Fayetteville State University Faculty Senate

Resolution on the Reorganization of the University
To be considered on 10/25/07

Background Statement

Shared governance is an essential component for good planning and management of the university. Shared governance allows the constituent units of the university to buy in and take ownership of the institution and the policies therein. The faculty have the best interest of the university at heart and is a constituent that has major responsibilities to implement and sustain any reorganization that may occur. The collective wisdom of the university community can guide us in making decisions that benefit the university as a whole. Paraphrasing an old African saying, it takes a community to make an outstanding university.

Fayetteville State University is at a crossroads in which the changes we make today can continue to raise the quality of education for our students, enhance the academic environment for our faculty, and raise the stature of our University in the academic and local communities. The decision that we have to make is whether we continue to operate in a top-down management style or whether we have shared governance. The concept of shared governance involves the premise that all personnel affected by policies and procedures should have a meaningful role in their creation, development and adoption. For faculty, this means that they are not only involved in the creation and development of recommendations for policies and procedures affecting their efforts in the academy, but that their input is valued and included. Shared governance requires mutual respect and involvement.

Historically, management at Fayetteville State University has been top down. Chancellors have set the vision of the university and developed policies and programs without consulting the various constituents of the university. This practice still continues today. On September 19, 2007, the Provost informed the Executive Committee of the Faculty Senate that the College of Basic and Applied Sciences and the College of Humanities and Social Sciences will be recombined into the College of Arts and Sciences, effective January of 2008. No one from the administration approached the Senate seeking participation in the process of reorganization of the university, nor did the administration ask the Senate for input on the reorganization of the university.

Faculty Senate is concerned that the Chancellor has not consulted with the faculty about
the reorganization of the university, and as far as we know the Chancellor has not consulted with any of other constituents of the university. We are disturbed that the Chancellor believes that it is not necessary for the constituents of the university to participate in the decision making process for such a major change in the university. It appears that the Chancellor is going to do what he believes is best for the university and that he doesn’t value the input of the Fayetteville State University community. The Faculty Senate firmly believes that the constituents of the university should have a significant role in the process of the reorganization of the university.

The reorganization of the university in 2003 was approved by the Board of Trustees and the Board of Governors. There must have been some justification for splitting the College of Arts and Sciences, and the Board of Trustees and the Board of Governors must have agreed with the justification, but it was not provided to faculty, nor was faculty consulted. It is possible that faculty participation in the 2003 reorganization may have averted a “mistake” that now needs to be undone.

The PACE initiative was formulated to streamline management at the universities within the UNC system. Over the last twenty years FSU has grown from three deans to four deans, with the addition of the Dean of Graduate Studies. Moreover, during this same period, the number of vice chancellor and assistant dean positions has increased significantly. According to BD119 for the 2006–2007 academic year, FSU has four Vice Chancellors, six Associate Vice Chancellors, six Assistant Vice Chancellors, and three Special Assistants to the Chancellor. It is not clear that a change in the structure of deans is the most appropriate change to make at this time to comply with PACE.

The Chancellor has implied that he wants the reorganization to be complete before the new CEO comes on board. It is not clear to us why this should be. Indeed, a strong case can be made to wait for the new Chancellor to come on board and state his or her vision for the organization of the University before making these changes, rather than forcing this new Chancellor to live with whatever organization is settled on now.

In conclusion, it is the view of the Faculty Senate that what needs to be fixed most urgently at this juncture are components of FSU culture. We need to communicate more effectively, and we need shared governance.

Resolution
Whereas, the UNC Code specifies that the chancellor "shall ensure the establishment of appropriate procedures within the institution to provide members of the faculty the means to give advice with respect to questions of academic policy and institutional governance..."[502.D.2]; and

Whereas, the reorganization of the academic units of the university is an institutional governance issue, which requires a means by which faculty may give advice; therefore,

The Faculty Senate of Fayetteville State University resolves:

1. That the Chancellor is requested to report to the faculty on the proposed restructuring of colleges, providing the plans for the change, and explaining the motivation. It is suggested that this occur at a Called Faculty Senate Meeting to be held on Thursday, 11/1, at 4:30 pm. If this date is unacceptable, the Chancellor is requested to suggest an alternative date.

2. That the Chancellor is requested to entertain questions and suggestions at the end of his presentation, and accept additional written suggestions for an interval of 10 days.

3. That the Chancellor is advised to form a search committee consisting primarily of faculty for the selection of any new dean to be appointed.

To have been submitted to Chancellor Hackley by Dr. Barringer-Brown, Faculty Senate Secretary.

Was considered on 10/25/07 under a motion from the floor to disapprove the resolution which passed 13-3 with more than 10 absentions.