

# PROPOSAL RECOMMENDATION FORM

(PAR FORM – revised 07-29-10)

**PLEASE COMPLETE ALL SECTIONS OF THE FORM. INCOMPLETE SUBMISSIONS WILL NOT BE REVIEWED.**

Date	April 1, 2013	
To	<input checked="" type="checkbox"/> X College Assembly Committee <input type="checkbox"/> Deans Council <input type="checkbox"/> Faculty Senate <input type="checkbox"/> Provost	
From	<input type="checkbox"/> Assembly Committee <input type="checkbox"/> Academic Committee <input type="checkbox"/> Programmatic Committee	Committee: Shared Governance Steering Committee (task force) Committee Chair(s) and Ext: Dr. Ken Ender, Convener of the task force. Ext. 6611

## Proposal/Recommendation:

The Shared Governance Steering Committee has been convening since January 2012 to conduct a comprehensive review of the current shared governance system. Based upon that review, recommendations to enhance the structure and approval processes are being brought forward via the current shared governance system for consideration. Those enhancements include:

1. Two policy councils that review and consider policy recommendations (Student Success Policy Council and Institutional Resources Policy Council);
2. Ex officio, non-voting members who ensure shared governance committees are properly supported and that non-policy recommendations are considered and responded to;
3. The inclusion of two readings of policy recommendations that are thoroughly vetted before they are presented to the President of consideration;
4. Two consistent approval processes that will be used for all proposals (one for policy recommendations, and one for non-policy recommendations);
5. The inclusion of future task forces and strategic planning teams, as well as programmatic committees.

The following attachments provide additional detail:

1. Shared Governance Structure
2. Shared Governance Process Flow – Non Policy Proposals
3. Shared Governance Process Flow – Policy Proposals
4. Shared Governance Recommendation Checklist
5. Shared Governance Recommendation Form
6. Membership Appointment Responsibilities
7. Shared Governance Feedback Responses
8. Communication Improvement Summary
9. Committee Charters:
  - a. Shared Governance Coordination and Review Committee
  - b. Student Success Policy Council
    - i. Academic Standards Committee
    - ii. Curriculum Committee
    - iii. Faculty Development Committee
    - iv. Learning Assessment Committee
    - v. Student Life Committee
    - vi. Testing and Placement Committee

- c. Institutional Resources Policy Council
  - i. Diversity and Inclusion Committee
  - ii. Facilities Committee
  - iii. Finance Committee
  - iv. Human Resources and Wellness Committee
  - v. Strategic Planning and Accountability Committee
  - vi. Technology Committee
- d. Programmatic Committees:
  - i. Cultural Art Committee
  - ii. Graduation Committee
  - iii. Honors PTK Committee
  - iv. International Studies Committee
  - v. Learning Communities Committee

### Rationale:

Regular review of the shared governance system has been conducted in the past. The last review was conducted in 2006. A Steering Committee that included representation from all employee groups was formed to review the current structure and provide recommendations.

**Background Information:** (Supporting data and documents, including pertinent surveys, information from open meetings, College forums, discussions with other College groups, legislative requirements or other resources.)

Feedback on this project has been consistently solicited as follows:

- Open forums during the early part of the Fall 2012 semester
  - Feedback was also collected online and via email
- Feedback to and from the Board of Trustees (Spring 2012, Fall 2012, Spring 2013)
- Feedback sessions to targeted groups (Fall 2012):
  - Faculty
  - Administration
  - Department meetings
  - Division meetings
  - Supervisory/Management Staff
- Open forums during the early part of the Spring 2013 semester
- Meetings with other groups (Spring 2013):
  - Faculty – Faculty Senate approved the Shared Governance Structure, Shared Governance Recommendation Checklist, Non-Policy Work Flow Chart, and Policy Work Flow Chart at the March 21, 2013 Senate meeting).
  - Administration
  - Classified Staff
  - Department meetings
  - Division Meetings
  - Adjunct Faculty
  - College Assembly
- Visits to each current shared governance committee (except programmatic committees which will remain unchanged in this proposal)
  - First, to review their revised missions and membership compositions as proposed by the Shared Governance Steering Committee and solicit feedback
  - A second visit to show the committees how their feedback was incorporated into the final charters

Suggestions from Harper College employees have been considered and addressed throughout this process. A summary is provided in the Shared Governance Feedback Responses document attached to this PAR.

### Relationship To Strategic Long Range Plan:

The enhanced shared governance system includes connections to future strategic planning teams.

### Identify Resources That Will Be Required:

Financial	
Personnel	Staff within the President's Office will support ongoing shared governance administrative processes (managing the portal, collecting artifacts, assisting the Shared Governance Coordination and Review Committee)
Space	
Technology	Developing electronic forms and other mechanisms for collecting and disseminating information
Equipment	

### Describe Impact On Other College Entities:

This is a college-wide initiative and as such, a thorough vetting has been conducted throughout the process. All entities impacted have been informed of this proposal. (Refer to the Shared Governance Feedback Responses document attached to this PAR.)

### Action On Proposal/Recommendation

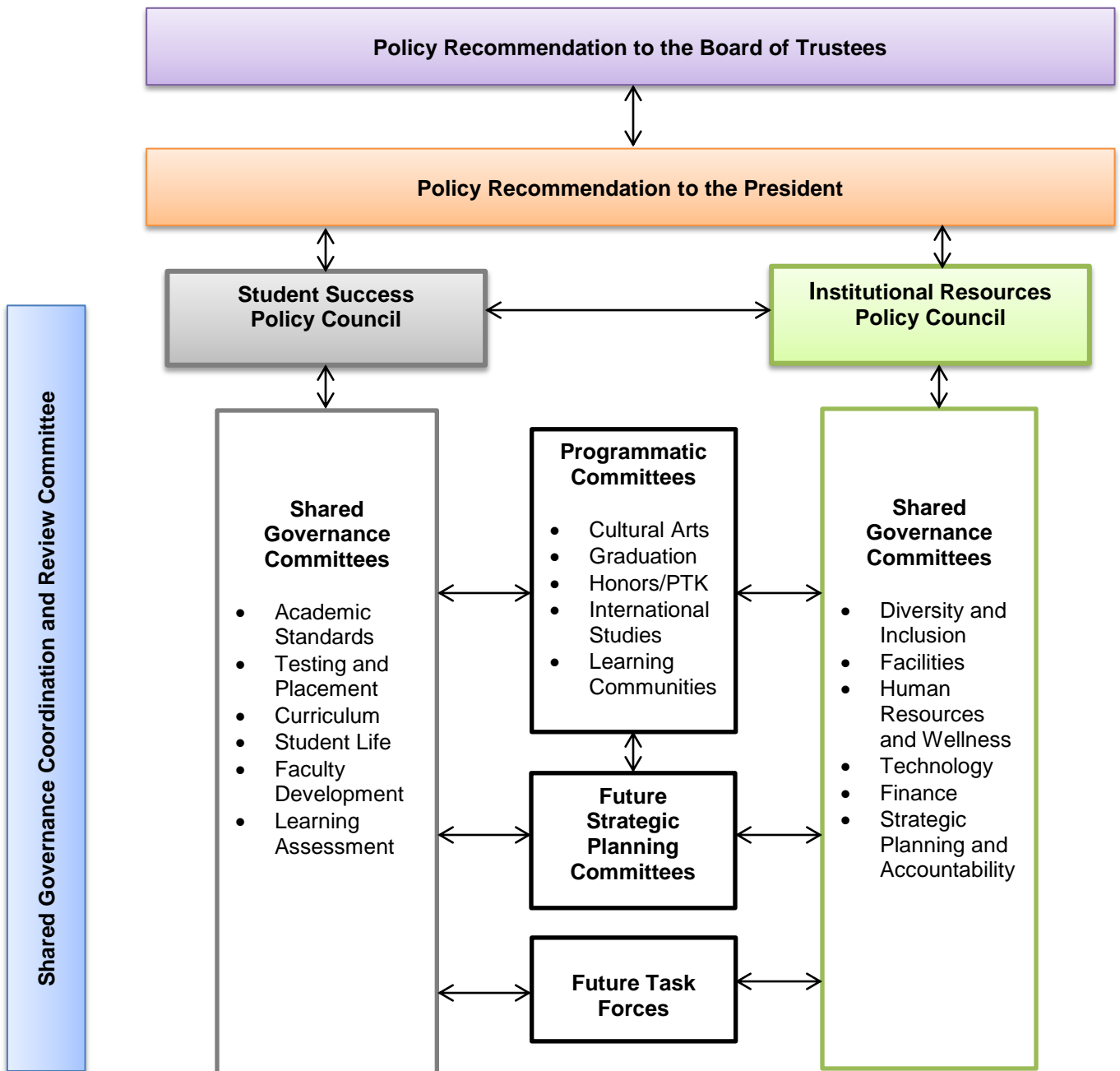
**THE FOLLOWING ACTION TAKEN WITH REGARD TO THIS PROPOSAL WILL BE FORWARDED TO THE CHAIR OF THE COMMITTEE, THE PRESIDENT (IF APPROPRIATE), AND THOSE INVOLVED IN THE IMPLEMENTATION.**

Action	<input type="checkbox"/> Recommended to the President. Forwarded to the President on the RAP Form. <input type="checkbox"/> Returned with suggestions for review and revision attached <input type="checkbox"/> Approved for implementation with the proposed timeline for implementation attached <input type="checkbox"/> Rejected for the reasons attached
From	<input type="checkbox"/> College Assembly Committee <input type="checkbox"/> Deans Council <input type="checkbox"/> Faculty Senate <input type="checkbox"/> Provost
Date	Signature

**1**

## **Shared Governance Structure**

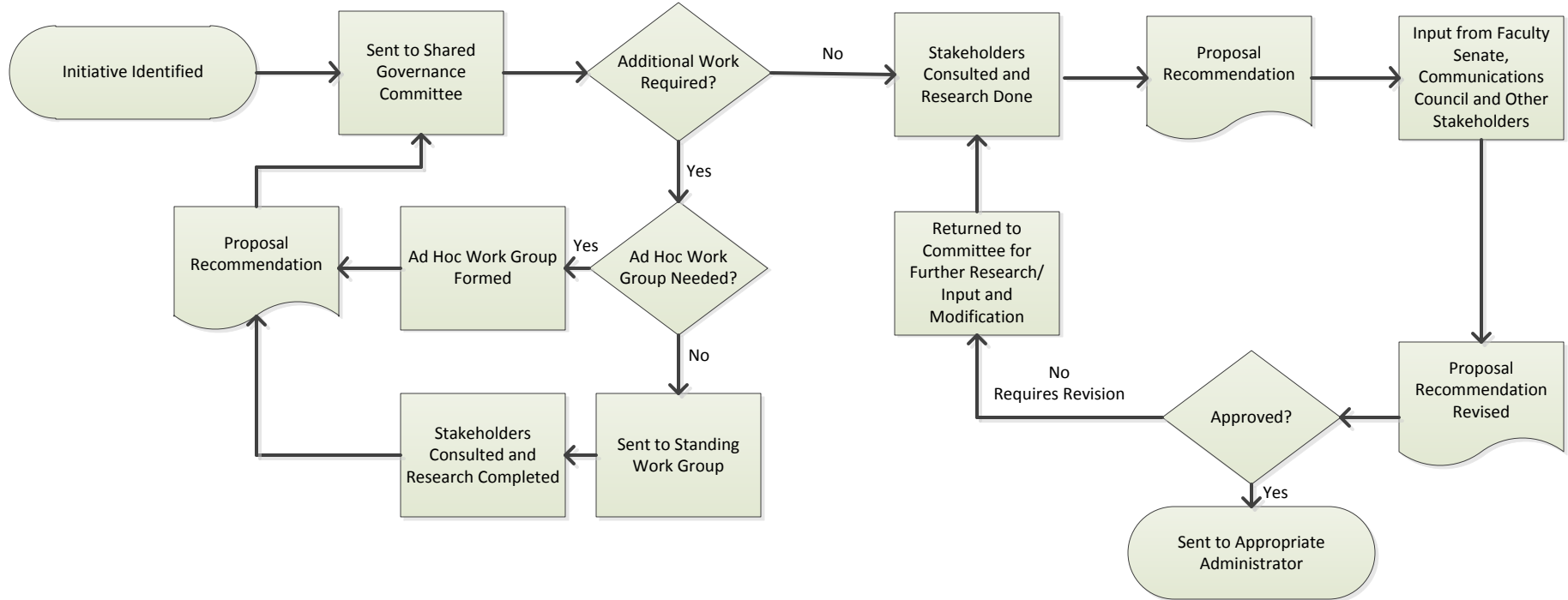
## Shared Governance Structure



**2**

**Shared Governance Process Flow**  
**Non Policy Proposals**

### Shared Governance Proposal: Non-Policy Recommendation

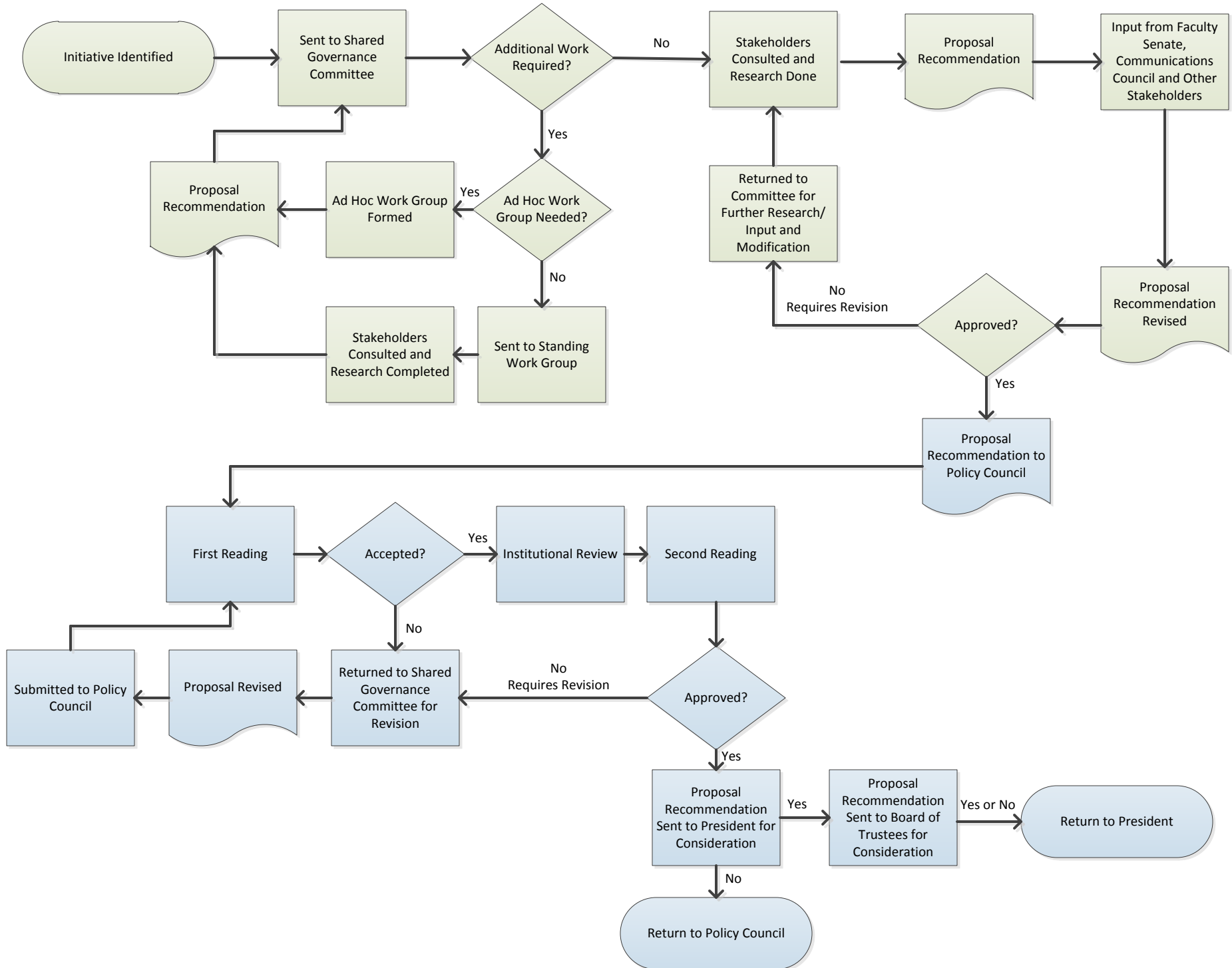


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**Shared Governance Process Flow  
Policy Proposals**



## Shared Governance Proposal: Policy Recommendation



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## **Shared Governance**

### **Recommendation Checklist**

## SHARED GOVERNANCE RECOMMENDATION CHECKLIST

### Step 1: Preliminary Review of Recommendation

Brief description of the recommendation:

Recommended by (list institutional committee name): \_\_\_\_\_

Committee Chair: Name \_\_\_\_\_ Extension \_\_\_\_\_ email \_\_\_\_\_

Date: \_\_\_\_\_

Reviewed by:

Groups	Signature	Date	Support
Communications Council			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Neutral
Faculty Senate			<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Neutral
Other groups (please list): _____ _____ _____	_____ _____ _____	_____ _____ _____	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Neutral <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Neutral <input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> Neutral

Comment:

**If this is a policy recommendation, go to Step 2. If this is a non-policy recommendation, complete the information below.**

Sent for approval to \_\_\_\_\_ Date \_\_\_\_\_

☐ Approved \_\_\_\_\_ Date \_\_\_\_\_  
Signature

☐ Returned for Further Review \_\_\_\_\_ Date \_\_\_\_\_  
Signature

Reason returned:

Recommended modifications:

**NOTE: Only Policy Recommendations Must Complete Steps 2-6**

**Step 2: Recommendation for a First Reading of a Policy Recommendation**

Policy Recommendation:

Indicate which Policy Council will be responsible for reviewing the recommendation if this is a policy recommendation (circle one):

Student Success

Institutional Resources

☐ Policy Council Approved for Second Reading \_\_\_\_\_ Date: \_\_\_\_\_  
Signature of Policy Council Chair

☐ Returned for Further Review \_\_\_\_\_ Date \_\_\_\_\_  
Signature of Policy Council Chair

Reason returned:

Recommended modifications:

**Step 3: Institutional Review**

List stakeholder groups whose input was solicited:

Groups	Signature	Date

Alternate Policy Council Review (not circled in Step 1 above)

Signature \_\_\_\_\_ Date \_\_\_\_\_

**Step 4: Second Reading Review and Action**

☐ Approved for Presidential Review \_\_\_\_\_ Date \_\_\_\_\_  
Signature of Policy Council Chair

☐ Sent to President with Reservations \_\_\_\_\_ Date \_\_\_\_\_  
Signature of Policy Council Chair

Reservations:

☐ Returned for Further Review \_\_\_\_\_ Date \_\_\_\_\_

Reason returned:

Recommended modifications:

### Step 5: Presidential Review

☐ Approved for Board Review \_\_\_\_\_ Date \_\_\_\_\_  
President's Signature

☐ Returned for Further Review \_\_\_\_\_ Date \_\_\_\_\_  
President's Signature

Reason returned:

Recommended modifications:

### Step 6: Board Review

1. Non-voting administrative member of the Shared Governance Committee develops a Board exhibit for review by the Office of the President.
2. Board of Trustees reviews and considers the policy recommendation.
3. President communicates Board action to the College community.

Summary of Board action

Meeting date:

Action taken: ☐ Approved ☐ Not approved (see below)

Explanation for not approving the recommendation:

Date returned to Policy Council:

Notes:

It is the intention that all policy recommendations made via shared governance processes flow to the Board of Trustees through the President. It is also intended that all policy recommendations going to the Board of Trustees enjoy wide input and support via shared governance processes.

Legislative mandates or compliance issues impacting Board policy may or may not move through the shared governance process. However, all such policies will be shared with shared governance councils and committees.

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**Shared Governance  
Recommendation Form**

## SHARED GOVERNANCE RECOMMENDATION FORM

PLEASE COMPLETE ALL SECTIONS OF THE FORM. INCOMPLETE SUBMISSIONS WILL NOT BE REVIEWED.  
THIS FORM MUST BE ACCOMPANIED BY THE SHARED GOVERNANCE RECOMMENDATION CHECKLIST.

Date		
To	<INSERT NAME OF SHARED GOVERNANCE GROUP>	
From	<INSERT NAME OF RECOMMENDATION ORIGINATION GROUP>	Committee Chair(s) and Ext

Policy Recommendation: \_\_\_\_\_ Non-Policy Recommendation: \_\_\_\_\_

Background: <Provide background statement on the problem/issue originally identified that resulted in the recommendation that is being brought forward. Include problem identified and brief description of the process that was used to investigate the problem and develop the recommendation, including a list of the constituent groups that were consulted as part of this effort.>

Recommendation: <If a new or modified policy is being recommended, provide the exact wording of the policy being proposed. If this is a non-policy recommendation, provide detailed description of the recommendation being proposed.>

Rationale: <Provide brief explanation of how recommended action will address the original problem/issue>

Supporting Data and Documents: <Provide supporting data and documents including pertinent surveys, information from open meetings, College forums, discussion with other College groups, legislative requirements or other resources, etc.>

Identify Resources That May Be Required:

Financial	
Personnel	
Space	
Technology	
Equipment	
Other	

Describe Impact On Other College Entities: <Briefly describe how the adoption of the recommendation could impact specific departments and/or groups within the College or how adoption would impact other policies/procedures.>

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## **Shared Governance**

### **Membership Appointment Responsibilities**



Governance Member Selection Process	
Group	Governance Appointment
Adjunct Faculty	Adjunct Exec
Administrators	Executive Council
Classified Staff	Classified Staff on Coordination and Review Committee and Outgoing Classified Rep
Faculty	Faculty Senate
Harper Police	Harper Police Exec
Physical Plant	Physical Plant Exec
Professional Technical	Pro Tech Exec
Supervisory Management	Supervisory Management Staff on Coordination and Review Committee/Institutional Resources Policy Council and Outgoing S/M Rep

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**Shared Governance  
Feedback Responses**

Shared Governance Feedback Summary		
Group	Feedback	Action Taken
Open Sessions/Online Feedback/Feedback Forms	Green Committee should become Shared Governance Committee rather than subcommittee	Sustainability has been formerly added to the Facilities Committee mission. Subcommittees will be reviewed further if changes to shared governance are adopted.
	Illustrate further how communication is enhanced.	See communication enhancement document.
	Tie strategic planning teams to shared governance.	The revised shared governance structure includes strategic planning teams.
	Tie task forces to shared governance.	The revised shared governance structure includes task forces.
	Additional processes to review recommendations are cumbersome and time consuming.	Policy recommendations need thorough vetting. Timelines for this vetting process (first and second readings/constituent input) will be established.
Faculty Senate (memo dated January 2013)	Faculty Senate must approve proposals from Shared Governance Committees before submission to the Policy Councils. The Senate must be specifically listed as the Representative Group for full-time faculty in shared governance documents.	The Faculty Senate is listed as a key group for review of all recommendations brought forth via shared governance processes.
	A fifth full-time faculty member should be added to the Institutional Planning Council.	This council has been removed from the revised structure.
	The Faculty Senate must continue to appoint faculty to all Shared Governance Committees.	Faculty Senate will appoint full-time faculty to all shared governance committees. This process has not been changed.
	The Green Committee should become a permanent standalone committee as opposed to its current status as a subcommittee of the Facilities Committee	Sustainability has been formerly added to the Facilities Committee mission. Subcommittees will be reviewed further if changes to shared governance are adopted.
	Fiscal year should be changed to academic year in shared governance documents.	Fiscal year and academic year are one and the same at the College, thus they are used interchangeably.
	The strategy/goal teams should be included in the shared governance structures.	The revised shared governance structure includes connection to the strategic plan.

Shared Governance Feedback Summary		
Group	Feedback	Action Taken
College Assembly (noted from January 24 meeting)	Question need for the Budget Committee	The title Budget Committee has been expanded to Finance Committee. This group will not only provide input to the budget, but other finance-related items, as well. Thus, their mission has been expanded.
	Question the first and second reading process	Policy recommendations need thorough vetting. Timelines for this vetting process (first and second readings/constituent input) will be established.
	Question the effectiveness of the checklist	The checklist or proposal cover will require sign off by constituent groups.
	Concern that Faculty Senate and Deans Council are not specifically noted on the organizational chart for shared governance	The Faculty Senate and Communications Council (which is inclusive of Deans) are an important part of the shared governance input process. Both policy and non-policy recommendations emanating from Shared Governance Committees require input from both groups.
	Question need for Programmatic Committees in shared governance - they do not form policy	Harper retains a more inclusive definition of shared governance than for just forming policy.
	Question the need for two policy councils	The two policy councils offer consistency as to how policy recommendations flow to the President and Board of Trustees.
	Concern full-time faculty have lost seats in shared governance	Recommended membership lists were reviewed and have been adjusted.
	Communication and training issues have not been addressed	A summary as to how communication will be improved is being developed, as is the training component.
	Shared governance should be driven by full-time faculty (per AAUP)	The AAUP offers one definition of shared governance. This definition was crafted by tenured university professors. Broader definitions were reviewed (included that offered by the AFT) and seem more applicable to Harper.
	Concern over the number of positions for Deans - there are too few	Many Dean positions appear on membership rosters as do administrative representatives from the Provost's area.
	Concern that IT should be included as much as possible as it touches most campus operations	IT representation has been added throughout the proposed redesign.

Shared Governance Feedback Summary		
Group	Feedback	Action Taken
Adjunct Faculty (January 18 meeting with Executive Committee)	Adjunct faculty provide important service to the College and teach many credit hours, yet they don't appear to have many membership seats in the new shared governance structure.	Adjunct faculty have not been included in shared governance in the past. Their inclusion in the proposed structure represents a significant starting point.
	Concern that adjuncts will not be paid for serving on shared governance committees.	Shared governance is an opportunity to provide input and is not a required activity.
	Concern that there will not be enough interest by adjunct faculty to participate in shared governance.	Adjunct faculty leadership should encourage their membership to participate.
President's Cabinet (January 22 meeting)	Ex-officio members were included in the past and this did not seem to work.	In each of the councils and committee charters, the role of ex-officio members is clearly described and these individuals will be held accountable for fulfilling their roles.
	Will first and second readings slow down processes.	Policy recommendations need thorough vetting. Timelines for this vetting process (first and second readings/constituent input) will be established.
	How will training be conducted?	The training component has yet to be developed. Once it is, it will be shared.
Deans Council (January 23 meeting)	Concern over the number of positions for Deans - there are too few	Many Dean positions appear on membership rosters as do administrative representatives from the Provost's area.
	Concern that Faculty Senate and Deans Council are not specifically noted on the organizational chart for shared governance	The Faculty Senate and Communications Council (which is inclusive of Deans) are an important part of the shared governance input process. Both policy and non-policy recommendations emanating from Shared Governance Committees require input from both groups.
	Will feedback be gathered from current shared governance groups.	Yes, current shared governance groups will be given the opportunity to provide input and make recommendations.
Administrators Forum (January 16 meeting)	Ex-officio members were included in the past and this did not seem to work.	In each of the councils and committee charters, the role of ex-officio members is clearly described and these individuals will be held accountable for fulfilling their roles.
	Will first and second readings slow down processes.	Policy recommendations need thorough vetting. Timelines for this vetting process (first and second readings/constituent input) will be established.
	How will training be conducted.	The training component has yet to be developed. Once it is, it will be shared.

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## **Shared Governance**

### **Communication Improvement Summary**

## **Harper College Shared Governance**

### **How the New Shared Governance Structure Will Help to Improve Communication**

The Harper College Shared Governance Steering Committee has worked for over 14 months on the revision of the Harper College Shared Governance structure with a primary focus on ensuring improved two-way communication on issues of importance moving through the shared governance structure. It is believed that the new structure will improve communication in the following specific ways.

1. Linking the Policy Councils and the Shared Governance committees to the college organizational structure, through the appointment of non-voting, ex-officio members will identify specific individuals who will have the primary responsibility for ensuring that open, broad-based communication of committee activities and actions is collected and disseminated college-wide.
2. Providing designated administrative support for each of the Policy Councils and the Shared Governance Committees, will ensure support for the production and posting of agendas, the compilation and posting of meeting minutes and other related tasks so that the workings of the committees are posted to the portal or other communication outlet as specified and so that everyone in the College can educate himself/herself on what is happening.
3. Requiring the Policy Councils and the Shared Governance Committees to post all agendas, meeting minutes, recommendations and action items within a specified time period on the portal or other communication outlet, will allow the College community to have timely notification of events and upcoming discussions.
4. Expanding the membership of Policy Councils and Shared Governance Committees to include multiple constituencies ensures that more voices will be included in discussions and decision-making.
5. Implementing the Shared Governance Proposal Recommendation Process for both non-policy and policy recommendations, and assigning the non-voting, ex-officio member of the councils/committees to assist in identifying stakeholder groups whose input should be solicited on items coming before the councils/committees, will better ensure a more comprehensive institutional review of recommendations as they are being formed and before final action is taken. Included with this new process is the assurance that the input of the Faculty Senate and the Communications Council will be solicited on all recommendations coming before the Policy Councils and the Shared Governance Committees.
6. Including the Harper College internal communications manager as a non-voting member of the Shared Governance Coordination and Review Committee, will help to provide broader communication of shared governance events through an expanded number of on-campus communication vehicles.
7. Clearly stipulating that shared governance meetings are open and that anyone is free to attend meetings and providing a special comments period on each meeting agenda, will allow more individuals to participate in shared governance discussions.
8. Training for all shared governance participants, particularly Chairs and Vice-Chairs of shared governance councils and committees, including responsibilities for communicating shared governance activities, will better ensure consistent processes across all shared governance groups.