

CFS Governance

Department of Child & Family Studies

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Department of Child and Family Studies
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Governance Document

Department of Child and Family Studies
Louis de la Parte Florida Mental Health Institute
and School of Mental Health Studies
University of South Florida

Purpose of this Document

This document describes key governance structures and functions for the Department of Child and Family Studies (CFS) at the Louis de la Parte Florida Mental Health Institute (FMHI) in the College of Behavioral and Community Sciences (CBCS). The CBCS also has a governance document, and the Departmental governance document is not intended to address areas covered within that document. When the CBCS Governance Document is ratified by the Provost, it will supersede any part of the Departmental governance document that is inconsistent or contradictory with the CBCS document.

Consistent with its role as a part of the University community, CFS faculty and staff conduct teaching, research and service activities. As with the other Departments within FMHI/CBCS, CFS is somewhat distinctive from traditional academic departments at USF due to its size, involvement in training and dissemination activities, inclusion of several large centers and consortia, and a diverse constituent base that includes local, state, and federal agencies; service providers, consumers, and legislators and other policy makers. CFS is also distinctive in that there is a large number of faculty and staff who are supported by outside sources such as contracts and grants. The governance structure of CFS reflects these differences, and emphasizes features to enhance flexibility and responsiveness in decision-making and policy development, and to provide ongoing staff involvement in key policy decisions. These policy decisions include those occurring within the Department and those made by FMHI and CBCS that directly affect the Department.

It is a goal of the Department to foster an environment in which CFS faculty and staff are comfortable with providing informal and ongoing input to policy decisions through collegial contact with the Chair, Division and Core Directors, other Department administrators, and the CBCS Governance Council. This governance document provides guidance regarding structure and process to promote formal ongoing faculty and staff involvement in departmental decision-making and policy development. The document is designed to provide a structured process for advising and providing input to the Chair and other Departmental administrators and to ensure that faculty and staff are involved in major decisions and development of policies that affect the Department. The document provides key governance structures and activities and also describes procedures for evaluation, promotion, and tenure of faculty within the Department.

The Department will regularly convene faculty and staff meetings to promote information sharing and discussion of key issues and policy decisions. CFS faculty and staff are also encouraged, as needed, to contact the Chair, Division and Core Directors, other Department administrators, and the CBCS Faculty Council to identify issues and problems that need to be addressed at the Departmental level. Although CFS faculty and staff are encouraged to address issues with Department administrators and the CBCS Faculty Council, they are also able to consult with the FMHI Executive Director or CBCS Dean if there are issues of Institute or College-wide importance or problems that are not resolved satisfactorily at the Department level.

It is recognized that this document may not contravene the constitutions and laws of the state of Florida; rules, regulations, and policies of the Florida Board of Governors; rules, regulations, and policies of the University of South Florida; and any applicable collective bargaining agreement or legislatively-mandated management right. The foregoing authorities will govern in the event that any provision of this local governance document is inconsistent with or in conflict with them.

Section 1

Department Description and Administrative Structure

A. CFS Vision, Mission and Values

The CFS Vision, Mission, and Values described below were drafted as part of a department-wide process facilitated by the CFS Impact Workgroup during 2005-2007.

1. Vision

The Department of Child and Family Studies is committed to improving the well-being of individuals, children, and families within communities across the country through promoting respect, inclusion, development, achievement, mental health, and an optimum quality of life.

2. Mission

- a. Generate hope and solutions for the complex issues confronting individuals, children, families and communities through leadership in research and evaluation, theory, policy, and practice innovation.
- b. Support the development of new knowledge and innovative practices through research.
- c. Advance the effective application of the best available practices in communities and agencies through education, training, dissemination, consultation, evaluation, advocacy, and collaboration.
- d. Demonstrate a sensitivity to and understanding of the cultural, economic, and social diversity of our society through the manner in which we conduct our work and the outcomes of that work.
- e. Promote accountability and improvement of services through supporting and influencing local, state, and federal policy-making bodies, funding agencies, communities and neighborhoods, and other organizations that support individuals and families.

3. Values

Values are those beliefs essential to reaching the vision, mission and the purpose of the mission. Our beliefs are demonstrated by the respectful and professional ways in which we conduct research, our efforts at teaching, training, and sharing information, and our partnerships with the individuals and families that we serve.

We believe that:

- a. Families and communities are the foundation for the well-being of their members and of society as a whole.

Within the CFS work environment—

- b. Our mission can best be accomplished in a professional and supportive environment that: (a) relies on the contribution of every member of the department and (b) values the diversity of individuals in the department and multi-disciplinary approaches that result from their collaboration.
- c. We should pursue the active participation of stakeholders in the development of research, programs, policy, and the delivery of services.
- d. We should be accountable for our work and believe that it should result in outcomes that are valued by our stakeholders.

Regarding CFS activities—

- e. Services should have empirical support, represent community collaboration, and be delivered in the most natural environment possible.
- f. All services and supports should be provided in an individualized and inclusive manner that is sensitive to the diversity of developmental, social, economic, cultural, and familial circumstances.

All activities of the department will be conducted in accordance with anti-discrimination laws and university policies. In accordance with the departmental values as articulated in this document, the department will actively and intentionally promote in the departmental work environment and in all work activities respect for human dignity, equal opportunity for all persons, and sensitivity to the diversity of individuals.

B. Definitions of Staff and Faculty

1. Staff

For purposes of CFS Governance, “CFS staff” will include those individuals who are in the USF Administration (formerly Administrative and Professional) and USF Staff (formerly University Support Personnel System – Regular status) personnel categories. All references to “CFS staff” in this document refer to both USF Administration and USF Staff personnel categories.

Hourly and salaried employees who are classified as OPS (Other Personnel Services), including people who are classified as Graduate Assistants/Associates and other part-time student employees are not eligible to participate in the formal departmental governance activities described in this document. Supervisors are encouraged to support OPS participation in departmental activities and meetings.

2. Faculty

Consistent with the CBCS Governance document, the “faculty” in the Department will include all individuals holding the titles of Professor, Associate Professor, Assistant Professor, Instructor, Lecturer, and Psychologist as well as individuals in the faculty pay plan holding the titles of Associate In___, Assistant In___, Coordinator, Research Associate, Program Director, Counselor/Advisor, and Instructional Specialist. Faculty members also include those who hold titles with “Research,” “Clinical,” and “Visiting” modifiers, and individuals serving as Post-Doctoral Fellows, regardless of their formal appointment title. All employees holding these titles are included as “faculty” regardless of the level of FTE assignment. Individuals with “Courtesy” appointments and Graduate Assistants/Associates are not considered to be “faculty” of the Department.

C. CFS Administrative Structure and Roles

1. Department Chair

The Chair is the Executive Officer of the Department and is charged with implementing University, College, and Institute policies and procedures as delegated by the President, Provost, Dean and the FMHI Executive Director. The Chair will meet all qualifications of a faculty member, and will have academic as well as administrative responsibilities. The Chair will provide leadership and direction to ensure that all Department activities are consistent with the vision, mission, and values of the department. The Chair’s administrative responsibilities and duties include, but are not limited to, overall management and administration of the Department including preparation and implementation of the Department budget,

review of the assigned duties of all faculty in the Department to ensure that they are maximally contributing to the mission of the University, College, and FMHI, seeking external funding to support CFS programs and encouraging faculty to do likewise, and linking CFS activities to FMHI, the College, the University, and the community at the local, state, national, and international levels.

2. Department Structure

CFS is divided into six units. Four departmental units serve the CFS vision of improving the well-being of individuals, children, and families within communities across the country through academic pursuit. These units are: the Division of Applied Research and Educational Support; the Division of Policy, Services Research, and Evaluation; the Division of State and Local Support; and the Division of Training, Research, Education, and Demonstration. The primary responsibilities of the academic Divisions include research, teaching, and service. Two departmental units serve the CFS vision through the provision of department-wide administrative and technical support. These units are: the Administration Core and Communications.

The Department Chair, in consultation with the CFS Leadership Team, may change the responsibilities of these units as well as the number of units that are part of CFS.

The six Department units are described below.

a. Administration Core

The Administration Core manages the Department's human, physical plant and fiscal resources. It is the Department's primary liaison and advocate with central USF units such as Human Resources, Payroll, Purchasing, Accounts Payable, Division of Sponsored Research, the Provost's Office and the Office of the Controller. The Administration Core serves as a knowledge and training resource for the Department on policies, procedures, rules and regulations of USF and external entities that might affect Department business and mission.

b. Dissemination Group

The key functions of the Dissemination Group are to promote the key messages of the Department, support and extend the work of the Department, and create information flow within the organization to promote shared identity and collaboration. These functions are accomplished through the division's blend of technical expertise in knowledge translation and utilization measurement, publication design, technical and news writing, media relations, marketing, web-based content delivery, and event planning. This division provides a broad range of technical support and consultation to the Department in all mediums of information architecture and knowledge dissemination.

c. Division of Applied Research and Educational Support/Florida Center for Inclusive Communities (DARES/FCIC)

The Division of Applied Research and Educational Support/Florida Center for Inclusive Communities (DARES/FCIC) engages in a variety of research, training, technical assistance, and policy projects and programs that affect the range and quality of supports and services available to enhance the lifestyles of individuals with disabilities, persons who may be at risk, and their families. DARES/FCIC projects and programs encourage and facilitate community participation and inclusion through collaboration among agencies, individuals, and families.

d. Division of Policy, Services Research, and Evaluation

The Division of Policy, Services Research, and Evaluation is comprised of faculty and staff engaged in applied research and evaluation of children's mental health services. Major research activities of the Division center on evidence-based services, mental health services in the schools, and transitional services. The Division is home to two peer-reviewed journals, the *Journal of Emotional and Behavioral Disorders* and the *Journal of Behavioral Health Services and Research*.

e. Division of State and Local Support

The Division of State and Local Support performs research, evaluation, training, technical assistance, consultation, and knowledge sharing activities aimed at being responsive to the needs of states, communities, and public sector service systems (including child welfare and mental health services) in developing collaborative, well-functioning systems of care for at-risk children and families. Division activities are geared toward promoting the health and well-being of children and families as well as empowering them to positively impact their own lives.

f. Division of Training, Research, Education, and Demonstrations

The Division of Training, Research, Education, and Demonstrations (TReaD) is committed to developing knowledge that supports, improves, and sustains best practice in programs and systems serving children and families. TReaD projects and activities focus on the reduction of mental health disparities, the support and improvement of systems and organizations serving children with or at risk of serious emotional disturbance and their families, and the development of innovative resources for learning.

3. Coordination of Department Units

a. Division and Core Directors

In consultation with the Division's faculty and staff, the Chair will appoint a member of the faculty to serve as Division Director for each of the academic divisions and a member of the faculty or staff to serve as Core Director for each of the department cores. The Directors will supervise operations related to academic programs, knowledge dissemination, budgeting, strategic planning, grant and contract support, and other areas within the Division. At the discretion of the Department Chair, a Director may assume any of the Chair's duties. The Division and Core Directors serve at the discretion of the Chair and are evaluated on an annual basis by the faculty and staff of the unit in which he or she serves.

b. Associate Division Directors

Division Directors may appoint a member or members of the faculty to serve as an Associate Division Director(s) in consultation with the Department Chair as well as that Division's faculty and staff. The duties of the Associate Division Director(s) will be defined by the Division Director. Associate Division Directors serve at the discretion of the Division Director.

4. CFS Leadership Team

The Department Chair will convene a CFS Leadership Team at least once each quarter for the purpose of reviewing key policy issues and actively participating in decisions affecting the Department. The Leadership Team is comprised of the Director of each CFS Division, the Director of each Department Core, the Chair of the CFS Governance Council, and the Department Chair. A key role and responsibility of Division and Core Directors is to actively communicate issues and actions of the Leadership Team with the faculty and staff of their respective units. Similarly, the CFS Governance Council Chair has the responsibility to communicate issues and actions of the Leadership Team with the CFS Governance Council membership.

5. CFS Administrative Function Workgroup

The Administrative Function Workgroup is a standing departmental workgroup composed of administrative staff from the CFS Divisions and Cores who have responsibility for human resources and fiscal issues for their units. This workgroup facilitates the efficient implementation of policies and procedures related to human resources and fiscal matters.

6. CFS Functional Organizational Chart

The chart in Appendix 1 represents the current functional organization of the Department. This chart is intended to capture administrative and academic/programmatic functions within CFS divisions and across the Department and should include all standing and ad hoc committees encompassed in official Departmental activity. This functional organizational chart will be updated at the same time as the CFS Governance document.

Section 2

Department Governance Council, Committees, and Meetings

A. CFS Governance Council Structure and Activities

The Department will assemble a CFS Governance Council to review key policy issues, actively participate in decisions affecting the Department, and provide input and recommendations to the Department Chair and Leadership Team.

Key areas to be addressed by the CFS Governance Council will include the following:

- Strategic planning
- Budget, financial accounts
- Hiring/layoffs
- Functional units or other organizational support structures
- Space allocation, and other matters relevant to faculty and staff

1. Membership

All members of the department faculty and staff (as defined in Section 1, B.1 and Section 1, B.2 of this document) are eligible to serve on the CFS Governance Council and vote in the CFS Governance Council elections, with the exception of the Department Chair and the Division Directors.

The CFS Governance Council will consist of 13 members. Twelve members will be elected from CFS employment categories as follows: up to 2 representatives each from among Tenure-Line Faculty, Research Faculty, and Assistant/Associate in Faculty groups (a total of 6 faculty representatives), up to 3 representatives each from USF Administration and USF Staff employment categories (a total of 6 staff representatives). In addition, the CFS representatives to the CBCS Faculty Council will select one of their members to serve as the 13th member of the CFS Governance Council.

Elections of the CFS Governance Council will be held in the spring of each academic year with the exception that the first election will occur following the final approval of the CFS Governance Document. These elections will be conducted by the CFS Governance Council.

Invitations for nomination to the CFS Governance Council will be sent to all eligible faculty and staff at least four weeks before the election. Self-nominations will be accepted and individuals within the Department may also make nominations. A representative of CFS Governance Council will contact all nominees to confirm their acceptance of the nomination. Potential candidates will consult with their direct supervisor before self-nominating to ensure that their participation on the CFS Governance Council is consistent with their workload obligations. After serving on the CFS Governance Council, members may self-nominate for additional terms of service.

In the event that fewer representatives than available slots are nominated from any given employment category, the CFS Governance Council Chair in consultation with CFS Governance Council members will actively solicit nominees. Every effort will be made to fill each position with an employee from the specific employment category. In the event that position cannot be filled with an employee from the category, nominations will be solicited for employees from the broader employment category (i.e., Faculty or Staff). This will ensure equal faculty and staff representation and will maintain a 13 member CFS Governance Council.

Faculty and staff supported by contracts or grants will be provided with an appropriate percentage of E&G funding by the Department to cover their time spent on CFS Governance Council service.

CFS Governance Council members will be elected from within employment categories and eligible voters will only be allowed to vote for representatives from within their same employment category. Voting will be conducted by paper ballot or web-based survey and positions will be filled by the individuals within each employment category who receive the highest number of votes from among votes cast. Should candidates in any given employment category receive an equal number of votes in an election, the election will be determined a draw and a runoff will be conducted.

The members of the CFS Governance Council will serve two-year staggered terms. The terms of the initial group will be determined by a draw conducted at the first meeting with half the members appointed for a one-year term and half for a two-year term. In the event that someone is unable to fulfill their two-year term, the CFS Governance Council Chair, in consultation with CFS Governance Council members, will appoint a representative from that employment category to fill the vacancy.

CFS Governance Council members will select a CFS Governance Council Chair who will facilitate meetings, a Vice-Chair, to assist the Chair and substitute for the Chair when necessary, and a Recorder to record and distribute meeting minutes. Either the CFS Governance Council Chair or Vice Chair will hold a faculty position. The Chair will serve as the CFS Governance Council representative on the CFS Leadership Team and will be responsible for communicating Departmental, CBCS, or USF faculty issues to the Council and coordinating any necessary response to these issues.

2. Purpose of the CFS Governance Council

a. Purpose of the CFS Governance Council (CFSGC):

Advocacy and representation; communication; and leadership and decision-making--

- 1) **Advocacy and Representation:** CFSGC represents the perspectives of CFS staff and faculty at all levels of the University and serve as a voice/advocate.
- 2) **Communication:** CFSGC is responsible for disseminating Departmental, Institute and College information to CFS staff and faculty; likewise, the CFSGC provides input on behalf of CFS faculty and staff to CFS Leadership Team, CBCS Faculty Council, and FMHI and College Administration on key topics such as policies, procedures, governance, and other topics affecting CFS, FMHI, and the College. The CFSGC relies upon participation of all departmental staff and faculty in the governance process (via personal communication, emails, council meeting participation, etc.) to ensure views are adequately represented.
- 3) **Leadership and Decision-Making:** CFSGC provides multiple perspectives to the CFS administrative decision-making process. Representatives of both staff and faculty discuss policy changes and the effects on varied constituencies, leading to greater understanding and trust between faculty, staff and administration. This also includes making recommendations and decisions that impact CFS, ensuring current policies are being implemented as intended, and promptly addressing critical issues that affect CFS.

b. Relationship between the CFS Governance Council and CBCS Faculty Council (comprised of faculty members from each department in the College):

Communication/transparency and collaboration--

- 1) Communication/Transparency: The relationship between the CFSGC and the CBCS Faculty Council should be one of transparency and bidirectional openness to serve the interests of Faculty and Staff across Departments.
- 2) Collaboration: The CFS Governance Council will be responsible for maintaining its own agenda and priorities that fit the unique mission and composition of CFS, while also paying attention to possibilities for engaging in collaborative projects with the CBCS Faculty Council.

c. Relationship between the CFS Governance Council and the CFS Leadership Team:

Advocacy/representation and open communication and transparency

- 1) Advocacy/Representation: The CFS Governance Council Chair brings a varied and informed voice to the CFS Leadership Team. The relationship between the CFS Governance Council and the CFS Leadership Team should enable the CFSGC active participation in decisions/procedures put forth to the Leadership Team. Ideally, the two groups would work together to facilitate greater productivity and community impact. The CFS Governance Council utilizes information gathered at the Leadership Team meetings to address issues that impact Faculty and Staff.
- 2) Open Communication and Transparency: Communication between the CFSGC and the CFS Leadership Team should be open and transparent regarding issues of high importance while respecting the confidentiality of management decisions.

d. Relationship between the CFS Governance Council and FMHI/CBCS Councils and Committees:

The CFS Governance Council may be asked to nominate members for CFS representation on various FMHI or CBCS councils or committees. Individuals from the CFS Governance Council may be asked to directly serve on committees as a liaison to the CFS Governance Council and CFS employees at large. The CFS Governance Council will nominate employees to serve on the FMHI Executive Committee. If one of the members of the CFS Governance Council is also a member of the FMHI Executive Committee, the member will provide a report of Executive Committee activities via a standing agenda item of each CFS Governance Council meeting. If there is no CFS Governance Council member who holds both positions, the Chair of the CFS Governance Council will nominate a member to attend the Executive Committee meeting and to provide a report of Executive Committee activities to the CFS Governance Council.

e. CFS Governance Council's unique contributions to:

- 1) The Department of Child and Family Studies
 - The CFSGC is a model for inclusive leadership and shared decision making, representing the views of both the CFS faculty and staff
 - CFSGC provides a voice for employees in the department so that all are represented
 - CFSGC provides information and guidance to employees on issues that affect CFS

staff and faculty

- CFSGC provides a platform for sharing proactive ideas to improve our overall work within CFS
 - The CFSGC ensures that feedback and recommendations of CFS faculty and staff are communicated to each division and leaders within CFS
- 2) The Louis de la Parte Florida Mental Health Institute and the College of Behavioral and Community Sciences
 - FMHI is enriched by the unified voice of CFSGC, which represents a varied group of individuals that encompass each class of employees within CFS
 - CFSGC participates in decisions at the Institute and College levels that affect all in CFS
 - The Council ensures that feedback and recommendations of CFS faculty and staff are communicated to other FMHI Departments and leaders
 - The CFSGC supports the best interests of the Institute, upholding its integrity; maintaining resources and reputation; ensuring that the environment remains stable, friendly, and trusting; ensuring that staff are provided with current information on issues related to FMHI and its role within the college.
 - 3) The University of South Florida
 - USF is enriched by the example of multiple views for shared decision making and the value of employee voice at all levels
 - CFSGC works to ensure that decisions made at the University level support CFS employees and our work

f. CFS Governance Council's role in University Engagement

- 1) The CFSGC serves as an impetus for involving faculty and staff not otherwise invested in the governance and operation of CFS, FMHI, College of Behavioral and Community Sciences, and USF
- 2) As CFSGC engages staff and faculty, our representation within CFS, FMHI, CBCS, and USF will be reflective of staff and faculty

3. Role of CFS Governance Council Chair and Members

An important role and responsibility of the CFS Governance Council Chair is to function as liaison between CFS Governance Council membership and the CFS Department Chair. The CFS Governance Council Chair will ensure that CFS Governance Council members are kept informed of current issues and actions at the University, College, Institute, and Departmental levels that are pertinent to departmental functioning and carrying out of the CFS vision and mission. The CFS Governance Council Chair will also represent the interests and concerns of employees of CFS and the CFS Governance Council to the Department Chair and Institute/College Dean.

The Role of the CFS Governance Council Vice-Chair is to provide support to the CFS Governance Council Chair. The CFS Governance Council Vice-Chair will stand in for the CFS Governance Council Chair should the Chair be unable to attend meetings or fulfill his/her duties.

As noted under Membership, one of these positions should be held by a faculty member to ensure communication of and attention to issues specific to Faculty lines (e.g., assigned faculty duties, tenure and promotion, faculty evaluations).

The role of the CFS Governance Council Recorder is the oversight of the recording of the Governance Council meeting minutes and distribution of minutes to the Council for review and approval. The CFS Governance Council Recorder is also responsible for ensuring approved minutes are made available to CFS employees.

Similarly, CFS Governance Council members are responsible for actively communicating issues and actions of the CFS Governance Council with the CFS faculty and staff they were elected to represent as well as introducing departmental issues to the Council for possible action.

4. Meetings

The CFS Governance Council will meet at least quarterly. All meetings of the CFS Governance Council will be announced in advance and are open to all faculty and staff of the Department as defined in Section 1.B.1 and 1B.2 of this document. The Department Chair will be invited to the Fall semester meeting to prepare and plan for the coming academic year. Minutes will be recorded for all meetings and distributed to the Department faculty and staff. Items for the agenda will be solicited from CFS Governance Council members at least a week before the scheduled meeting date. Meetings will utilize Robert's Rules of Order.

If faculty or staff members identify issues they feel should be addressed by the CFS Governance Council, these should be brought to the attention of their representatives on the Governance Council as well as the Governance Council Chair. The CFS Governance Council Chair will call meetings of the CFS Governance Council in a timely manner when issues arise that require the attention and input of the CFS Governance Council.

The CFS Governance Council may also identify agenda items for the Departmental staff meetings, review nominations for membership on the CFS Governance Council, and in collaboration with the Leadership Team and Department Chair, draft Departmental policies and/or operational recommendations. When votes are taken in the CFS Governance Council, a quorum will be defined as half the number of members. For purposes of decision making, a minimum of 8 votes must be placed. An affirmative decision will be made by a simple majority of those voting.

5. CFS Governance Council Committees and Workgroups

The CFS Governance Council will form ad hoc (time-limited) committees as necessary for issues that need to be addressed by the Council. The CFS Governance Council will also have a standing Faculty committee and a standing Staff committee (comprised of members from Administration and Staff employment categories) within the CFS Governance Council to address issues specific to employees within a particular employment category. Additional CFS employees may be solicited to serve on these committees as deemed appropriate. For issues that need an at-large vote within the department, the CFS Governance Council as a whole will determine whether the issue should be voted upon by both staff and faculty or only a specific employment category.

B. Departmental Committees

Departmental committees may be created to provide ongoing oversight of and input into Department-related administrative functions or to assist with large-scale projects or initiatives of the Department.

Committees may be formed as deemed necessary by the Department Chair in consultation with the Leadership Team and CFS Governance Council. Some committees will consist of

both CFS staff and faculty members, while others, such as curriculum committees and Tenure and Promotion Committees, will consist solely of faculty members.

The Department Chair will appoint committee members in consultation with the Leadership Team and CFS Governance Council. The Department Chair also will appoint a chair for each committee. Committees may be either standing or ad hoc (time-limited). As committees are formed, descriptions of their composition and purpose will be distributed to all members of the Department.

Ordinarily, Committee Chairs will serve for a period of two years, and this term may be renewable for additional periods. Each committee may elect additional officers, and may consult with the Department Chair and the CFS Governance Council to determine changes in committee composition or leadership. E-mail solicitations will be sent to all faculty and staff when committee vacancies arise, and members may self-nominate for consecutive terms.

Members of each Departmental committee will determine how often the committee will meet. All meetings will be announced within the Department and are open to all members of the Department. Committee meetings will generally be held at least twice per year. All committees will keep brief minutes that will be made available upon request. Any staff member may suggest an agenda item for the meetings by e-mailing the Committee Coordinator in advance of the meeting. When votes are taken in committees, a quorum will be defined as half the number of committee members and an affirmative decision will be made by a simple majority of those voting.

Search committees are a special type of committee, and the Office of Diversity and Equal Opportunity has rules regarding their composition. The Chair of a faculty search committee will be a faculty member who whenever possible has expertise in the substantive area related to the position to be filled. The Chair of Administration and Staff search committees can be either faculty or staff as defined in this document and should have expertise in the substantive areas related to the position to be filled.

1. Faculty Committees

CFS, together with FMHI's Departments of Mental Health Law and Policy and Aging and Mental Health Disparities, utilizes the FMHI Curriculum Committee for issues related to curriculum, undergraduate and graduate program development, and professional continuing education programs (including graduate certificates) within the three academic departments noted above. In addition, this committee has the responsibility for issues related to student affairs in CFS courses and academic programs, including student recruitment, admissions, advisement, awarding student scholarships, student orientation and graduation events.

Department-level Faculty Tenure and Promotion Committees will be established as specified in the FMHI or CBCS Guidelines for Faculty Appointment, Tenure, and Promotion. Any changes to these guidelines will be automatically adopted as official procedure for the purpose of this CFS governance document.

C. Departmental Faculty and Staff Meetings

CFS faculty and staff meetings will be held at least once a year during the Fall semester, in addition to an annual faculty meeting held sometime throughout the academic year. These meetings will be facilitated by the Department Chair and/or the Chair of the CFS Governance Council. Ad hoc faculty and/or staff meetings may be convened as needed. Standing agenda items will include Department, Institute, College, and University news, and updates on Departmental policies and procedures. Other key areas to be addressed at the meetings include issues related to strategic planning, review of policy changes, hiring and lay-offs, space allocation, and the Departmental and Institute budgets. During each meeting, time will be reserved for open discussion or new business from the floor.

The date and time of the annual faculty and staff meeting will be announced by the Department Chair or his/her designee at the beginning of the academic year, and reminders sent via e-mail at least two weeks prior to the meeting. Staff can request a specific item of interest to be included in the meeting agenda by contacting the Chair in advance of the meeting. If unresolved issues arise, the latest version of Robert's Rules of Order will govern the organization and conduct of the meeting. A member of the faculty and staff will be appointed as Parliamentarian and will be responsible for interpreting procedures according to Robert's Rules of Order.

The CFS Governance Council may request that the Department Chair call additional meetings of the Department on special topics, should they deem it necessary. The total number of the faculty and staff attending the meeting will constitute a quorum. Minutes of all Department Faculty and staff meetings will be recorded and distributed following each meeting.

Substantive issues that impact the direction of the Department should be discussed at faculty and staff meetings. In addition, the Department Chair, in consultation with the CFS Governance Council, may request a vote of the faculty and staff on issues related to strategic plans, proposed budgets, or other areas identified as of significant importance. The CFS Governance Council will establish procedures for purposes of voting at faculty and staff meetings on recommendations, resolutions, or changes. For purposes of voting, a quorum will be defined as the number of members of the faculty and staff who vote in the election. Whether through a poll, survey, or other means, an affirmative decision will be made by a simple majority of those voting.

Section 3

Appointment, Assignment, Evaluation, Promotion and Tenure

In all matters of appointment, assignment, evaluation, promotion, and tenure, CFS faculty and staff will work under the principle that collegiality and teamwork is an integral part of the success in accomplishing the mission of the Department.

A. Appointment, Retention, and Reappointment of the Department Chair

1. Hiring and Appointment of the Department Chair

It is the responsibility of the Dean to appoint the Department Chair. The Dean will solicit input from the CFS Leadership Team, CFS Governance Council, and departmental faculty and staff prior to making the appointment. The goal of the appointment process is to promote transparency in the selection of the Department Chair. The Department Chair serves at the discretion of the Dean.

Upon learning that the Department Chair position is to be vacated, the Dean will determine if there will be an external or internal search based on input from the CFS Leadership Team, CFS Governance Council, and departmental faculty and staff and other factors such as the strategic direction and mission of the Department, availability of funds, and interest among existing faculty in serving as Department Chair.

In the event of an internal search and/or interim appointment, the Dean will seek input from the CFS Leadership Team, CFS Governance Council, and departmental faculty and staff through a recommendation process. Self-recommendations will be accepted as will recommendations from other members of the Institute, College and the University, including the Dean. Those faculty members who are recommended will be contacted by the Dean to determine their interest in applying for the position.

In the event that an external search is conducted, members of CFS faculty and staff will comprise the majority of those on the search committee. The search committee will screen candidates and provide feedback on perceived strengths of each finalist as well as areas of concern or those in need of further exploration. All searches will be conducted in accordance with FMHI, College and University policies, procedures, and regulations.

2. Retention of the Department Chair

The Dean will conduct a survey of CFS faculty and staff on an annual basis to assess the Chair's performance. During the course of any year, if issues arise between the Chair, CFS Leadership Team, CFS Governance Council, and CFS faculty and staff that are determined to be irresolvable through ordinary channels and through informal and formal processes within the Department, the CFS Governance Council may ask the Dean to review these issues. At the discretion of the Dean, a vote of CFS faculty and staff may be called regarding the ongoing status of the Department Chair. Should a decision be made to replace the Chair, the choice of an Interim Chair will be made by the Dean, in consultation with the Department leadership and the CFS Governance Council.

3. Reappointment of the Department Chair

At the conclusion of the Department Chair term, the Dean will consult with the Department Chair regarding his/her willingness to seek reappointment. In the event the Department Chair does not wish to be reappointed, the Dean will follow the guidelines outlined in Section 3, A-1. If reappointment is sought, the Dean will solicit input from the

CFS Leadership Team, CFS Governance Council, and CFS faculty and staff prior to making the appointment.

B. Faculty Hiring

Many CFS faculty members are supported fully or in part by grant and contract funds. The availability of these faculty positions is specified by the funding contracts and the scope of work of the funded projects. The hiring and continued employment of grant and contract funded faculty is contingent upon the availability of funding through these projects.

Development of faculty lines using E&G rate and the allocation of E&G faculty rate will be identified as part of a department strategic planning process and will be addressed at the CFS Leadership Team, CFS Governance Council, and departmental faculty and staff meetings.

Plans for recruitment for tenure track faculty lines must be integrated within FMHI's and the College's annual plan for faculty recruitment in order to meet recruitment goals, budgetary issues, and approval of the Dean.

For tenure track faculty lines, the Department Chair will appoint a Coordinator/Chair of each search committee. That person will be a faculty member who will work with the Department Chair to determine the remaining committee membership. Whenever possible this person should have expertise in the substantive area related to the position to be hired.

Search procedures will follow FMHI, College, and USF guidelines for the recruitment and selection of faculty. The Search Committee will screen all candidates and present a short list of the top-rated candidates to the Department Chair.

The Department Chair, in consultation with the Dean and search committee Coordinator, will arrange for candidate interviews. Following the interviews, the search committee will meet to discuss the candidates and make recommendations to the Department Chair. The Department Chair will submit his/her final selection along with information regarding the search committee's recommendations to the Dean for final approval.

CFS faculty hiring emphasizes diversity as well as knowledge/skills, not only for affirmative action goals, but also because of our values and our mission. Faculty hiring will reflect these goals in both the membership of the search committee as well as the recruitment process and applicant pool.

C. Assignment of Duties and Responsibilities

Development of position descriptions will follow USF Human Resources policies and procedures and any applicable Collective Bargaining Agreements. Position descriptions for USF Administration and USF staff employees will be developed by the position supervisor in consultation with higher level supervisors or program directors, as appropriate. Faculty assigned duties will be developed by the faculty member's supervisor(s) in consultation with the faculty member and any higher level supervisors or program directors, as appropriate.

D. Performance Evaluation

All faculty and staff within the Department will receive an annual performance evaluation. All evaluations must be signed by the evaluator and the CFS faculty or staff evaluated before submission to the Assistant Dean, in the case of faculty, and to the FMHI Human Resources Director, in the case of staff. Evaluations of CFS faculty and staff will follow USF Human Resources policies and procedures and any applicable Collective Bargaining Agreements.

Evaluations for CFS Staff employees are based on the responsibilities described in the employee's Position Description Questionnaire and are written by the employee's supervisor.

Faculty will be evaluated according to performance of their assigned faculty duties. The procedure for faculty evaluations will include a self-evaluation and an evaluation written by the faculty member's supervisor. Faculty in junior ranks and those seeking tenure or promotion will also receive annual feedback as part of the evaluation regarding their progress toward tenure and/or promotion. Faculty assigned duty forms determine the research, teaching, and service loads of faculty. Annual evaluations will take into account the percentage of assignment to each of the formal evaluation categories including research, teaching, service and, when appropriate, administration.

E. Faculty Tenure and Promotion

All tenure and promotion criteria and review procedures will follow the policies and procedures specified in the *FMHI and School of Mental Health Studies Guidelines for Appointment, Tenure, and Promotion* (June 2007). Any changes to these guidelines will be automatically adopted as official procedure for the purpose of this CFS governance document.

1. Departmental Tenure and Promotion Committee (D-TAP) Committee

Consistent with the *FMHI and School of Mental Health Studies Guidelines for Appointment, Tenure, and Promotion* (June 2007), the Department of Child and Family Studies (CFS) will establish on an annual basis, or as needed, a Departmental Tenure and Promotion Committee (D-TAP) to review applications for tenure and/or promotion for faculty in tenure-track positions and to make recommendations to the Department Chair and the FMHI Tenure and Promotion (TAP) Committee. When possible, Departmental representatives serving on the FMHI TAP Committee should not serve on the D-TAP Committee. In cases where a faculty member serves on both the TAP and D-TAP, the individual may participate in the discussion of the TAP Committee but may not vote on the application at the college level.

The D-TAP Committee will consist of no less than three and not more than five tenured faculty members who are at the same rank or higher than the candidate. The size of the committee may be larger at the discretion of the Department Chair and CFS Governance Council. If there is not a sufficient number of eligible faculty to compose the D-TAP, the membership of the committee may be supplemented with tenured faculty from other departments at FMHI or within the University. The Department Chair and the CFS Governance Council will solicit committee nominees from eligible tenured faculty. If more than five people are nominated, the tenured faculty will vote to elect a five-member D-TAP Committee from among those nominated.

Nominees to the D-TAP committee must have held a faculty appointment for a minimum of two years.

2. Departmental Research Professor Promotion (D-RPP) Committee

Consistent with the *FMHI and School of Mental Health Studies Guidelines for Appointment, Tenure, and Promotion* (June 2007), the Department of Child and Family Studies (CFS) will establish on an annual basis, or as needed, a Departmental Committee for the Research Professor Career path (D-RPP) to review applications of faculty and to make recommendations to the Department Chair and the FMHI RPP Committee. When possible, Departmental representatives serving on the FMHI RPP Committee should not serve on the D-RPP. In cases where a faculty member serves on both the RPP and D-RPP, the individual may participate in the discussion of the RPP Committee but may not vote on the application at the Institute or college level.

The D-RPP Committee will consist of no less than three and not more than five faculty members in the same career path. The size of the committee may be larger at the discretion of the Department Chair and CFS Governance Council. If there is not a sufficient number of eligible faculty to compose the D-RPP, the membership of the committee may be supplemented with: (1) individuals from other career path groups within the Department who hold rank higher than that of the candidate, or (2) by eligible faculty in the Research Professor career path from other departments in FMHI, the College or within the University. The Department Chair and the CFS Governance Council will solicit committee nominees from eligible faculty. If more than five people are nominated, the tenured faculty will vote to elect a five-member D-RPP Committee from among those nominated.

Nominees to the D-RPP committee must have held a faculty appointment for a minimum of two years.

3. Departmental Research Associate Promotion

Consistent with *FMHI and School of Mental Health Studies* guidelines for promotion for the Research Associate Career Path, the Department of Child and Family Studies (CFS) will establish on an annual basis, as needed, a Departmental Committee for the Research Associate Career path (D-RAP) to review applications of faculty and to make recommendations to the Department Chair and the FMHI RAP Committee. When possible, Departmental representatives serving on the FMHI RAP Committee should not serve on the D-RAP. In cases where a faculty member serves on both the FMHI RAP and D-RAP, the individual may participate in the discussion of the FMHI RAP Committee but may not vote on the application at the college level.

The D-RAP Committee will consist of no less than three and not more than five faculty members in the same career path. The size of the committee may be larger at the discretion of the Department Chair and CFS Governance Council. If there is not a sufficient number of eligible faculty to compose the D-RAP, the membership of the committee may be supplemented with: (1) individuals from other career path groups within the Department who hold rank higher than that of the candidate, or (2) by eligible faculty in the Research Associate career path from other departments in FMHI, the College, or within the University. The Department Chair and the CFS Governance Council will solicit committee nominees from eligible faculty. If more than five people are nominated, the tenured faculty will vote to elect a five-member D-RAP Committee from among those nominated.

Nominees to the D-RAP committee must have held a faculty appointment for a minimum of two years.

Section 4

Allocation of Resources

The allocation of resources refers to decisions about budget, staff support for faculty, equipment, utilization of office space/rooms, permission to access data or information, etc. The Department will strive for transparency in all decisions related to the allocation of resources.

A. Resource Oversight

All faculty and staff responsible for oversight of CFS resources, which includes Division as well as Department-wide resources, must adhere to College and University (USF) procedures. It is the role of the Department Chair, Leadership Team, and CFS Governance Council to ensure that faculty and staff are informed about the availability of resources, the need to cut resources (e.g., due to budget reductions or financial exigency), and the appropriate method by which CFS faculty may access these resources.

It is the role of the Department Chair, Leadership Team, and CFS Governance Council to ensure that resource utilization coordinates with CFS strategic planning. A guiding principle is that department resources should be invested wisely to support fulfilling the CFS vision, mission, and goals.

In order to be informed about budget and resource allocation processes, members of the Leadership Team, CFS Governance Council, and the CFS representatives on the CBCS Faculty Council are expected to attend a budget and resource allocation workshop. This workshop will be provided at least once annually in the spring of each year and will be led by the Director of the CFS Administration Core and members of the CFS Administrative Workgroup.

Principal Investigators are responsible for the fiscal management of the grants and contracts under their administration. However, the allocation of resources should be executed collaboratively with the CFS Division in which the project is housed and with the Department as a whole.

Each Division and Core Director will provide oversight and approval for his/her unit-level resources. The CFS Chair will serve as the final level of oversight and approval for the allocation of Department resources.

B. Space Allocation

Decisions regarding the allocation of office space will be made within the CFS Divisions for division-specific projects. Requests for new office space or changes in existing office space should be made first to the appropriate Division or Core Director who will work collaboratively with faculty and staff to accommodate space needs. Should a cross-division project occur or projects for which space needs are beyond the resources of an individual division, the allocation of office space will be determined by the CFS Leadership Team in consultation with the Department Chair.

Section 5

Conflict Resolution and Grievances

A. Relationship to CFS Governance

This section pertains to potential conflicts among faculty and staff members, between the Department Chair and faculty and staff, between faculty and students, and in supervisory relationships. The shared governance processes of CFS are intended to maintain a climate in which open communications occur and in which resolution of conflicts in the work environment can be resolved without going through formal procedures. Although the collegial resolution of conflicts is desired, faculty and staff have the right to follow the formal conflict and grievance procedures set forth in university policy and applicable collective bargaining agreements at any time they feel this is necessary.

B. Informal Conflict Resolution Process

It is important that all faculty and staff strive to make the CFS work environment collaborative and collegial. Should conflicts among faculty and/or staff members arise, every effort should be made to resolve conflicts informally and among those directly involved in the conflict.

If a conflict is not resolved informally, it is recommended that attempts at formal resolution of the conflict begin with a meeting of the immediate supervisor and the individual faculty or staff members directly involved for the purpose of discussing and resolving the issues in a collegial manner. If attempts to resolve conflicts at this level are unsuccessful, the faculty or staff member may elect to meet with the Division or Core Director or next level supervisor to explore how the conflict can be resolved on an informal basis within the division. If the situation has not been resolved at the division level, the faculty or staff member may elect to meet with the Department Chair to discuss the issue. If the faculty or staff member remains dissatisfied with the attempts at resolution within CFS, he or she will inform the Department that he/she wishes to meet with the FMHI Executive Director and discuss the situation.

C. Formal Grievance Process

Actions that apply to a “formal grievance process” will be resolved using guidelines established through USF Human Resources and any applicable Collective Bargaining Agreements.

D. Sexual Harassment and Discrimination

In cases of sexual harassment or discrimination, University Guidelines must be followed.

Section 6

Amending the CFS Governance Document

This governance document will be reviewed by the CFS Governance Council, in collaboration with the Department Chair and Leadership Team, in January of each year to determine if there is need for any revisions. If the CFS Governance Council decides that revisions are necessary, the CFS Governance Council Chair and Department Chair will alert faculty and staff to the process for revising the governance document and ensure that faculty and staff are involved in providing input regarding potential revisions. Substantive changes to this governance document will be approved by a majority vote of the CFS faculty and staff voting.

CFS Governance Document Adoption History

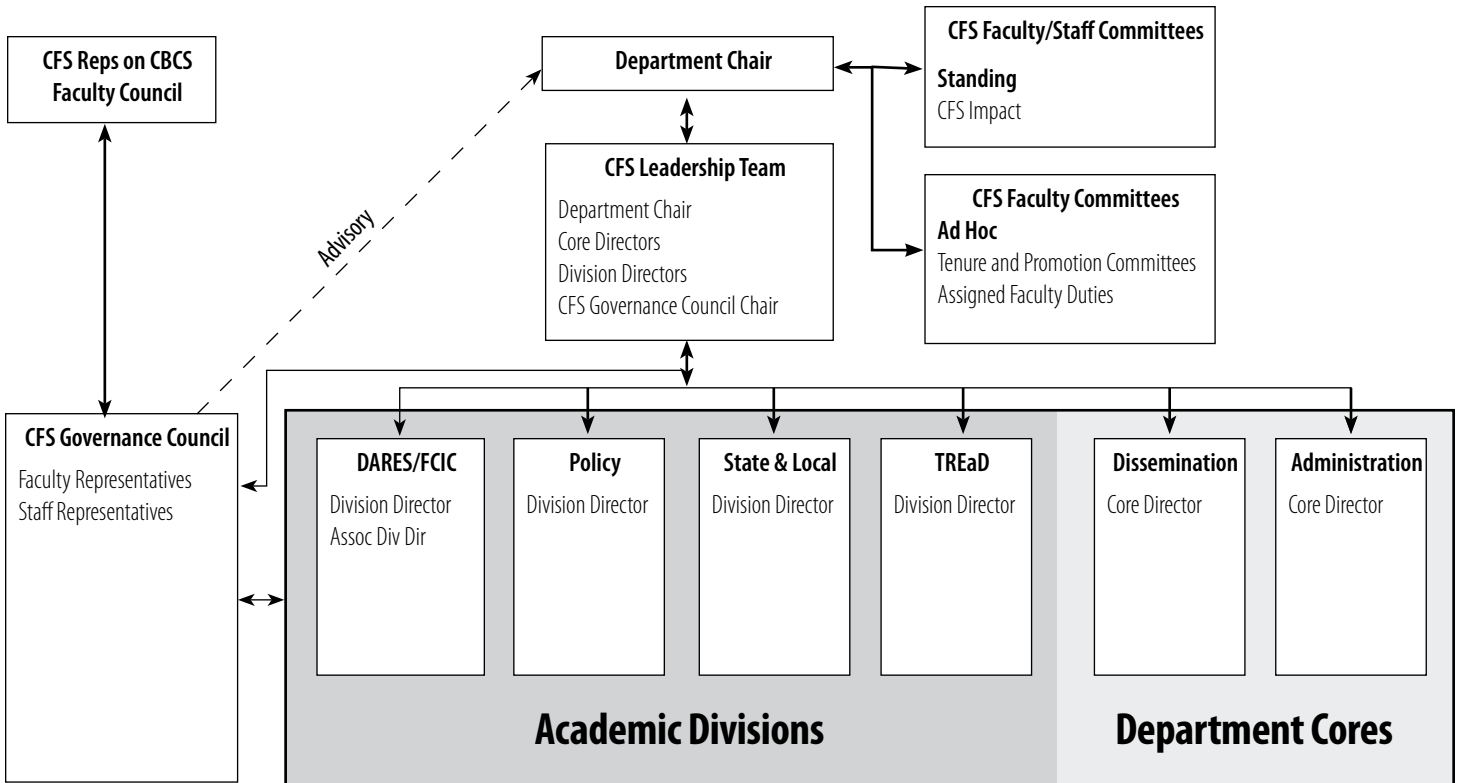
01-05-07	Initial Governance Workgroup Meeting:
01-26-07	TREaD Review of Governance Process
06-07-07	CFS Leadership Team Partial Document Draft Review
06-12-07	DARES Leadership Team Partial Document Draft Review
07-03-07	CFS Faculty and Staff Governance Process and Partial Document Draft Review
07-19-07	S&L Governance Process and Partial Document Draft Review:
08-15-07	CFS Leadership Team Partial Document Draft Review
09-06-07	CFS Faculty and Staff Full Document Draft Review:
09-12-07	DARES Leadership Team Full Document Review
09-25-07	CFS Leadership Team Full Document Review:
10-04-07	FMHI Deans Office Full Document Review:
10-11-07	Final Document Prepared for Ratification
10-24-07	CFS Faculty and Staff Vote for Ratification
11-02-07	Approved by the Department Faculty and Staff
01-11-08	Approved by the FMHI Dean
05-13-08	First Council seated
02-10-10	CFS Governance revised
04-14-11	CFS Governance revised

Revision history will be added to a list here as changes are made.

Governance Workgroup Membership

- » Sharon Denninger
- » Sharon Hodges
- » Catherine Newman
- » Diane Powell
- » Nancy Van Trump

Appendix 1: CFS Functional Organizational Chart



↔ Indicate major (but not all) lines of communication 2-17-10



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