

Implementation of Recommended Actions to Enhance Shared Governance at Indiana University Bloomington

Introduction: Circular B38-2015 (Recommended Actions to Enhance Shared Governance at Indiana University Bloomington) recommends many actions to enhance shared governance at IUB. There are multiple ways to implement these actions, and some of them can be implemented in common. Some require action by the IUB faculty, some by the BFC itself, some by BFC Committees, some by participants in the shared governance system beyond the faculty.

This circular explains how the actions in Circular B38-2015, approved by the BFC, could be implemented. Each action recommended in Circular B38-2015 is discussed, by number, below. Action 1.a – add one of the three UFC Co-chairs to the University Academic Leadership Council is treated as “Action 1.a.”

The Faculty Affairs Committee offers this guidance to the Council to demonstrate how implementation could proceed, but recommends that the BFC not act formally on this implementation plan. Instead, the FAC recommends that the BFC commend this plan to the BFC Executive Committee as a template to guide them – the Executive Committee – in carrying out implementation of any and all approved actions.

The commentary below is based on deliberations over the proposed actions in the Shared Governance Review Subcommittee and/or the Faculty Affairs Committee. It is not intended to be exhaustive in its advice to the Executive Committee on how to proceed with adopted actions.

Actions implemented through amendments to the Constitution of the Bloomington Faculty Council (and, accordingly, requiring a vote of the IUB faculty).

6.g. This requires reviewing and possibly modifying section 5.6 of the BFC Constitution. It is closely related with actions 10.a through 10.d and should be similarly handled.

10a through 10d. These actions all require reconsideration of both parts of the BFC Constitution and of its bylaws. The BFC Executive Committee could form an ad hoc group to advise it on which current sections of the Constitution and the Bylaws need change and what new language might be added. Changes in the election system will also require changes in the online balloting system, which will require resources discussed under action 8 and requires consultation with the BFC Chief of Staff who has administered the current system. There should also be coordination with the school policy committees if it is anticipated that nominations will “arise directly from each electoral district.” It may be possible / desirable to coordinate BFC nominations and elections with nominations and elections for members of school policy and/or budgetary advisory bodies. Timetable: the committee should be formed and active over summer 2015 so that if changes in the Constitution are required they can be voted on by the IUB faculty prior to the end of the Fall, 2015 semester. If this is accomplished, then the revised membership / nomination and selection process can take effect for the 2016/2017 BFC. See actions implemented through bylaw amendments below.

Actions implemented through amendments to the Bylaws of the Bloomington Faculty Council (and, accordingly, only requiring a vote of the BFC members).

1.b. The Executive Committee should discuss with the Provost the frequency of such meetings and the best way to distinguish meetings that ought to include the BFC President from any such meetings where the BFC President’s presence is not necessary. Once agreement is reached on how to accomplish this goal, BFC Bylaws should be

amended to include this among the duties of the BFC President. Responsible bodies: BFC Executive Committee and IUB Provost. Timetable: should be decided prior to the start of the Fall, 2015 semester.

2.a.i Explicitly add this oversight responsibility to the duties of committees as specified in the BFC Bylaws. Should proceed following consultation with Provost and campus Vice Provosts. Responsible bodies: Executive Committee, Faculty Affairs Committee, Constitution and Rules Committee. Timetable: should be completed during Fall, 2015 semester.

4.a. Amendments to BFC bylaws can specify which Vice-Provosts should be added to which committees and can specify that the duty to participate in these committees cannot be delegated. Consultation with Provost, Vice-Provosts. Responsible bodies: Executive Committee and Faculty Affairs Committee. Timetable: should be completed over summer, 2015 in place when Committees begin work Fall, 2015. Bylaws implementing this to be voted on at first BFC meeting Fall 2015.

4.b. Can be specified by amendments to the Bylaws. Drafting can be done by the BFC Constitution and Rules Committee. Responsible body; Constitution and Rules Committee. Timetable: can be drafted over summer, 2015 and adopted at first BFC meeting Fall 2015. Include this guidance in relevant manuals.

4.c. Can be specified by amendments to the Bylaws. Drafting can be done by the BFC Constitution and Rules Committee. Responsible body; Constitution and Rules Committee. Timetable: can be drafted over summer, 2015 and adopted at first BFC meeting Fall 2015. Include this guidance in relevant manuals.

4.d. Can be specified by amendments to the Bylaws. Since it requires modifying the way committee members are named, it will require changing section 15E of the current bylaws and ought to be considered by both Constitution and Rules and the Faculty Affairs Committee. Timetable: can begin over summer, 2015 but probably cannot be completed and ready for BFC Action prior to the end of Fall, 2015 semester.

5.a.i and 5.a.ii. Responsible bodies: initially the BFC Executive Committee; subsequently the BFC Long –Range Planning Committee. Timetable: must begin ASAP Fall, 2015 with the goal of completing both 5.1.i and 5.1.ii by March, 2016 intended to guide the Council in 2016/2017.

5.b. Requires, among other things, reviewing current Bylaw 16.A.vi. Responsible bodies; BFC Executive Committee and Constitution and Rules Committee. If possible, ought to be done before the end of Spring, 2015 semester.

6. It is uncertain whether these actions are within the authority of the BFC. Since it is proposed that the BFC have a more organic relationship with school policy committees it is possible that the BFC could, through its bylaws, require that School Policy Committees conform to certain practices in order to achieve, for example, automatic representation on the BFC. Thus, is it possible these actions could be, at least in part, implemented by BFC bylaws. The advice of the Constitution and Rules Committee and Parliamentarian should be sought on how to proceed here. (See actions implemented by resolutions below). No matter how this proceeds, it will require much coordination with the School/College committees and, since those committees work closely with Deans, the Deans of schools. Should also require consultation with the Vice Provost for Faculty and Academic Affairs and, most likely, the Bloomington Provost. Responsible bodies: BFC Executive Committee and, primarily, the BFC Faculty Affairs Committee. Timetable; this is crucial to generally enhancing shared governance on this campus. It ought to begin immediately at the start of the Fall, 2015 semester with action planned by the BFC by the end of the Fall, 2015 semester so that changes, if any are necessary, can be made by the schools and their policy committees before those groups are formed for 2016/2017.

6.g. This requires reviewing and possibly modifying section 8 of the current Bylaws. It is closely related with actions 10.a through 10.d and should be similarly handled.

7.a. This can generally be accomplished through amendments to the bylaws, subject to the same cautions about BFC authority expressed above re: actions 6.a through 6.f. The creation of the group should be handled similarly to actions 6.a through 6.f. Assuming that the group is/can be created, the duty of the President to meet with it can be added to the BFC Bylaws.

7.c. This can be accomplished through amendments to the bylaws. Consultation: with current BFC Secretary Rebecca Spang. Responsible bodies: BFC Executive Committee and Constitution and Rules Committee. Timetable: bylaw revisions should be ready to be voted on at the first BFC meeting in Fall, 2015 (and, hopefully, will be known before they are voted on so that the Secretary's report of that meeting can follow the format used this year – 2014/2015).

7.d. More could be added about preparing and circulating agendas in a timely fashion. Consultation: with BFC Chief of Staff, former and current BFC President, Executive Committee. Responsible parties: BFC Executive Committee and Constitution and Rules Committee. Timetable: bring a workable and reasonable bylaw amendment to the BFC as early as possible in the Fall, 2015 semester.

7.e. Can be reflected in BFC Bylaws. Responsible parties: BFC Executive Committee and Constitution and Rules Committee. Timetable: not a difficult idea to incorporate in the Bylaws – bring draft bylaw amendment to the first BFC meeting of the Fall, 2015 semester.

7.f. Can be reflected in BFC Bylaws. Responsible parties: BFC Executive Committee and Constitution and Rules Committee. Timetable: not a difficult idea to incorporate in the Bylaws – bring draft bylaw amendment to the first BFC meeting of the Fall, 2015 semester. Would be nice if the Agenda Committee would attempt to do this, in fact, when it prepares and distributes the Agenda for that meeting.

7.g and 7.h. Both require additional resources, and thus depend on the outcome of action 8. See actions implemented by BFC Executive Committee / Staff below.

8. See actions implemented through the BFC Executive Committee and/or BFC Staff below. If campus governance is made an R.C. and funds become available for some or all of these purposes, then the bylaws ought to be amended to reflect that. If this happens, then the responsible parties would be the BFC Executive Committee, Constitution and Rules Committee and, perhaps, Budgetary Affairs Committee. Timetable: The goal ought to be to have this in place – including any bylaw amendments – by the start of the 2016/2017 academic year.

9.a. See actions implemented through the BFC Executive Committee and/or BFC Staff below. If funds become available to implement 9.a., then the system for doing this should be added to the BFC Bylaws. Responsible party at this point – Executive Committee and the Constitution and Rules Committee. Timetable: consistent with 4.f and 8.a through 8.f.

10a through 10d. These actions all require reconsideration of both parts of the BFC Constitution and of its bylaws. The BFC Executive Committee could form an ad hoc group to advise it on which current sections of the Constitution and the Bylaws need change and what new language might be added. Changes in the election system will also require changes in the online balloting system, which will require resources discussed under action 8 and require consultation with the BFC Chief of Staff who has administered the current system. There should also be coordination with the school policy committees if it is anticipated that nominations will “arise directly from each electoral district.” It may be possible / desirable to coordinate BFC nominations and elections with nominations and elections for members of school policy and/or budgetary advisory bodies. Timetable; the committee should be formed and active over summer 2015 so that if changes in the Constitution are required they can be voted on by the IUB faculty prior to the end of the Fall, 2015 semester. If this is accomplished, then the revised membership / nomination and selection process can take effect for the 2016/2017 BFC. – must submit those changes. See actions implemented through constitutional amendments above.

Actions implemented through adoption, modification and/or repeal of BFC adopted policies.

2.a.ii and 3 Requires review of Policies B-12 and D-6. Consultation with Provost, Vice Provosts, Deans, School Policy Committees. Must assure that faculty are consulted at all appropriate steps in these processes, that review processes enhance faculty perception that the review has been thorough and has considered faculty input. The switch to reviewing both offices and office holders is needed because, in recent years, rapid turnover in office holders has meant that no review at all has been conducted. Responsible body; BFC Executive Committee, BFC Faculty Affairs Committee. Begin at start of AY 2015-2016; complete by March 2016.

Actions implemented through adoption of a BFC Resolution.

1a. The Executive Committee could prepare one of two resolutions for BFC adoption: a resolution asking the Indiana University President to add the BFC President to the President's Academic Leadership Council, sending a copy of that resolution to the UFC or a resolution directed to the co-chairs of the UFC asking the UFC – through them – to adopt a resolution to the Indiana University President asking the President to add all three UFC Co-chairs to the President's Academic Leadership Council. If the President agrees, both BFC and UFC bylaws should be amended to include this responsibility among the duties of the BFC President / UFC Co-Chair. Responsible body: BFC Executive Committee. Timetable: could be brought to the BFC very quickly after the action is approved by the body.

4.g. This can be accomplished through a BFC resolution. Consultation with President (as IUB CEO) and Provost. Responsible body: BFC Executive Committee. Timetable: the resolution could be worked on over the summer and early Fall; ought to be ready for BFC consideration mid-Fall 2015.

6. It is uncertain whether these actions are within the authority of the BFC. If they are not, the BFC could still adopt a resolution specifying “best practices” for school/college policy and budgetary advisory committees. The advice of the Constitution and Rules Committee and the Parliamentarian should be sought here (see actions implemented by bylaws above). No matter how this proceeds, it will require much coordination with the School/College committees and, since those committees work closely with Deans, the Deans of schools. Should also require consultation with the Vice Provost for Faculty and Academic Affairs and, most likely, the Bloomington Provost. Responsible bodies: BFC Executive Committee and, primarily, the BFC Faculty Affairs Committee. Timetable; this is crucial to generally enhancing shared governance on this campus. It ought to begin immediately at the start of the Fall, 2015 semester with action planned by the BFC by the end of the Fall, 2015 semester so that changes, if any are necessary, can be made by the schools and their policy committees before those groups are formed for 2016/2017.

Actions implemented by the BFC Executive Committee and/or BFC Staff.

2.b.i Requires review by BFC Staff, BFC Officers and the BFC Executive Committee. Will be affected by outcome on Action 8 which relates to getting necessary resources for BFC operations. Responsible body; BFC President. Timetable: depends on resources which are unlikely to increase before the 2016-2017 fiscal year.

4.f and 8.a through 8.f. All of these actions require extensive consultation with the Provost and campus fiscal officers. A thorough study should be conducted of governance resources at peer institutions (the Shared Governance Review Subcommittee has some of this data; more of it can be quickly gathered from CIC faculty leaders). The Executive Committee should create an ad-hoc committee – probably including people familiar with campus budgeting systems through the Budgetary Affairs Committee and also current and former BFC officers. The plan should be shared with the entire BFC and, obviously, will require much negotiation with the Provost. Timetable: complete this so that the system begins with the 2016/2017 fiscal year. However, it is possible that this will require multiple years to “ramp up” – especially if it involves construction or alteration of facilities.

9.a. This is similar to 4.f and 8.a. through 8.f. above. Those actions, it is assumed, would provide the funds for 9.a. If the funds become available, then figuring out how to add them to base salary would also involve consultation with Deans and with the Vice Provost for Faculty and Academic Affairs. It should proceed on the same timetable as 4.f and 8.a. through 8.f. above.

9.b and 9.c. Indiana University is currently revising the Faculty Annual Report (FAR). If this action is approved by the BFC, the BFC Executive Committee – especially the current BFC President – should immediately work with the University Administration team working on the replacement for FAR to incorporate these features. Timetable: Immediate following BFC approval of the action.

9.d. BFC officers and the BFC staff should determine what further can be done, given resources, to fulfill this action. In part, what can be done depends on the resource issues reflected in action 8.

Actions implemented through developing manuals and similar materials.

Types of Manuals Needed:

Overall, it seems desirable to produce the following manuals:

- (1) A manual for BFC Officers, the BFC Executive Committee Members, and Chairs and Members of BFC Committees (and, if they are formed, ad-hoc groups). This would summarize the duties and expectations of these individuals.
- (2) A manual for BFC members. This would summarize how the BFC works (it would, obviously, go to BFC officers, etc. since they are members), but would mainly emphasize the duties of members (to communicate with constituents, prepare for meetings, etc.
- (3) A short manual – perhaps not much more than a flyer – that could be described as a “user’s manual” for governance for other faculty. Would outline what they could expect from the BFC (and probably from school governance bodies as well), how they can participate in the BFC’s activities, etc.

The BFC Executive Committee should create a special committee / task force to prepare these materials. Drafts of the materials should be widely circulated so that they might be improved by input from many with prior association with the BFC as well as by folks with no prior association with it at all. A draft of the manual for BFC members should, if possible, be prepared during Summer 2015 for distribution at the “retreat” for the incoming BFC that has recently been scheduled just prior to the start of the Fall, 2015 semester. The other manuals should be prepared as soon as possible, but might lag into the Fall, 2015 semester. All of the manuals should exist in electronic form, but it may be desirable to produce printed copies of manual 3, or at least distribute an electronic announcement about its availability annually to all IUB faculty. These manuals relate to several actions to enhance shared governance at IUB.

2.b.ii Manuals for BFC officers, committee chairs, and members should emphasize the responsibility to enhance transparent, inclusive and representative governance.

4.e. This can be conveyed in relevant manuals for BFC members, BFC Committee members and faculty in general.

7.b. This can be included in the manuals for IUB faculty (and on BFC websites).

7.i. This can be included in the manual for BFC members and promised in the manual for Bloomington faculty.

8.f. This action, obviously, encourages the preparation of these manuals.

9.d. This can be conveyed through all of the proposed manuals – as well as through additional means.