

## Shared Governance – an Overview

5 The document following describes, in a conceptual manner, a shared governance system for Holyoke Community College. The result of a long, thoughtful process, it attempts to outline a system of decision-making that is broadly inclusive, respectful of the community's limited time and involvement resources, and reasonably transparent in the way it operates.

The governance structure envisioned herein includes four major components:

- 10 • six broadly-representative permanent committees charged to recommend in a number of different policy areas;
- a coordinating committee whose role it will be to manage the governance process;
- a town meeting designed to enhance open communication within the community;
- 15 • a shared governance coordinator who would facilitate and support the day-to-day operations of shared governance.

Nearly all of the committees in the college's current governance structure are folded into this new governance process. Other parts of existing campus governance, such as the College Senate and the Professional Association, will cease to play a role.

20 Under the system envisioned herein, nearly all major recommendations generated by governance will originate in the six major committees; the coordinating committee is designed to serve as that mechanism that gives such recommendations appropriate scrutiny before they are passed on to the President for his consideration.

25 The campus-wide "Town Meeting" is provided to ensure that many voices can be heard; it also serves as an alternative mechanism for raising issues in the governance process.

30 Appropriate adjustments to the college's calendar have been proposed so as to make time available for governance activities.

35 Approval and transition to implementation of this new governance structure is projected to take place during the 2007-2008 academic year, with the process fully operational as of September 2008.

## Shared Governance – A Conceptual Framework

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### *Background and Statement of Purpose*

Vision Statement: The tradition of shared governance in an academic community is critical to the mission of HCC.

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Mission Statement: Shared governance provides a vehicle for each member of the HCC community to share in the responsibilities and goals of the institution. Its central role shall be to help administration, faculty, staff and students communicate in an open, honest, and civil manner regarding all issues of campus life.

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Shared governance delegates decision-making to the most appropriate level of involvement, thus utilizing the expertise of those most directly involved, while still recognizing the ways in which laws of the Commonwealth, actions of the Board of Trustees, and provisions of various Collective Bargaining agreements play into decision making on campus. Not every decision will be expected to go through the shared governance process but SG will provide a vehicle through which decisions can be communicated.

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The Shared Governance group has identified four primary goals of shared governance:

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- To develop a more efficient governance structure that is more appropriate to the institution's size;
- To provide a "home" for many committees and groups now operating on an ad hoc basis outside the current governance structure;
- To enhance communication throughout all parts of the College;
- To create a process by which decisions made are more transparent and inclusive, with clear accountability for the consistently high-quality decisions produced.

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A number of basic assumptions are built into this proposal:

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- Shared governance should fairly represent the entire campus community;
- The structure and process of shared governance must be simple and easy to operate;
- The structure need not encompass every deliberative and/or policy making body on campus.

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Our shared governance proposal arises in large part from:

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- inspiration derived from successful governance models at Springfield Technical Community College and Greenfield Community College;
- concerns about communication and shared decision making expressed in the campus-wide attitude survey completed in September 2005;
- the weight given shared governance in the institutional priorities developed over the past three academic years.

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***Proposed Governance Structure (membership on sponsored subcommittees may include members who are on the Permanent Committees)***

90 This proposal calls for a governance structure that includes three major components:

- Six broadly representative permanent committees with policy and oversight responsibilities that, in addition to their specific charges detailed within, would integrate into the governance structure the work of all other ad hoc and special purpose committees;
- 95 • A coordinating committee to manage the work of the committee structure;
- Periodic campus-wide “Town Meetings” designed to foster communication and transparency in the governance process.
- A Shared Governance coordinator whose role it would be to facilitate the on-going operation of the governance system.

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**The Permanent Committees of HCC Governance** – “permanent policy committees” are those entities specifically organized and charged as permanent parts of the College Governing structure. Seven such committees are proposed.

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**Coordinating Committee:** this committee will serve to facilitate and direct the operation of College Governance. Its charge will include coordinating the work of the other six permanent committees, receiving and disseminating reports, monitoring the implementation of committee recommendations, facilitating the appointment and election/selection of committee members and officers, and providing general oversight as to the effectiveness of college governance.

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It is designed to serve as the primary clearinghouse for all issues referred to college governance and is charged with monitoring administrative response to courses of action recommended by the governance structure.

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The Coordinating Committee will actively publicize its proceedings and regularly report to each all-College Town Meeting.

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As part of its charge, the Coordinating Committee will be empowered to establish and organize task forces and /or special committees to address specific issues as deemed necessary.

**Membership –**

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Shared Governance Coordinator acting as Secretary of Coordinating Committee (non-voting), chairs of each permanent committee (6), President of the College, Full-time Faculty member, Adjunct Faculty member (both elected at large), Student Affairs Staff Member (elected at large), NUP (elected at large), Classified Staff (elected at large), Student (elected at large) (14 members total) (the coordinator of the committee shall receive compensation in the form of reduced work load.)

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*Replaces* – the Rules Committee  
*Sponsors and Coordinates* – all permanent committees

135 **Academic Standards Committee:** This committee will be charged with reviewing policy and make recommendations with regard to every aspect of the academic standards of the College, including but not limited to accreditations, academic calendars, general education, and graduation requirements.

140 *Membership* – eight representatives from Academic Affairs, to include one faculty representative from each academic division, the VP of Academic Affairs, and one other; three representatives from Student Affairs, to include the Registrar and two others; the VP of Business and Community Services (or designee); and one student representative.

*Replaces* – the Academic Standards Committee

145 *Sponsors and Coordinates* – Calendar and Schedule Committee, Student Learning Outcomes Committee, periodic Accreditation Steering Committees, Academic Progress and Financial Aid Appeals, Foundations of Excellence, and others as appropriate.

150 **External Relations Committee** – This committee will be charged with supporting the activities of the Development, Public Relations, Alumni, and Resource Development Offices and helping build awareness of these initiatives within the college community.

155 This committee will also review policy and make recommendations with respect to all major public events sponsored by the College, including but not limited to commencement, convocation, awards night, and the like. The committee will not, however, be required to play any operational role in conducting such events.

160 *Membership* – VP Development, Director of Alumni Affairs, representative(s) from each academic division, VP of Business and Workforce Development, VP of Student Affairs, a representative from Academic Affairs, Director of Facilities, and a Student Representative

*Replaces* – College Affairs and Scholarship and Awards Committees

165 *Sponsors and Coordinates*— Special events committees, Commencement Committee, Awards Night Committee, Convocation Committee, as well as serving governance liaison to various Grants Steering Committees and to the HCC Foundation

170 **Curriculum Committee:** this committee is charged with reviewing policy and making recommendations with regard to all aspects of the College’s curricular offerings. It will also approve all course and program changes.

175 *Membership* – representative(s) from each academic division, VP of Academic Affairs (or designee), Director of Distance Learning, VP of Business and Workforce Development (or designee), Registrar, Transfer Counselor, Honors Director, Student Representative

*Replaces* – the Curriculum Committee

*Sponsors and Coordinates*-- General Education Committee, Honors Committee, Learning Communities Committee, ESL and others as deemed appropriate.

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**Educational Resources Committee:** this committee is charged with reviewing policy and making recommendations with respect to all College actions regarding instructional resources, including but not limited to information technology infrastructure. This committee would merge two existing standing committees and have its role expanded to addressing issues involving any sort of instructional support resource policy on campus, including space allocation decisions as they affect the educational mission of the College.

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*Membership* – representative(s) from each academic division, Chief Information Officer (or designee), Dean of Library, VP of Business and Workforce Development (or designee), VP of Administration and Finance (or designee), members at large from the library staff, the ITD staff, Student Affairs Staff, Director of Facilities, Student Representative.

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*Replaces* – the Instructional Technology and Library Committees

*Sponsors and Coordinates* – all committees and task forces consistent with the committee's charge.

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**Planning and Institutional Priorities Committee:** this committee will be charged with reviewing policy, developing priorities, and making recommendations as they involve planning and resource allocation in support of institutional efforts in all areas, including planning and policy for institutional staffing.

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*Membership* – representatives from each academic division, one representative from Student Affairs, one member of the Library staff, VP Academic Affairs (or designee), VP of Administration and Finance, one Division Dean, one non-unit professional, one classified staff member, and one student member

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*Replaces* – the Long Range Planning Committee

*Sponsors and Coordinates*—those committees and task forces dealing with planning, budgeting, capital projects, CCDI, and space allocation, Strategic Enrollment Management team, and all other committees and task forces consistent with the committee's charge.

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**Training and Development Committee:** this committee will be charged with reviewing policy and making recommendations with respect to all training and development college-wide, including consultation on required and voluntary professional development activities.

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*Membership* – representatives from each academic division, one representative from Student Affairs, one representative from Business and Workforce Development, one member of the Library staff, the Dean of Human Resources (or designee), VP Academic

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Affairs (or designee), one Division Dean, one NUP, one classified staff member, and one student member

225 *Replaces* – the Professional Development and Faculty Handbook Committees

*Sponsors and Coordinates*— New Faculty Mentoring, Classified Staff Day, SOTL, UPPC. College Handbook, CCDI, Free Speech and Civility, all other committees and task forces consistent with the committee’s charge.

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### **Other Components of HCC’s Shared Governance System –**

235 **Town Meeting** – the purpose of the HCC Town meeting, which will be held periodically throughout the academic year, is to foster communication and dialogue within and among various parts of the HCC community. Unlike the Professional Association Meetings conducted under the existing governance structure, which have often been dominated by administrative reporting, Town Meeting is designed to be an open forum at which all members of the college community can speak and be heard. Town Meeting’s primary role, then, is to serve as a way by which community members can bring an issue forward, 240 have it discussed, and possibly referred to the governance system for action.

The existence of Town Meeting does not thus preclude the calling of other types of College-wide Meetings that the President or others, whether as individuals or groups, may deem necessary and proper to conduct.

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*Meeting Structure and Membership* - all members of the HCC community (all faculty, all staff, and all students) are de facto members.

A Moderator appointed by the Coordinating Committee will chair meetings; the 250 Moderator shall serve a one-year, renewable term. Perhaps the moderator will be the Shared Governance Coordinator

Role of Moderator:

Who is the moderator and how will this person be trained-coordinating committee will choose

255 How many people can speak to an issue

Can a vote from the floor call the question?

Rules of conduct-civil and respectful

How much total time does each issue get-time limit? Moderator will set the limits of time and can ask for modification of time limit.

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The order of business at each meeting shall be fixed by bylaw and will be structured to facilitate discussion of issues raised by the College community. A report from the Coordinating Committee will be a regular part of the Town Meeting agenda. The 265 institution’s senior management would be expected to attend and be prepared to engage in discussion with Town Meeting attendees.

The meeting may, by majority vote, direct the Coordinating Committee to place a particular item on the agenda of an appropriate part of the governance system. The  
270 Coordinating Committee will then be obligated to report back on the disposition of such items at the next town meeting. The Town Meeting will have no other legislative role beyond the process detailed above. A quorum for voting purposes will be those in attendance at any given meeting.

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**Shared Governance Coordinator** - a professional position designed to lend on-going  
280 support and continuity to the governance system.

The Coordinator's duties include ensuring that communication between committees and the college community is consistently effective and timely (using such channels as Town Meeting and posting notices of meetings and minutes in on-line locations), maintaining  
285 appropriate governance archives, training newly elected committee chairs, ensuring all permanent committees are conducting business in an appropriate manner, and serving as both advocate and resource person for campus governance. This Shared Governance position reports to the Coordinating Committee and is anticipated to be a full-time responsibility.

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The Coordinator will also serve as secretary of the Coordinating Committee (non-voting). The position of Coordinator shall be posted and searched internally. The search committee for the position would be constituted primarily from the membership of the Coordinating Committee in a manner consistent with College human resources policy

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The administration will also make available to the Coordinator such technical, clerical, and space resources as are required for him/her to function effectively.

**The roles of various constituencies within the HCC Community** - This governance  
300 structure presumes that the various already existing constituencies (divisions, departments, work areas, etc.) within the College will continue to meet and transact business in a manner that serves their on-going purposes. Similarly, groups of like-minded individuals within the College community may choose to organize themselves for  
305 the purposes of deliberation and advocacy.

These various constituencies would be expected to forward relevant recommendations to either the appropriate permanent committee or to the Coordinating Committee for governance action. Specific committees, such as Curriculum, may structure their bylaws  
310 to receive and act on certain sorts of proposals directly from these constituencies.

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## **Shared Governance implementation calendar –**

- Write a preliminary draft, including ratification procedures, of a new governance constitution based on the concept document (Summer 2007)
- 320 • Hold open hearings on the draft governance constitution (September 2007)
- Develop a final constitution and ratification procedure. (Not later than December 2007)
- Constitution ratified; Shared Governance Coordinator appointed; governance calendar for 2008-2009 developed (Spring, 2008)
- 325 • Fully implement new governance process with the start of the Fall 2008 semester. (September 2008)