



Shared Governance

President's Office
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*Approved by the Board of Trustees
March 28, 2002*

Shared Governance Is...

- √ A vehicle for campuswide participation in decision-making.
- √ An opportunity to introduce, analyze, and discuss college goals, policies, and procedures.
- √ A formal, deliberate process.
- √ A forum for active involvement by college employees and students that will be recognized and supported by the college administration.
- √ A process based on open communication and consensus building.
- √ A process involving people with responsibility and accountability to the campus as a whole.
- √ A structure for collaborative decision-making.

Shared Governance Is Not...

- ⊗ A replacement for administrative functions.
- ⊗ A process to supersede the authority of the President or the Board of Trustees.
- ⊗ A platform to promote the interest of individual constituencies.
- ⊗ An arena to address all of the concerns of the campus community.
- ⊗ A personality-driven process.
- ⊗ A forum for personal issues or complaints.
- ⊗ A perfect process.

Our Definition of Shared Governance

Shared Governance at Columbus State Community College is a dynamic and cooperative interaction among the administration, faculty, staff, and students that facilitates the decision-making process and is adaptable and responsive to the internal and external forces that affect our institution.

Principles of Shared Governance

Shared Governance is best demonstrated when the college, as a whole, is committed to a common vision of the college mission. Because participants in the shared governance process will be empowered with the responsibility to make decisions that affect the college as a whole, they will operate in a consensus-building fashion where open communication and accountability are paramount.

Shared Governance utilizes the collective intelligence of the college community in planning and decision-making and involves joint effort in the development of college policy. This process fosters a shared confidence that is extended to all other areas of responsibility within the institution, e.g., departments, programs, and units.

The following elements foster dynamic and cooperative interactions:

Candor: The free, unimpeded flow of information throughout the college community to promote the creative connections and solutions.

Efficiency and Effectiveness: Priorities and decisions are examined and validated with an open system providing timelines and feedback.

Fairness: Individuals and groups in the college community are treated in an equitable, just, respectful, and caring manner.

Inclusion and Consensus: Members of the college community provide input so that all have a stake in the decisions and outcomes.

Values: Decisions are consistent with the mission, vision, and values of the college community.

A Glossary of Governance

Governance is the decision-making mechanism for developing, recommending, evaluating, and implementing any policies, procedures, guidelines, or practices at Columbus State Community College.

By law, the Columbus State Board of Trustees has the responsibility to establish and periodically evaluate all policies regarding the governance and operations of the college, including instruction, organization, physical resources, finances, faculty, staff, administrative personnel, students, and external relations. Responsibility for the administration of these policies is delegated to the President and the President's administrative staff.

While the policies of the college require Board of Trustees' approval, the authority for developing procedures to implement these policies is delegated to the President and the President's staff, subject to Board review.

Guidelines for the college's operations may be developed by various administrative units as needed after appropriate consultation with affected offices, and guidelines may then be enforced within the discretionary limits defined by the guidelines. All administrative officers have the authority to develop practices that allow for effective and efficient operations within their units after appropriate consultation with their constituents as long as the practices do not violate official college policies, procedures, or guidelines.

While the President has the authority to develop procedures, guidelines, and practices for the sound operations of the college, in a shared governance system, the President is also expected to solicit and receive advice on the development of such procedures, guidelines, and practices from the President's senior staff, the faculty, operational staff, other administrators, students, and the college's legal council as needed.

Under North Central Accreditation Association guidelines, the faculty is expected to have a significant voice in the development, evaluation, and recommendation of both policies and procedures (especially in all matters related to curriculum and academic program development); and in the development, evaluation, recommendation, and implementation of guidelines.

When deciding the appropriate course of action to follow, policies supersede procedures, procedures supersede guidelines, and guidelines supersede practices.

Rules of the Road in Shared Governance

“No institution can be good which does not tend to improve the individual.” - Margaret Fuller, American social reformer (1810-1850).

1. Principles of Interdependence:

Faculty and staff add value to the unit (the department or office).

Units add value to the college.

The college adds value to society.

Society adds resources and support to the college.

The college adds value to the personal and professional growth of employees and students.

2. Principles of Operation:

A governance model should not be personality specific but should be capable of functioning well regardless of who the people are in any given unit and at any given time.

Responsibilities for decision-making need to be defined, assigned, and accepted.

Checks and balances need to be built in, used, and respected.

Accountability standards and procedures need to be clear at key points or stages of discussion.

Procedures for initiating change must be clearly defined both to encourage creativity and to preserve institutional values. (The governance system must protect the organization both against stonewalling and against fads and over-eagerness to change.)

Justice and fairness must be respected values.

The culture and history of the organization must be respected, and any changes made or models adopted must be tailored to the institution’s agreed-upon principles and values.

3. Rules for Achieving These Goals:

Information necessary for making recommendations and decisions should be made available to all who request it, and information will not be withheld from decision-making individuals or committees.

Rules of the Road (cont.)

All recommendations from committees should be accompanied by an explanation regarding the procedures and rationale that led to the recommendations.

No committee should make recommendations without consultation with its constituents and without notifying its constituents of its recommendation.

All recommendations from Councils or Committees must be approved or disapproved in a timely manner (within 30 days) unless such recommendations are sent back for further information and study or unless circumstances outside the administration's control require an extension. In the latter case, an explanation of those circumstances must be made.

When disapproving formal recommendations from committees, individuals, or councils, the administration should, where possible, suggest alternative recommendations or further courses of action.

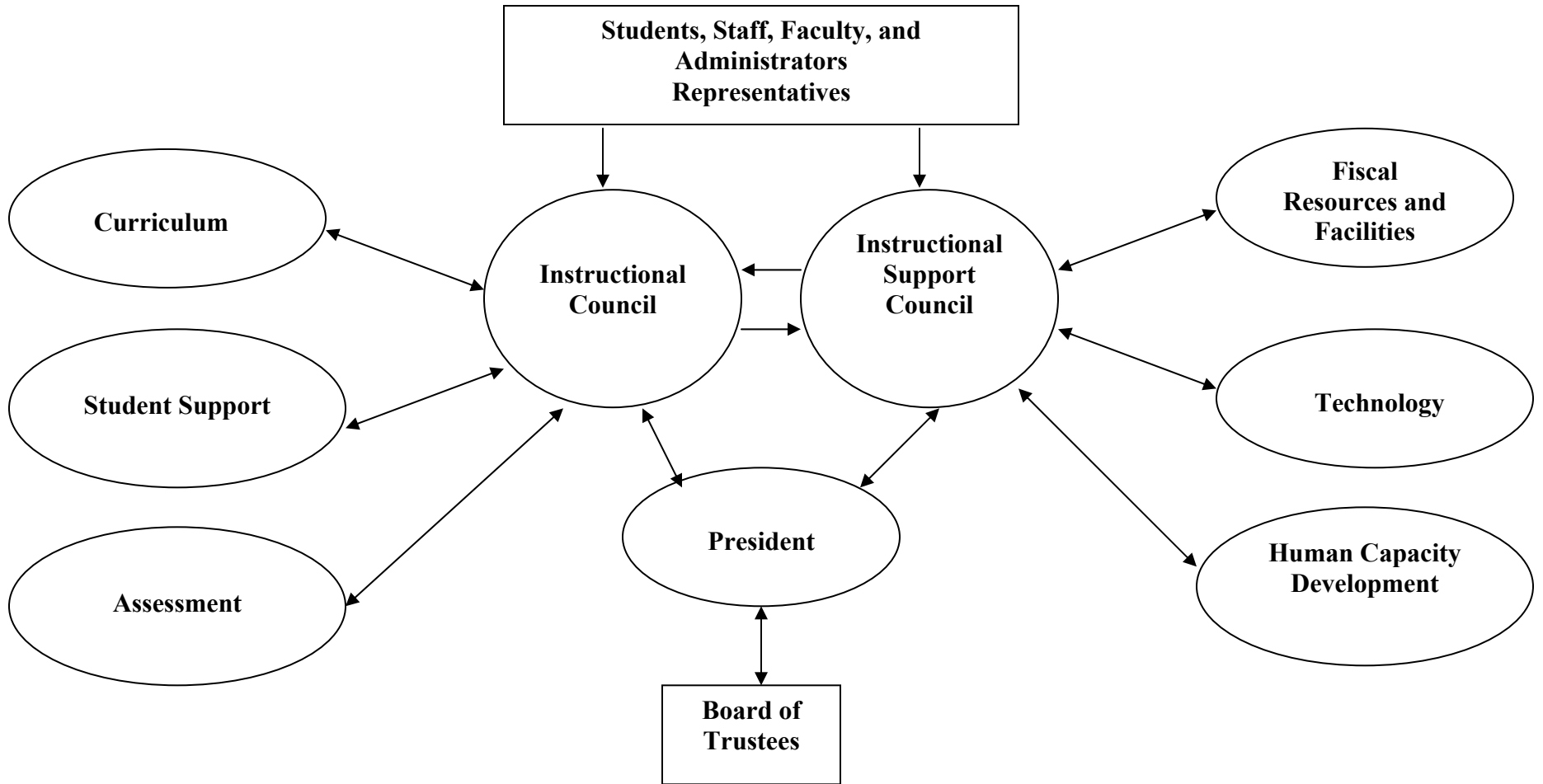
No person should fear retaliation for expressing his/her views and opinions about the topic under review.

Elected or appointed representatives to committees or councils have an obligation to participate in 75 percent of the meetings (unless excused). If their schedules do not permit such attendance, they have an obligation to resign so a replacement can be named. If the representative does not willingly resign, procedures for replacing the representative should be articulated and enforced.

Employee and leadership training, review of the organization's directions and goals, and reinforcement of the organization's principles and values of shared governance should be ongoing.

Because shared governance requires a commitment of time, effort, and sometimes resources from individuals and departments, The college shall provide an adequate level of support to carry out their shared governance responsibilities.

Governance Model



Governance Model Overview

The Governance Model is comprised of two major groups, the Instructional Council and the Instructional Support Council, which are organized functionally. Members are selected by their respective constituents in the spring of each year for the next academic year. In the first year, all Council members are new. To provide continuity, in the first election, one third are elected for two-year terms, one-third for three-year terms, and one-third for four-year terms. In all subsequent elections, members are elected for three-year terms, so that only one third of each Council changes each year after the second year. Elected Representatives cannot serve more than two consecutive terms. (Students will likely have different, shorter terms than faculty, staff, and administrators, and the selection process will be different.)

Committee members will be proportionately distributed so that each Committee will have one third of its membership rotating terms every year. Members of each Council select their respective chair and vice-chair from the voting membership of each Council (see Council Tables on page 10 & 12). Chairs and vice-chairs serve one-year terms; the vice-chairs serve as chair their second year. Members of Committees select their respective chair and vice chair from the voting membership of each Committee.

In order to avoid conflict of interest, officers of the representative or constituency groups can be elected and serve as voting members of the governance Councils and Committees, but they may not serve as chairs or vice-chairs. Both Councils will have adjunct faculty and part-time staff members. Adjunct faculty who have earned the five-year service award may serve as elected members of the Councils and Committees. They will be paid for their time to attend meetings. However, election to a Council does not imply a continuing contract for adjunct faculty. Part-time staff that have earned the five-year service award may serve as elected members of the Councils and Committees. To help balance regular work responsibilities with shared governance meetings and functions, they will coordinate their schedules with their supervisors.

Councils and Committees select issues to study within defined areas of responsibility and construct agendas after receiving charges from the President and constituent groups and requests from Councils and other ad hoc committees. Councils will meet at least monthly, and Committees will meet as needed. Ex-officio members will serve on Councils and Committees. The college will provide secretaries for Councils and Committees.

Committees address selected issues and make recommendations to the full Councils. Each of the two Councils makes recommendations to the President independently. Recommendations are sent to the President 30 days (or at some other mutually agreed upon time) after informing the other Council of its forthcoming recommendations and the reasons for each. Throughout the process, the Committees will maintain communication with constituents, seek input, and indicate what recommendations are being studied and what recommendations will be made.

Instructional Council

The Instructional Council is responsible for all academic matters. Three committees are proposed to address issues in this area. The Instructional Council table (see page 10) includes the membership of the Council and its Committees. The voting membership consists of forty-seven elected representatives from Faculty, Staff, and Administration and six students who will be selected by student groups.

The **Instructional Council** will consist of three standing committees listed below:

Curriculum Committee

Reviews all curriculum, program, and academic issues before implementation.

Student Support Committee

Reviews all student-related policies, procedures, and student support issues.

Assessment Committee

Reviews and coordinates all curricular assessment activities.

Instructional Council	Curriculum	Student Support	Assessment
Total elected representatives: 53	19	15	17
30 Faculty - 25 FT & 5 Adj.	12 faculty – FT or Adjunct	4 faculty – FT or Adjunct	12 faculty – FT or Adjunct
12 Career & Technical Programs			
12 Arts & Sciences			
1 Community Edu. & Workforce Dev.			
5 Members-at-large			
<i>Note: 28 faculty serve on a Committee, 2 serve as chair & vice-chair of Council</i>			
8 Staff – 6 FT & 2 PT	3 staff – FT or PT	4 staff – FT or PT	1 staff – FT or PT
2 Student Services			
9 Administrators	3 administrators	3 administrators	3 administrators
6 Academic			
1 Enrollment Services			
1 Student Life			
1 At Large			
6 Students	1 student	4 students	1 student
Ex officio			
Provost			
Associate Provost			
Dean – Arts & Sciences			
Dean – Career & Technical Programs			
Dean – Community Edu & Workforce Dev.			
Librarian - ERC			

Term Limits: Elected Representatives cannot serve more than two consecutive terms. Chairs and vice-chairs serve one-year terms; the vice-chairs serve as chair their second year.

Instructional Support Council

The Instructional Support Council is responsible for issues that relate to the resources to support instruction. The Instructional Support Council table (see page 12) includes the membership of the Council and its Committees. The voting membership consists of forty-five representatives elected from Faculty, Staff, and Administration and two Students who will be selected by student groups.

The **Instructional Support Council** will consist of three standing committees listed below:

Fiscal Resource and Facilities Committee

Reviews issues and priorities related to the selection and use of physical resources and all fiscal resources not affiliated with personnel and compensation.

Technology Committee

Reviews issues and priorities related to technology hardware, applications, and development.

Human Capacity Development Committee

Reviews issues and priorities related to professional training and development programs.

Instructional Support Council	Fiscal Resources and Facilities	Technology	Human Capacity
Total elected members: 47	15	17	13
19 Faculty - 16 FT & 3 Adjunct <i>Note: 19 faculty representing all divisions. 1 serves as chair or vice-chair of Council, 18 faculty serve on a Committee.</i>	6 faculty - FT or Adjunct	7 faculty – FT or Adjunct	5 faculty – FT or Adjunct
19 Staff – 17 FT & 2 PT <i>Note: 18 staff serve on a Committee, 1 serves as chair or vice-chair of Council</i>	5 staff – FT or PT	7 staff – FT or PT	6 staff – FT or PT
7 Administrators 3 academic	3 administrators	2 administrators	2 administrators
2 Students	1 student	1 student	
Ex officio			
V. P. - Business & Adm. Services			
V. P. - Information Technology			
Exec. Director - Human Resources			

Term Limits: Elected Representatives cannot serve more than two consecutive terms. Chairs and vice-chairs serve one-year terms; the vice-chairs serve as chair their second year.

How Model Operates

Member Selection Process

All voting members for the two Councils are selected directly by their respective constituents. All voting members of the six standing Committees are members of the Councils and are selected by the respective Council membership. Both Councils and all Committees have non-voting ex-officio members.

Election Machinery

Elections are held each spring for terms to begin in the autumn of each academic year. One-third of the membership on Councils and Committees changes each year after the second year. Council and Committee memberships select their respective chairs and vice-chairs annually. The college will provide secretaries for the two Councils and six standing Committees.

How Decisions Are Made

Each Council and all Committees select issues and construct agendas after receiving input from the President, their constituents, the other Council, and other Committees. Committees study issues and make recommendations to their respective full Councils. Each Council makes its recommendations to the President after informing the other Council.

How Decisions Are Reviewed

All recommendations from Committees or Councils must be accompanied by rationale. All recommendations must be responded to within 30 days or as otherwise agreed upon date. All Committees and both Councils must maintain communication with constituents and one another. Agendas and Minutes of all meetings will be published.

Timeline

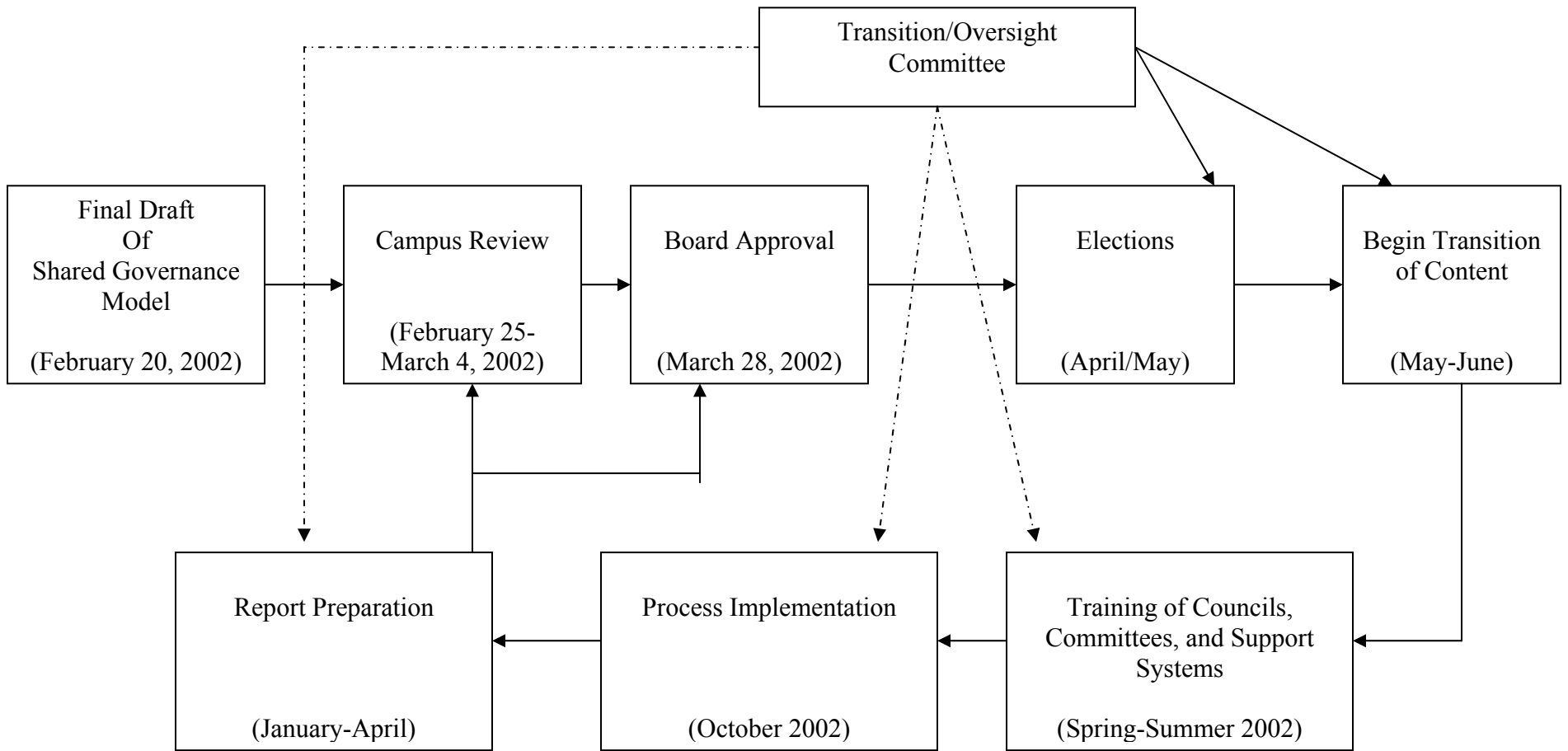
- Open campus forums were held January 17 and 23, 2002.
- Final draft of model and details will be presented to the campus in February 2002. Final forums will be held on the following dates:

February 28, 2002

March 4, 2002

- Final model will be presented to the Board of Trustees on March 21, 2002, at the Committee of the Whole meeting.
- Elections will take place in Spring 2002.
- Committees will be formed in Summer 2002.
- Training will be conducted from Spring 2002 through Summer 2002.
- New Shared Governance structure will begin Autumn 2002.

Governance Timeline



Implementing the Transition

Principles established in *Rules of the Road* will be followed. The Transition Oversight Committee will monitor the elections, committee structures, and decision processes. Training for all constituent groups will begin in Spring 2002 and continue until Shared Governance becomes part of the college's culture.

Answers to Questions About Governance

What kind of issues fall under shared governance?

The shared governance system is the decision-making mechanism for developing, evaluating, and recommending changes in collegewide policies, procedures, or guidelines. Institutional concerns regarding curriculum and assessment, long-range plans, student support, use of physical resources, budgeting priorities, technology plans, professional training and development, are the general focus areas for the governance committees. The daily activities of carrying out the college's policies and procedures do not fall under governance. For example, the college-wide grading system is a governance issue, but a student request for a grade change is not a governance issue. Here are additional examples:

Governance	Not Governance
Grading system	Individual grade change
Academic programs	Quarterly schedule of classes
Criteria to purchase equipment	Equipment purchases
General Education curriculum requirements	Classroom assignments
Computer use policies	Computer lab schedules
Campus safety plan	Disposing of hazardous waste
Tuition refund policy	Issuing tuition refunds
Planning for new buildings	Repainting of office walls

How can issues be brought to Governance?

Each year employees will be given the opportunity to submit issues to the shared governance Councils. The Councils and Committees will review all issues that are submitted and create the agenda for the following year under the direction of the President and the Board of Trustees. The annual agenda will be published for the campus to view.

Who participates in shared governance?

Everyone who is part of the campus community has the opportunity to participate in shared governance. Those who serve as elected representatives on the Councils will be the most visible participants, but there are many other important opportunities for participation. The standing Committees will need participants for their subcommittees and some people may be asked to serve in an advisory or consulting role as needed for specific projects. Additionally, everyone has the opportunity and responsibility to ask questions, to bring up issues, and to provide input and feedback throughout the governance process.

How can officers of representative groups (i.e., Staff Advisory Council, faculty or staff unions) participate in shared governance?

Officers of the representative or constituency groups can be elected and serve as voting members of the governance Councils and Committees; however in order to avoid a conflict of interest they cannot serve as Council or Committee chairs or vice-chairs.

How will adjunct faculty and part-time staff participate in shared governance?

Adjunct faculty who have earned the five-year service award may serve as elected members of the Councils and Committees. They will be paid for their time attending meetings. Election to a Council does not imply a continuing contract for adjunct faculty.

Part-time staff that have earned the five-year service award may serve as elected members of the Councils and Committees. To help balance regular work responsibilities with shared governance meetings and functions, they will coordinate their schedules with their supervisors.

What is the relationship between the two Councils?

Throughout the process, the Councils will request information or collaboration on matters of mutual concern. The Councils make independent recommendations to the President only after informing the other Council of their forthcoming recommendations and the reasons for each.

Will minority recommendations be heard?

Whenever there is a minority recommendation, it will be sent forward with the majority recommendation to the President. All recommendations will be submitted in writing with rationale for each.

How are representatives chosen to serve on the standing Committees?

Under the direction of the Council's Chair and Vice-Chair, each Council representative will be appointed to serve on a standing Committee. The Council's Chair and Vice-Chair will not serve on a standing Committee.

How will vacancies be filled in the event that someone has to leave the Council?

In the event that someone has to leave the Council, the vacant position will be offered to the staff, faculty, or administrator who received the next highest number of votes from his or her constituents.

What is the Administrators' role in shared governance?

Administrators are invited to run for the voting positions provided in the model, and several will participate in ex officio roles. Others may be asked to serve as consultants on various projects. Ultimately, administrators will support the governance process by implementing the policies, procedures, and practices established by the governance process.

How will the current committees transition into the Shared Governance Model?

The existence and status of current committees will be reviewed to determine where their work would fit into the committee structure that is part of the new model. Those people who have worked long and hard on such current committees as curriculum and assessment and other similar campuswide committees will be encouraged to run for positions in the new Instructional or Instructional Support Councils. The members of the new Councils will be appointed to the respective committees dependent upon their expertise and interest. The work of current committees will be gradually assigned to the new committees dependent upon existing deadlines and committee plans and as the training necessary to sustain the new model is completed.