

William Rainey Harper Community College Shared Governance Guidelines and Structure

Preface

The original Harper College Shared Governance Guidelines and Structure was the result of a collaborative effort completed during the spring and summer of 1998. Similar to that initial process, the update and revision contained herein represents the efforts of many individuals including members of the Oversight Committee, the College Assembly, the Department of Research, the committee chairs and their committee members, all of whom were involved in the formal research and evaluation process of the Shared Governance System at Harper College which took place during the 2003-2004 and 2004-2005 academic years.

Consistent with the results of the research study, the preparers of the revised draft have attempted to streamline the document by eliminating redundancies and unnecessary or inaccurate information and to revise and reorganize the remaining text in a more appealing manner that best describes the actual functioning of the governance system. Included are many improvements suggested by the research and recommended during the Oversight Committee and committee chairs work sessions.

The Shared Governance Guidelines and Structure will continue to be evaluated biennially and may be revised as appropriate by the Oversight Committee. The results of those evaluations will be reported to the College President, the Board of Trustees, and the College committees.

The Oversight Committee welcomes the comments and suggestions of everyone throughout the College with regard to the governance process and for the continued revision of this document. Finally, we would like to thank all who worked with us in completion of this important project. It could not have been done without your patience and support.

Respectfully submitted by the Oversight Committee

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Introduction

Definition

The following document describes the operation guidelines and committee structure of the William Rainey Harper College Shared Governance System. The Shared Governance System is composed of interrelating committees with members who are elected or appointed representatives from various college constituencies. Four components comprise the system and include the Oversight Committee, the Academic Committees, Deans Council and Faculty Senate, the College Assembly and Assembly Committees and the Programmatic Committees. The structure and this document will be revised as appropriate by the Oversight Committee in order to adjust to the changing needs of the College.

Philosophy

The Harper College Shared Governance Structure assures that those with primary responsibility and expertise in each area help make the decisions. Recognizing that the student must be at the center of our community, the system and the following document demonstrate our belief in the core values of our institution: Respect, Integrity, Collaboration, and Excellence.

The strength of Shared Governance rests in the checks and balances offered through the committee structure. It is intended that committee membership include representatives of all permanent employee groups from all areas of the College and students as appropriate. Committee members examine ideas, rationales, and consequences regarding an issue. Shared Governance enables the varied constituencies to influence the planning and growth of the College and promotes personal commitment to the College goals. Participation promotes a healthy climate in which Shared Governance functions effectively.

Operation Guidelines

Scope of the Committees

The work of Shared Governance resides within the individual committees. The College Assembly, the Deans Council, and the Faculty Senate must not redo the work of a committee, but rather honor the work and dedication of committee members and not revisit each decision. On the other hand, committee members must also remember that they do not operate unilaterally. Committees have a charge to fulfill and each member represents a constituency. Committees report to specific bodies as indicated on the organization chart and on their data sheets. The Oversight Committee will revise these documents as necessary.

Copies of all minutes and committee reports are to be archived in the College Learning Resources Center annually and are open to any member of the College community.

Proposals and recommendations forwarded by committees must not violate existing labor contracts, Board policy, or state and federal law.

Consensus Building

A group reaches consensus when one conclusion is preferred over others. A committee takes this position for the well being of the whole committee and not for individual interests. Seeking consensus enhances group cohesiveness and increases commitment to decisions. Consensus building can be a time consuming process. In recognition of this fact, if consensus cannot be reached after two meetings, a vote may be taken.

A false consensus may occur when committee members agree to or vote on decision but do not actually support it and will work to undermine the decision. If this situation occurs, conflict resolution must resolve the situation.

Conflict Resolution

College groups and committees should make a good faith effort to resolve conflict informally. If, however, this is not possible, the following should occur:

Conflicts within and between Academic Committees, Deans Council and the Faculty Senate should be communicated to the Faculty Senate President, who will seek to resolve the conflict. If it cannot be resolved, a Conflict Resolution Committee will be formed to include the Provost, the Faculty Senate President, and the Pro-Tech President.

Conflicts within and between College Assembly Committees should be communicated to the College Assembly Chair, who will convene the College Assembly Executive Committee comprised of the College Assembly Chair, Vice Chair, and Secretary. This three person committee shall then meet with the parties involved and attempt to resolve the conflict. If this is not possible, a more formal Conflict Resolution Committee shall be formed to include the Provost, the Faculty Senate President, and an appropriate staff member.

Conflicts within and between Programmatic Committees should be communicated to the appropriate Administrator, who will seek to resolve the conflict. If it cannot be resolved, a Conflict Resolution Committee will be formed to include the Provost, the Faculty Senate President, and an appropriate staff member.

Committee Solicitation and Appointment

For Shared Governance to succeed, it is important that all Harper College employees become active participants as appropriate. Each spring, the Oversight Committee will post on the Harper employee portal web site a listing of committee vacancies and brief descriptions of each committee. A Committee Appointment Request Form will also be posted and those interested in being appointed to a committee may complete the form and submit it to the appropriate party as listed on the form.

Committee appointments will be made by the appropriate constituency. Membership on Academic Committees, College Assembly Committees and Programmatic Committees may be shared to facilitate communication.

Terms of Service

Committee terms extend for two or three years and are staggered to avoid having all new members in any given year with the exception of new committees. Committee members may serve a maximum of two consecutive terms as turnover of committee members strengthens the committee's work by bringing in new ideas. A limited number of committee assignments will be made by position. A committee may request the attendance of others with needed expertise. All constituencies should be accommodated on committees as appropriate. Committee Data Sheets contain specific information as to charges, membership, and terms of individual committees.

Attendance on Committees

In order that the work of the committees is carried out, members must attend meetings and participate in the work of the committee. Reasonable accommodations in work schedules should be made to enable participation by all employee groups. If an outside obligation interferes, the member should notify the committee chair. The committee chair will assume a committee member has resigned if the member fails to attend two consecutive meetings during a single semester if the committee meets once a month, and three meetings if a committee meets more often. The committee chair shall send an e-mail to the Oversight Committee requesting replacement. It is recommend that the chair talk to the member being replaced before sending the e-mail request.

Timelines and Recommendations (see flow charts)

Committees shall establish clear timelines to complete their work during the year. Forms (found on the Shared Governance web page) must be completed and directed to the appropriate office. Decisions must follow the established reporting procedure: Academic Committees forward their proposals and recommendations (PAR's) to the Deans Council and the Faculty Senate. Assembly Committees submit their PAR's to the College Assembly; and Programmatic Committees forward their PAR's to the appropriate Administrator and, as needed, to the Deans Council and Faculty Senate.

Communication

In order for the Shared Governance System to function effectively, all components must communicate effectively and meet established timelines (see appendix).

Communications will:

- Seek input from the College Community on issues as appropriate.
- Forward approved proposals and recommendations, minutes, action reports, and annual reports to designated entities according to timelines.
- Post approved proposals and recommendations on the portal, in the "Inside Harper" publication, and/or via e-mail notice to appropriate constituencies.

Shared Governance Structure

Components

The Harper College Shared Governance Structure includes four branches of institutional committees as well as ad hoc committees and subcommittees.

- The Oversight Committee
- The Academic Committees, Deans Council and the Faculty Senate
- The College Assembly and the Assembly Committees
- The Programmatic Committees

Committees may establish subcommittees as needed and members need not be members of the larger committees. Ad hoc committees should respond to specific College needs and have narrow and precisely defined charges, which call for the committee's dissolution at the end of a specific period of time, not to exceed one year. Ad hoc committees will be authorized through the Oversight Committee.

The Oversight Committee

Definition

The Oversight Committee oversees the entire governance system's operation and structure and ensures that the system works smoothly.

Membership

- Two Faculty appointed by the Faculty Senate President
- Two Administrators appointed by the College President
- One Professional Technical Staff appointed by the President of the Professional Technical Union

Duties

- Facilitate communications and promote committee functions.
- Provide campus-wide notice of committee vacancies, concise information on committees, and a generic application form that facilitates appointment process.
- Receive and review annual committee reports.
- Act on recommendations received from committees regarding data sheets and membership.
- Coordinate the evaluation of the Shared Governance System and its revision as appropriate.
- Communicate results to the College President, the Board of Trustees, and the College community as appropriate.

The Academic Committees

Definition

The Academic Committees consider, review, and recommend to the Deans Council and Faculty Senate academic policies related to teaching and learning and the matriculation of students.

Academic Committees

- Academic Standards
- Assessment and Testing
- Curriculum
- Instructional Technology

Processes for Proposals and Recommendations

- Decide if issue is appropriate to the committee, develops a process and timeline for study.
- Facilitate constituent and campus communications on issues as appropriate through forums, e-mail, the HIP page, and other media.
- Send approved minutes to the Deans Council, Faculty Senate, the Provost, and the College President via campus mail or e-mail.
- Forward an annual report (Form ANN) to the Deans Council, the Faculty Senate, the Provost, and the Oversight Committee by May 15.
- Build consensus and determines disposition of the issue.
- Submit proposals and recommendations (Form PAR) to the Deans Council and the Faculty Senate.
- Acknowledge in the minutes the receipt of the actions of the Deans Council, the Faculty Senate, the Provost, and/or the College President.
- Consider submissions returned with questions, reservations, suggested revisions or rationale for rejection.
- Amend proposal/recommendation and resubmits as appropriate (Form PAR).
- Receive the written response of the Provost, and/or the College President.
- Determine actions or modifications to returned PAR's in consultation with the Deans Council and Faculty Senate.
- Shall, by three-fourths vote of the committee, request via the Deans Council and the Faculty Senate to the Provost that the College President reconsider a rejected proposal or recommendation.
- Submit a Committee Action Report (CAR) each semester and an Annual Report (ANN) by June 30 to the appropriate Administrator and the Oversight Committee.

Deans Council and Faculty Senate

Definition

The Deans Council and Faculty Senate receive requests to study issues from the College President, the Provost and other college constituents, submit items for study to committees as appropriate, and act on all reports, proposals and recommendations from the Academic Committees.

Membership

- Deans Council: Members appointed by position
- Faculty Senate: 23 members, all elected to two-year terms

Processes for Proposals and Recommendations

- Determine if submitted requests, proposals and recommendations are germane to the Deans Council and Faculty Senate.
- Facilitate collaborative efforts between committees.
- Receive, consider, and determine disposition of all reports, proposals, and recommendations from Academic Committees (Forms CAR, PAR, or ANN).
- Return PAR forms to the committee with a copy to the Provost with approval or with questions, suggested revisions, or rationale for rejection.
- Communicate activities including the status and disposition of issues, reports, proposals and recommendations to all college constituencies through “Inside Harper” and HIP page and e-mail.
- Review resubmissions and recommend, or recommend with a statement of reservation to the Provost with a copy to the committee chair.

The Provost

- Receive proposals and recommendations which have been approved by both the Deans Council and the Faculty Senate.
- Submit all proposals and recommendations to the College President using the Recommended Action to President (RAP) form.
- Receive and forward to the Deans Council, Faculty Senate, and appropriate committee chair the written response of the College President which may affirm and implement the action as appropriate, return the PAR with comments, recommended revisions, or reasons for rejection.

The College Assembly

Definition

The College Assembly and its committees consider, prepare, review, and recommend to the College President proposals related to the operational functions of the College that are of wide interest and have policy and budgetary implications.

College Assembly Committees

- College Assembly
- Diversity
- Facilities
- Human Resources
- Institutional Outcomes Assessment
- Institutional Planning
- Institutional Technology Planning
- Student Life
- Wellness

Processes for Proposals and Recommendations

- Receive requests to study issues from the College President or other constituencies and assigns to appropriate Assembly Committee.
- Receive and considers proposals and recommendations submitted on PAR Forms.
- Recommend acceptance of the PAR to the College President with a copy to the originating committee. (Form RAP – Recommended Action to the President).
- Return proposal/recommendations to the originator with questions, reservations, suggested revisions, or rationale for rejection with a copy, including the original proposal and comments to the College President for information.
- Review resubmissions and recommends, or forwards it with a statement of reservation to the College President with a copy to the originating committee.
- Receive and communicates the College President's response concerning the PAR.
- Request, by three-fourths membership vote, that the College President reconsider a rejected PAR.
- Submit a Committee Action Report (CAR) each semester and an Annual Report (ANN) by June 30 to the appropriate Administrator and the Oversight Committee.

The Programmatic Committees

Definition

Program committees are working committees that implement the functions of a program and make recommendations to initiate change within the program to the appropriate Administrator.

Programmatic Committees

Cultural Arts
Graduation
Honors/Phi Theta Kappa
International Studies and Programs
Learning Communities
Marketing
Teaching and Learning

Processes for Proposals and Recommendations

- Decide if issue is appropriate for the committee.
- Develop a process for study and sets timeline for issue.
- Build consensus and determine disposition of the issue.
- Prepare and submit proposals and recommendations on Form PAR to the appropriate Administrator.
- Receive Administrator's actions on proposals and recommendations.
- Consider comments, questions, and requested revisions on returned PAR's and decides whether to amend and resubmit as appropriate.
- May, by three-fourths membership vote of the committee, request via the appropriate Administrator that the College President reconsider a rejected proposal or recommendation.
- Receive the written response of the College President and determines any future action in consultation with the Administrator.
- Submit a Committee Action Report (CAR) each semester and an Annual Report (ANN) by June 30 to the appropriate Administrator and the Oversight Committee.

Committee Responsibilities

Meetings

- Convene a minimum of once a month and more often as specified on the committee data sheet.
- Are open to any member of the College Community who will have the right to speak when recognized by the Chair.
- Require a quorum of a simple majority of current members for an official meeting.
- Follow Roberts' Rules of Order, Revised to govern all procedural matters not reached by consensus or otherwise covered in these guidelines.
- Are recorded in minutes which are distributed to members and made available to the College Community after approval.

Actions

- Elect a chair or co-chairs and a secretary annually from the committee membership at the year end meeting for the following year.
- Set goals appropriate to the charge of the committee.
- Follow decision-making process and governance timelines appropriate to the committee's type: Academic, College Assembly, or Programmatic.
- Form subcommittees as needed which include resource individuals who are not members of the committee to analyze specific issues.
- Seek input from the College community and schedule open forums as appropriate.
- Strive to achieve consensus.
- Seek to ensure that no proposal/recommendation violates Board Policy, existing labor contracts, local and federal laws.
- Prepare and submit proposals, recommendations, and reports as appropriate.
- Acknowledge in the minutes receipt of actions regarding submitted proposals, recommendations, and reports.
- Consider returned proposals and recommendations, deciding whether to amend and/or resubmit the item.
- Shall, by three-fourths membership vote, resubmit a request to reconsider a rejected proposal/recommendation.
- Evaluate committee processes and effectiveness and review the data sheet annually.
- Submit requests for changes in committee structure or charge to the Oversight Committee.
- Submit a Committee Action Report (CAR) each semester and an Annual Report (ANN) by June 30 to the appropriate Administrator and the Oversight Committee.

Officers' Responsibilities

The Committee Chair and Co-Chair

- Serve a one year term after election by the committee members the previous spring.
- Call and preside at all meetings of the committee.
- Attend the Shared Governance organizational meetings held during Orientation week.
- Develop, with committee members' input, and post the meeting agenda 10 days prior to the meeting.
- Provide leadership to ensure discussion, timely action, and communication on matters before the committee.
- Request new members from the appropriate constituencies to replace non-attending members.
- Submit a Committee Action Report (CAR) each semester and an Annual Report (ANN) by June 30 to the appropriate Administrator and the Oversight Committee.
- Keep a notebook which delineates committee's procedures and history which is turned over to the succeeding chair.
- Represent the committee to all groups.

College Assembly Chair only (additional responsibilities)

- Serve a two-year term after election by the Assembly.
- Act as liaison to the College President.
- Present to the Assembly Committees concerns or issues for study as requested by the College President or other groups.
- Report actions of the College Assembly to the College President and Board of Trustees within ten (10) calendar days of the action.
- Submit to the College President by June 30 the annual written report of the College Assembly which has been reviewed by Assembly members.

College Assembly Vice Chair only (additional responsibilities)

- Serve a two year term after election, succeeding the College Assembly Chair the second year or if the Chair position becomes vacant.
- Assist the Chair as appropriate.
- Serve as liaison between the College Assembly and College Assembly committees, assisting committees as needed.
- Facilitate the operations and communications of the College Assembly.
- Maintain the official file for the College Assembly and its committees in the College Library, including all approved minutes and reports for access by the College Community.

The Committee Secretary

- Serve a one year term after election by the committee members the previous Spring.
- Record, review, edit, and distribute minutes of all meetings to committee members.
- Maintain membership and attendance records.
- Manage all written correspondence in consultation with the committee chair(s).

NOTE: Variations in committee responsibilities and in the number and type of officers and members specific to each committee may be found in the Committee Data Sheets.

Appendix

All of the following are available on the portal under Governance.

Annual Operational Calendar

Committee Appointment Request Form

Committee Summaries

Data Sheets

Governance Forms

- Committee Actions

- Committee Profiles

- Recommended Action to President

- Annual Committee Report

- Committee Action Report

- Committee Vacancy

- Proposal Recommendation

Governance System

- Governance Structure and Guidelines

- Shared Governance Structure

- Roster of Shared Governance Committees

- Academic Committees Decision Flow Chart

- College Assembly Decision Flow Chart

- Programmatic Committees Decision Flow Chart

- Glossary

- Data Sheets

Meeting Dates and Times

Rosters/Current Committee Information