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Revisions in St. Petersburg Campus Governance

University of South Florida St. Petersburg. Office of the Campus Dean.

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January 30, 1990

MEMORANDUM

TO: Dr. Gerry Meisels, Provost
Dean Barbara Sherman, Executive Secretary,
Long Range Planning Commission

FROM: Karen Spear, Acting Dean, USF at St. Petersburg *K.Spear*

SUBJECT: Revisions in St. Petersburg Campus Governance

For the last year the St. Petersburg faculty has been developing a new set of academic guidelines. These new guidelines come as part of a larger effort to better define the campus mission and to engage in long range academic planning. In recognition of the considerable differences among the regional campuses, the St. Petersburg campus set out to define a system of governance that we believe both supports the mission of the university and campus and overcomes many of the problems experienced in the past. The result of our efforts is enclosed. These proposed guidelines represent countless hours of faculty time in both committee and general faculty meetings. With the Commission's task force on regional campuses convening very soon, I request that these guidelines become part of the larger conversation about the role of regional campuses in the university.

A brief history of this proposal may be useful. In early 1988 a preliminary committee, composed of Winston Bridges, William Garrett, Nancy McIntosh, Steve Ritch and me, worked up a general outline of the guidelines. An outside consultant, John Romano, Chief Executive Officer of the York Campus of Penn State University, visited the campus to review our current procedures and to advise the committee about the regional campus structure of Penn State, particularly the Capital Campus which is, like ours, an upper-division and graduate campus. The committee conducted additional research on regional campuses to determine the strengths and weaknesses of other arrangements. Last fall, the full faculty reviewed a preliminary draft and endorsed the project. Then, a second committee, composed of Darryl

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Paulson, Jack Robinson, Michael Killenberg, Sonia Helton, Nancy McIntosh, and Sara Mandell, met throughout the last four months to revise the draft document. The full faculty has reviewed, debated, and modified the committee's work. The document enclosed here reflects these efforts and receives the faculty's and my strong endorsement.

The task we set for ourselves was to devise a set of policies for the development and management of academic programs and for faculty recruitment, annual review, promotion, and tenure. We sought to develop policies that could: 1) overcome the ambiguity of the current operating guidelines; 2) promote greater local authority; and 3) maintain the integrity of USF programs and degrees while at the same time clarifying for faculty and students alike that the St. Petersburg Campus is not merely an extension of the main university but that it is a community offering a distinctive ambiance and mission for academic study and professional collegiality. Our new campus mission statement serves as a prologue in the proposal.

In designing the enclosed document, both committees chose not to dwell on the history of difficulties that necessitate change. These difficulties were probably inevitable during the early years of campus development. Now, however, with a growing faculty and well established programs, the campus needs a more suitable system of governance. Thus the campus has chosen to take a proactive, strategic approach in formulating the current proposal.

The proposal does not attempt to address every issue related to the new policies we have outlined. The process of fleshing out this document might better be undertaken once general agreement to this proposal is secured. The document does attempt to present an overview of the structure and responsibilities we believe should be implemented. Clearly, the proposal is a departure from business as usual in that it seeks a greater delegation of authority from the main campus. The proposal, we believe, is the best way for the campus to become a source of opportunity for the university and the community we serve. I hope the task force on regional campuses will endorse these guidelines and will help to pave the way for their implementation in the very near future.

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Encl.

Revisions in St. Petersburg Campus Governance

INTRODUCTION

After a 25 year history the University of South Florida at St. Petersburg is on the threshold of achieving size, energy and vision characteristic of many liberal arts colleges with well-established components in professional education. The campus represents seven colleges and offers approximately 500 class sessions a year. Forty full-time resident faculty, supported by 50 adjuncts and 20 Tampa campus faculty members each semester, provide instruction for the approximately 3,300 students who consider St. Petersburg their home campus.

The resident faculty's ties with their departments in Tampa are important and can be mutually sustaining. However, it is the St. Petersburg campus that principally provides both professional support and academic collegiality. In turn, the faculty are committed to the development of the campus as a distinctive academic institution, serving both student and community needs.

Strong academic and professional programs in the liberal arts, education, business, engineering technology, and nursing lend stability to the campus. With these programs in place, the campus is turning its energy toward academic ventures that capitalize on the campus's special features. St. Petersburg faculty are attracted to the campus in part because of its interdisciplinary environment which fosters opportunities to develop and offer innovative educational programs. At a time

when the nation's attention is focused on academic quality, the St. Petersburg campus can be a source of successful innovation in higher education. The campus is poised for change and has achieved a vision of its potential that is now better defined than at any time in its history. As USF at St. Petersburg strives to fulfill its mission, it must evolve a system of governance, both internally and in its relations with the Tampa campus, that encourages initiatives consistent with its strengths.

The following governance proposals draw as needed on the strengths of the academic departments on the Tampa campus for traditional disciplinary activities but define USF at St. Petersburg itself as an interdisciplinary unit. The proposals recognize that USF at St. Petersburg is coequal to the colleges of the Tampa campus and elevate the campus academic governance to the same level of autonomy as the campus budget. Given the range and variations among regional campuses, the proposals reflect the needs and strengths only of the St. Petersburg campus.

CAMPUS GOVERNANCE

Campus Dean

The chief academic and administrative officer on the St. Petersburg campus will be the campus dean. The campus dean will be selected according to procedures applicable to other college deans. The campus dean will hold authority

commensurate with college deans and will report directly to the provost.

Campus Faculty Council

The faculty governing body of the campus will be an elected Campus Faculty Council of seven members. One member will be selected from each of the following colleges --Arts and Sciences, Education, and Business--plus one library representative and three members selected at-large. The chair of the Council will be elected by its members. Any resident faculty member is eligible to serve on and vote for the Campus Faculty Council members. Council members will serve two-year terms with one-half of the membership being selected each year. A period of one academic year must elapse before a member of the faculty may be re-elected to the Council.

The Campus Faculty Council shall make and review recommendations to the campus dean concerning matters relating to the welfare of the campus. The council shall receive and review reports presented to it by the campus dean or other university officers. The Council may create whatever committees are deemed necessary for the efficient operation of faculty governance.

Open meetings shall be held each month during the Fall and Spring semesters and as needed during the summer term. Minutes of Council meetings will be made available to the campus faculty.

Program Coordinators

The campus dean, in consultation with the faculty of the appropriate college, will select an individual to serve as coordinator for the academic program areas offered on the St. Petersburg campus. The coordinators will serve three-year terms.

The duties and responsibilities of the coordinators will be analogous to Tampa campus chairs. Duties will include advising the campus dean on matters pertaining to academic programs and issues of general university governance; serving as a liaison between the campus dean and the faculty; serving as a liaison between St. Petersburg faculty members and their departments in Tampa; assisting in the administration of academic programs in such areas as scheduling of classes, faculty exchanges, hiring of faculty and staff, and conducting annual evaluations.

DEVELOPMENT AND ADMINISTRATION OF ACADEMIC PROGRAMS

In keeping with its mission, the campus is empowered to develop and initiate courses and programs that take advantage of the strengths of the resident faculty and the distinctive needs of the student body. Courses that originate on the St. Petersburg campus will not necessarily be duplicated on the Tampa or other regional campuses. All courses developed on the St. Petersburg campus will be reviewed by the Campus Faculty Council and the campus dean and then will be sent to the appropriate university council for approval.

Traditional programs that duplicate programs offered on the Tampa campus and other campuses are to be locally managed. The campus administration will schedule resident faculty and determine teaching assignments. If resident faculty are not available to teach needed courses, such courses will be provided through faculty exchanges, workload adjustment, or the appointment of adjunct or visiting faculty. Approval of the faculty exchanges and the hiring of adjunct faculty will be the responsibility of the coordinators and the campus dean, after consultation with the appropriate department chair.

USF at St. Petersburg will certify students for graduation who complete programs on this campus. These processes will be assured through articulation agreements that ensure consistency between the Tampa and St. Petersburg campuses. The philosophy is one of delegated authority and prior agreements. Responsibility for compliance will rest with the campus dean.

FACULTY RECRUITMENT AND EVALUATION

Recruitment

Recruitment of new faculty originates with the campus. Search committees will be chaired by an appropriate campus faculty member appointed by the campus dean. Membership will include a representative from the relevant Tampa department and a representative appointed by the college dean. The search committee will make its recommendation for appointment to members of the appropriate college unit on the St.

Petersburg campus. These recommendations will be forwarded to the campus dean and the provost.

Assignment of Faculty Duties

Faculty duties on the St. Petersburg campus will be equivalent to those of Tampa faculty in the same department. Duties will be assigned by the coordinators following consultation with departmental chairs. Assignments will be approved by the campus dean.

Annual Review of Faculty

Faculty members' annual reviews will be based on the individual's success in fulfilling assigned duties. Reviews will be conducted by a subcommittee of the Campus Faculty Council acting as a peer review committee. Coordinators will then review the performance of faculty members in their respective areas. Final review and the determination of salary adjustments will be the responsibility of the campus dean. Departmental review committees will be asked to assist in the evaluation of research and scholarly productivity.

Tenure and Promotion

St. Petersburg faculty will be tenured in their academic departments. Tenure and promotion cases will be reviewed initially by a committee consisting of two faculty members appointed by the relevant coordinator and two members appointed by the Tampa department chair. The committee recommendation will be forwarded both to the department chair and the campus coordinator for their separate review and

recommendation. A campus promotion and tenure committee will receive these recommendations, add its recommendation, and forward the file to the campus dean. On tenure decisions, the vote of the appropriate program, department or academic unit will be recorded. After review and recommendation by the campus dean, tenure and promotion cases will be sent to the provost.

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