applicability, and appropriateness to the progressive management of the college. The committee works in conjunction with the dean to review all the standing committees of the Faculty Assembly, specify their responsibilities, monitor their productivity and assess the rules and regulations governing their operations.

This group functions as the nominating committee:

- a. to develop slates of candidates for elected positions in the leadership of the Faculty Assembly and on all standing committees of the Faculty Assembly.
- b. at the direction of the Dean, to nominate candidates for specific awards, honors, or recognition.

3. Curriculum Committee

It is the responsibility of this committee to evaluate, revise, and recommend policies to implement the pre-doctoral curriculum. This includes, but is not limited to, recommendations concerning entry requirements and curriculum content.

4. Clinical Affairs and Quality Assurance Committee

It is the responsibility of this committee to expedite operations in the student clinics, to determine optimal instrument requirements for students, to update the Clinic Procedure

Manual, and to advise the Associate Dean for Clinical Affairs on clinic operatory utilization in all dental clinics. This committee also is responsible for addressing college-wide quality assurance issues and updating the Quality Assurance Manual in conjunction with the Quality Assurance Director.

5. Student Performance Evaluation Committee

It is the responsibility of this committee to make independent decisions regarding individual student's academic status based upon documentation provided to the committee (academic counseling reports, referrals from course directors, and submission of course final grades). Students identified as having poor academic performance or delay in their academic progress are invited to a hearing with the committee, following due process procedures as outlined in the Student Handbook, when placement on academic probation, re-tracking or dismissal is a consideration. The committee also has the responsibility for approval of the dean's list and removing students from academic probation.

6. Faculty Senators (to the University Faculty Senate)

Representatives to the Faculty Senate are elected through the process established by the Senate Office. The senators from the college are responsible for attending Faculty Senate meetings, representing the college faculty's interest to the university senate, obtaining input from college constituents on important issues considered by the Faculty Senate, meeting at least biannually as a group to discuss relevant issues, and providing report of the Senate meetings at the college Faculty Assembly meetings.

7. Faculty Development Committee

This committee is responsible for the monitoring and identifying needs related to faculty professional career development including, but not limited to: teaching, research and patient care. In response to identified needs for faculty development, the committee develops strategies for the creation, implementation and assessment of programs to successfully address those issues. The committee works closely with the Offices of Education, Clinical Affairs and Research to carry out its charge. Administrative support is provided by the Associate Dean for Faculty Affairs who serves as an ex-officio member.

8. Special Committees

On recommendation from the Dean, the Chairperson of the Faculty Assembly, or the Steering Committee, the Assembly may approve appointment of special committees and their chairpersons. The authority requesting initiation of the committee will write the charge to the committee and present it to its chairperson. Upon completion of the assignment, the chairperson will report in writing to the authority which requested initiation of the committee, to the Dean of the College, and to the Steering Committee. Upon final recommendation by the Dean and the Steering Committee, the Chairperson of the Faculty Assembly will report to and seek action by the Assembly.

(b) Joint Committees

1. Student Admissions and Recruitment Committee

The responsibilities of this committee are to recruit, select, and recommend to the Dean the most outstanding group of student applicants for admission to the D.M.D. program of the College of Dentistry. The committee may seek consultation with relevant individuals, committees, or departments within the College, but will have the final responsibility for establishing all selection criteria for admission.

2. Promotion and Tenure Advisory Committee

It is the responsibility of this committee to carry out the duties as outlined in the College's promotion and tenure guidelines and the Regulations of the University of Florida as related to faculty appointment, awards, promotion and tenure processes.

The full committee will be responsible for the annual review and recommendations for the modification of the college Promotion and Tenure Guidelines when warranted. Recommendations will be submitted to the Faculty Assembly for discussion and final approval.

3. Research Committee

It is the responsibility of this committee to stimulate interest in research by faculty members and students, review stimulus grant application and to communicate to students and faculty members the availability of research opportunities.

4. Student Affairs Committee

This committee serves as a general forum to promote scholarship, motivation, professionalism, and extracurricular activities among the students and between the students and the faculty.

5. Information Technology (IT) Steering Committee

It is the responsibility of this committee to provide strategic planning and direction for information technology support, based on a systematic plan drawn up by the Director of IT with active input from the committee. The committee will assist in setting priorities for major IT projects and initiatives. The committee will periodically review IT service, performance and effectiveness. The IT Steering Committee, in consultation with the IT Director, will review the annual IT budget and make recommendations to the Dean regarding resources needed to support information technology (hardware, software and personnel).

6. Strategic Planning Committee

It is the responsibility of this committee to continuously and systematically gather and analyze information which would allow the College to anticipate and appropriately respond to needed changes.

(c) Administrative Committees

1. Advanced Education Committee

The responsibilities of this committee are to advise in the application and selection process of candidates to the advanced education programs and to develop, maintain, and evaluate its

core curriculum; to act as the graduate curriculum committee; to advise of policies affecting advanced and graduate education.

2. Deans' group

The associate and assistant deans in the college meet at the dean's discretion to discuss and advise the dean on administrative issues of the college. All deliberations during administrative meetings of the dean and the associate and assistant deans and guests in the college will be conducted with the principals of shared governance and with the distribution of responsibilities across the participants in the shared governance in mind.

3. Departmental Chairs' group

Departmental chairpersons meet with the dean at the dean's discretion to discuss and advise the dean on administrative issues in the college. Chairpersons' meetings with the dean or the dean's representative will be conducted with the understanding by the participants that they must balance the desires of their faculty with the overall needs of the college as a whole. Chairs are primary vehicles of shared governance in the college, since they hold responsibilities to both the administration and the faculty. In that role they have the responsibility to be a major conduit of information flow between the administration and faculty.

4. Task Forces, Work Groups, and Special Committees

All special groups appointed by the dean or an associate or assistant dean or a representative will use the principals of shared governance in the performance of their assigned task. The most knowledgeable individuals from the faculty and administration will constitute these groups. Informational input will be sought from faculty or administrators and open communications will be actively maintained between faculty and administration at all time.

5. Administrative Advisory group

The dean may decide to constitute a group of administrators and faculty to provide administrative guidance. This group is merely advisory to the dean and represents only the administrative component of shared governance of the college. It does not have the authority to make final binding decisions on procedures or policies that concern the faculty or the college as a whole.

Section B. Administration

The college administration will practice and support all the tenants of shared governance as they work in close communication with the faculty both in its entirety and with specifically concerned groups. It is acknowledged that the final decision is the responsibility of the administration of the college and that it is accountable to the administrative chain of command in the Health Science Center, the university and the state university system, but all decisions will reflect participation of faculty in whole or in part.

1. Dean

The dean is the chief administrative officer in the college with the overall accountability for the success of the college in the fulfillment of its missions of teaching, research and service. The dean will be in full support of shared governance by the directing of resourced to support it and by recognizing and utilizing the expertise of the faculty in all decision making.

2. Associate and Assistant Deans

The associate and assistant deans will embrace and utilize shared governance in their specific administrative roles. In addition to the designated administrative roles and their offices, they will administratively assist standing faculty committees, as non-voting *ad hoc* or *ex officio* members, in their roles in college governance. This will provide stability to the faculty committees as well as facilitate communication between faculty and the administration.

3. Departmental Chairpersons

Departmental chairpersons will practice all the principals of shared governance as administrators of the college departments. They are a critical link in shared governance since they are the major day-to-day communication link between the faculty and the administration. Their role is to represent their faculty to the administration and the administration to their faculty. Consultation with faculty and the application of the appropriate levels of authority to input from faculty will be practiced in all major departmental decisions. The chairperson will call minimally one meeting of the entire departmental faculty per month. Each meeting will have a preset agenda and minutes of the meeting will be taken and distributed for departmental faculty review and comment.

4. Directors

Director positions held by faculty members will practice all the best principals of shared governance in performance of their professional managerial responsibilities. Consultation with the appropriate faculty members will be the hallmark of all directorial decisions.

5. Coordinators

Coordinator positions held by faculty members will practice all the best principals of shared governance in performance of their professional managerial responsibilities. Consultation with the appropriate faculty members will be the hallmark of all coordinators' decisions.

Article IV Integration of Faculty and Administration in Shared Governance

Section A. Statement of Understanding

The administration and faculty will work together closely to govern the college with each having a distinct role to play in the primary areas of the process. The roles are determination, recommendation and consultation. The faculty plays a determining role in academic and faculty issues; a recommendation role in all strategic planning issues and a consultation role in administrative and leadership issues. The administration roles are that of consultation in academic and faculty issues; recommendation in strategic issues and determinant in

administrative and leadership issues. Both the faculty and the administration understand and appreciate their roles in the shared governance of the college and acknowledge that the administration, specifically the dean, has the final decision and the ultimate responsibility for all affairs of the college.

All policy decisions are made with the appropriate participation of all knowledgeable involved entities and with defined accountability in the practice of shared governance. To allow the practice of the roles of the faculty and administration in the governance of the college, a diverse structural integration of faculty and administration is used to provide the communication necessary in policy decision-making situations.

Section B. Established Mechanisms of Interaction

The administration and faculty routinely interact to determine policy and procedures by which the college operates through the following:

1. Regular meetings of the Dean and the Faculty Advisory Board (FAB)
2. Regular meetings of the Faculty Assembly and the Dean
3. Standing committees of the Faculty Assembly reporting directly to the Dean
4. Standing committees of the Faculty Assembly reporting to the Faculty Advisory Board and to the Faculty Assembly and/or the Dean
5. Standing committees of the Faculty Assembly working directly with the Associate or Assistant Deans
6. Special committees of the faculty reporting to the administration and FAB and Faculty Assembly
7. Faculty members working with their chairperson (a representative of the administration) at the departmental level
8. The roles of the faculty in administrative decisions prescribed by the University Regulations
9. Chairpersons and Associate and Assistant Deans transferring information from the faculty to the Dean.

It is expected that all of the interaction between the faculty and the administration that occur in the associations above are carried out in the full spirit of shared governance as defined elsewhere.

With all major policy decisions concerning the college faculty, the FAB as the primary representative of the faculty will be appropriately engaged at both the initial phases as well as in the discussions leading to the final decisions. During deliberations of an issue, faculty input will be obtained through the work of one or more standing committees, a special committee or subcommittee and/or the Faculty Assembly. The actual level of responsibility in the final decision practiced by all involved parties is determined by the level of expertise in

the specific subject held by the various stakeholders involved. For example the curriculum is primarily within the expertise of the faculty while fiscal management is primarily within that of the administration. However, both examples require serious consultation with the opposite party before any final decision is made with the view of the party with the most expertise carrying the most weight in the decision process and responsibility for the outcome.

Section C. Decision flow

1. Faculty-initiated Issues

Individual or faculty member groups can initiate a policy issue by presenting it in writing to the Faculty Advisory Board (FAB) for their consideration (see details on how to make an application in the Bylaws). All issues that do not have extended ramifications for a significant portion of the faculty or the college as a whole should be taken directly to the chairperson of the appropriate committee for its consideration. If the issue is considered meritorious by the FAB, the item will be sent in a timely fashion to the appropriate standing committee of the faculty assembly. The standing committee will review the proposal and either reject it, modify it or endorse it in its original form. If the proposal is modified or endorsed in its original form the committee will develop the initiative into an official proposal along with a proposed action plan and present it to the FAB. The FAB will review the official proposal from the standing committee and either accept, reject or request the standing committee to make modifications. If the proposal is accepted the FAB will determine if the issue can be sent directly to the dean or that it needs an endorsement from the faculty assembly. Any discussion of the issue between the dean and the FAB will be carried out during the monthly meeting of the dean with the FAB. Issues requiring full faculty approval will be presented to the Faculty Assembly with the Dean's input for a final approval.

2. Dean (administration)-initiated Issues

Proposals initiated from the administration go directly to the most appropriate standing committee or to the FAB to determine review priorities and the decision flow. The procedure described for faculty-initiated issues would be followed from the point that the issue is introduced into the system.

3. Faculty Advisory Board-initiated Issues

The FAB can initiate proposals from its position in the governance structure that would follow the rest of the shared governance process.

4. Consultation with the Administration

On all issues that are primarily the responsibility of the administration, but require faculty input, the FAB will represent the interests of the faculty in direct discussion with the dean or the dean's representative. The extent that the entire faculty is involved in the discussions is determined by the FAB. All meetings and agendas for the meetings of the FAB are published and the minutes of the meeting posted online within one week after the meeting.

5. Communication to the Faculty

All college policy or governance issues that directly or indirectly are of concern to the faculty will be communicated to the faculty or its representatives, the FAB, at the initial point of consideration. The dean or his/her representative will present the issues to the FAB at the earliest feasible time after the initiation of the issue. The FAB as representatives of the faculty's interests will provide input on the issue on the behalf of the faculty and/or will determine if the issue warrants more faculty involvement through a standing committee or the faculty assembly. One or both of these bodies will consider the issue and provide an assessment back to the FAB. The FAB will communicate that information back to the administration and provide arguments for the faculty's opinion.

6. Communication of Standing Committees to the Faculty and Administration

The role of a committee determines the primary route of communication that it has with the administration and the faculty as a whole. Independent of the committee's major role is the presences of a representative of the administration on all committees, usually as an ad hoc member, but still a major conduit between the faculty representatives that make up the Faculty and Joint committees and the administration. (Communications from administrative committees are described below.)

The Promotion and Tenure Advisory Committee and the Student Performance Evaluation Committee function at a very confidential level. Most of their work concerns material that is not public information. They report directly to the dean or his/her designee.

The Student Admission and Recruitment Committee report directly to the dean, who has the ultimate responsibility for student admissions into the college's DMD and Advanced Education programs although the actual selection processes are the responsibility of the faculty. Once enrollments are complete, they are communicated to the faculty.

The chairperson of each committee is responsible for the transfer of all significant committee decisions to the FAB for its review and the determination of it potential for faculty assembly consideration if it is not all ready mandated by the Colleges Constitution and Bylaws or the University Regulations.

The Curriculum Committee works closely with the Office of Education and the Associate Dean for Education so the communication with the administration is direct and constant. Curriculum is one of the major responsibilities of the faculty. All major initiatives generated by this committee go to the FAB for assessment and on to the faculty assembly if so determined by the FAB. Both the administration and the FAB will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the responsibility of the Office of Education to communicate to entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The Research Committee works closely with the Office of Research and the Associate Dean for Research so the communication with the administration is direct and constant. Generation of new information through research is one of the major responsibilities of the faculty. All major initiatives generated by this committee go to the FAB for assessment and on to the faculty assembly if so determined by the FAB. Both the administration and the FAB

will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the responsibility of the Office of Research to communicate to entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The Clinical Affairs and Quality Assurance Committee works closely with the Office of Clinical Affairs and the Associate Dean for Clinical Affairs so the communication with the administration is direct and constant. The performance of clinical activities, both instructional and professional, is the responsibility of the faculty. All major initiatives generated by this committee go to the FAB for assessment and on to the Faculty Assembly if so determined by the FAB. Both the administration and the FAB will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the responsibility of the Office of Clinical Affairs to communicate to the entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The Faculty Development Committee works closely with the Office of Faculty Affairs and the Associate Dean for Faculty Affairs so the communication with the administration is direct and constant. Professional career development is one of the major responsibilities of the faculty and supported by the administration. All major initiatives generated by this committee go to the FAB for assessment and on to the faculty assembly if so determined by the FAB. Both the administration and the FAB will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the responsibility of the Office of Faculty Affairs to communicate to entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The Student Affairs Committee works closely with the Office of Education and the Coordinator of Student Affairs and Multicultural Affairs so the communication with the administration is direct and constant. All major initiatives generated by this committee go to the FAB for assessment and on to the faculty assembly if so determined by the FAB. Both the administration and the FAB will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the responsibility of the Office of Education to communicate to entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The Information Technology Steering Committee works directly with the Director of Information Technology who reports to the dean so the communication with the administration is direct and constant. All major policy decisions made by this committee are sent to the FAB as well as the administration. The FAB will provide their assessment of the issue and determine if it will go to the Faculty Assembly for their consideration. Both the administration and the FAB will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the

responsibility of the Office of Education to communicate to entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The Constitution Committee works closely with the Office of Faculty Affairs and the Associate Dean for Faculty Affairs so the communication with the administration is direct and constant. All major policy decisions made by this committee are sent to the FAB as well as the administration. The FAB will provide their assessment of the issue and determine if it will go to the Faculty Assembly for their consideration. Both the administration and the FAB will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the responsibility of the Office of Faculty Affairs to communicate to entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The Strategic Planning Committee works closely with the Dean's Office and directly with the Chief of Staff for the Dean consequently the communication with the administration is direct and constant. All major policy decisions made by this committee are sent to the FAB as well as the administration. The FAB will provide their assessment of the issue and determine if it will go to the Faculty Assembly for their consideration. Both the administration and the FAB will provide feedback on all issues sent to them by this committee. Any changes made to an item sent out of the committee will be sent back to the committee for its review and comments before it is implemented or rejected. It is the responsibility of the Dean's Office to communicate to entire college the final policy, initiative or changes that originated from this committee and that was ultimately approved.

The University Faculty Senators from the college are represented on the FAB by the two third-year senators in the group to provide direct communication between the University Senate and the representatives of the faculty in the college, the FAB. A report by the senators to the Faculty Assembly occurs at each meeting. Monthly meetings of the senators will be held with the dean. All initiatives generated in these meetings will be communicated to the FAB through the senate members on the FAB. The FAB will assess the issues and determine if the issue warrants Faculty Assembly consideration. It is the responsibility of the senators to represent the position of the college, both faculty and administration, on all issues under consideration by the University Senate. The Dean's Office will communicate to the entire college the position of the college on all University Faculty Senate issues and their outcome.

Special workgroups, task forces or subcommittees will be associated with the component of shared governance that created them and will report directly to that entity. All issues that are of interest to the faculty will be communicated to the FAB for its assessment. The FAB will determine if the issue requires consideration by the Faculty Assembly. The FAB will confer with the administration on all final works of special, one-time committees before any college policies or governance issues are implemented or sent out of the college for higher approval.

7. Departmental Communication

All college departments will be managed under the principals of shared governance. It is the responsibility of both the faculty members and the chairperson to interact in a collegial and

collaborative manner enlisting the college values to achieve the departmental and college vision, mission and goals. The faculty members must understand and fulfill their responsibilities to the department and college. The chairperson will act as the Chief Operating Officer and will understand his/her responsibilities to support and promote the department and its faculty in all ways possible. The academic welfare of the departmental faculty is the chairperson responsibility. However, all faculty members are ultimately responsible for their own professional academic development. All issues at the individual and departmental levels will be addressed by the chairperson in consultation with the faculty member(s) concerned. The chairperson is the final authority for all departmental issues short of an official grievance procedure or other issues addressed by college or university regulations or procedures.

8. The Appellate Process

All actions of the Faculty Assembly are submitted for approval to the Dean who is the chief administrative officer of the College.

In the event of the Dean's disapproval, an appellate process could follow. The appellate procedure is as follows:

1. At the conclusion of a discussion by the members present in an official Assembly Meeting, a vote will be taken to determine the Assembly's support of the issue.
2. If the majority vote does not support the disapproval of the Dean, the Secretary of the Faculty Assembly will draft an appropriate appeal memo to the Senior Vice President for Health Affairs. The draft memo will be reviewed for accuracy and completeness and revised as indicated by the Faculty Advisory Board, excluding the Chairperson of the Faculty Assembly and the Dean.
3. After the Faculty Advisory Board has approved the draft, the final letter will be sent to the Senior Vice President for Health Affairs by the Secretary of the Faculty Assembly, with copies to the Chairperson of the Faculty Assembly and the Dean.
4. Any action taken by the Vice President may be appealed by the Faculty Assembly or the Dean to the President of the University.