A Campus-Wide Approach to Reforming the Leadership Governance Model

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Associate Vice President and Dean
Learning Objectives

At the end of this session, participants will be able to:

- Describe an example of elements of an effective shared governance model.
- Identify mechanisms that can engage campus-wide constituencies in the development or modification of a shared governance model.
- Recognize potential barriers to implementation of a new shared governance model, and suggest possible solutions.
Standard 4

Leadership and Governance

The institution’s system of governance clearly defines the roles of institutional constituencies in policy development and decision-making. The governance structure includes an active governing body with sufficient autonomy to assure institutional integrity and to fulfill its responsibilities of policy and resource development, consistent with the mission of the institution.
Shared governance in higher education refers to the structures and processes through which governing boards, administration, faculty, students, and staff participate in the development of policies and in decision-making that affect the institution.

- Faculty Council of Community Colleges
- American Association of University Professors
What is Shared Governance?

“Giving various groups of people a share in key decision-making processes, often through elected representation; and allowing certain groups to exercise primary responsibility for specific areas of decision making.” Olson, Gary A. (2009, July 23). Exactly What is ‘Shared Governance’. The Chronicle of Higher Education.
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The Requirement

- This standard requires the College demonstrate a well-defined system of collegial governance including written policies outlining governance responsibilities of administration and faculty and readily available to the campus community—therefore:
- Comprehensive Community College located in Upstate New York
- Established in 1946
- Part of the State University of New York (SUNY) System
- Enrollment of about 6000 students
Existing Governance Structures

- College Council
- Board of Trustees
- Chairpersons & Deans Group
- Curriculum Committee
- Executive Council
- President’s Cabinet
- Student Assembly
The Requirement

- The College must develop and implement a shared governance structure.
The Requirement

- The College must develop clear bylaws, policies and procedures within the shared governance structure. The College must determine appropriate levels of authority and accountability for policy development and decision making, including a process for the involvement of appropriate institutional constituencies.
Initiating a Shared Process

- Establishment of a Shared Governance Task Force (SGTF)
  - Students (1): Identified by Student Assembly
  - Faculty (4FT, 1PT, 1NT): Elected by constituency
  - Bargaining Units (3): Current officer, identified by unit
  - Administration (Dean, VP) (2): Appointed by President
  - Professional and Support Staff (4): Two Elected and Two Appointed by President
  - Board of Trustees (1): Self-Identified
  - College Council (1): Elected by the body
  - Ex-officio or at-large member (1): Appointed by the President
Day-Long Campus-Wide Convocation on Shared Governance

- Opening session led by speakers with expertise in Shared Governance to provide overview of benefits and best practices
- Small group meetings with a cross-section of campus leaders
- Closing session for input from the campus-at-large and for the conversations of the day to be summarized.
Distribution of a campus-wide anonymous electronic survey to gain input from campus community members regarding their thoughts on shared governance
Start with a Common Vocabulary

- Definition of Shared Governance
- Statement of Purpose
- Guiding Principles
- Approved by the SGTF and presented to at an all-campus meeting
Evaluate and Select a Shared Governance Model

- College Assembly
- Council for Operational Issues
- Council for Academic Issues
- Student Assembly
- Campus Committees
Broome Community College

Shared Governance Structure

COI Committees:
i. Enrollment Management
ii. Technology
iii. Banner Core
v. Grants Planning
vi. Facilities
vii. Safety and Security

CAI Committees:
i. Curriculum
ii. Distance Learning
iii. Developmental Education
iv. Advising
v. Retention
vi. General Education
vii. Student Learning Assessment
viii. Writing Across Curriculum
ix. Distance Learning
x. Fast Forward
xi. Professional Development
“I would argue the easy part of implementing shared governance is creating the structure.”
- Construct a Draft Constitution and Bylaws
  - “Template Model”
  - To be adjusted by each body during the first year
- Call for Nominations and Elections
- Training for newly elected representatives
Communicate
Welcome to the Shared Governance site—your virtual communications hub!

In the interest of providing a venue for open, timely, and effective communication among all campus constituencies, this site will also serve as a virtual communications hub for all governing committees on campus (see Campus Committees on left). Each campus group will promote responsibility and accountability in their areas through shared agendas, minutes, goals & accomplishments, etc. In addition, visitors will have the opportunity to contribute their thoughts regarding agendas/minutes in a blog format.

Shared Governance — Communication Model

Working together successfully means that all members of BCC's shared governance structure understand not only their own roles and responsibilities, but also the roles and responsibilities of others. Because the College Assembly is central to the functioning of our shared governance structure, it is the primary communication hub for all shared governance activities. While individual governing bodies have a specific jurisdiction (academic, operational, or student issues), there is need for significant interfacing and collaboration among the various governing bodies involving exchange of information and cooperative decision making. For example, although all the governing bodies within shared governance (Student Assembly (SA), Council for Academic Issues (CAI), and Council for Operational Issues (COI)) and the College Assembly have jurisdiction over particular matters, each of their respective activities impact other areas of the college. Consequently, these governing bodies have a compelling need to consult with, and be accountable to, each other as well as to the Administration, Board of Trustees, and the campus community at-large (as depicted by the diagram to the right.) The communication process insures that there is a mechanism in place to capture the voices of various constituencies and stakeholders and also provide for a continuous feedback loop to communicate progress on college initiatives.

For more on the concept of shared governance, please visit the "About SG" section of this site.

Be part of Shared Governance at BCC...

Feel free to offer comments on the Shared Governance Task Force’s (SGTF’s) news, agenda or minutes on the SG News/Agenda/Minutes page or select from the posts categorized above. Simply select the heading of any posted items/remarks and submit your comment below the post. The SGTF...
- Membership
- Meeting Schedule
- Campus Committees
- Administrative Groups
- Constitution and Bylaws
- Submit Issues Link
- FAQ
Section for Each Governance Body

- Agendas
- Minutes
- Supporting Documents
Similar sections for Campus Committees
Link for submitting issues, including anonymously
Broome Community College
TOWN HALL MEETING

Tuesday, October 2
Two Sessions
11-11:50 A.M
& 12-12:50 P.M.
Little Theater, Student Center

This is your opportunity to join fellow students, faculty, and staff in an open forum to bring suggestions and express concerns about major issues that affect our campus.

The meeting will be moderated, and each voice will be heard as time allows. Issues will then be forwarded as appropriate for consideration.

This event is organized by BCC Shared Governance.
Town Hall Meetings

- Held each semester to gather input
- Comments and concerns were compiled, categorized and placed into a spreadsheet
- The chairs of the governance bodies met to determine whether each was appropriate for the shared governance system, and where it should be addressed or referred
At its session in June about 15 months after the initial visit, the Middle States Commission on Higher Education acted:

- To accept the monitoring report and to note the visit by the Commission’s representatives
- “To remove the warning and reaffirm accreditation”.
No Resting on Our Laurels

- A Second Round of Nominations and Elections
- Campus Governance Constitution and Bylaws ratified by all bodies at the beginning of the second year, followed by a campus vote
- Further Refinement of the Communication Process
<table>
<thead>
<tr>
<th>Date received</th>
<th>Name/position</th>
<th>Description of Issue</th>
<th>Referred to</th>
<th>Date Referred</th>
<th>Status/Resolution</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/8/2011</td>
<td>Adjunct Faculty</td>
<td><strong>ISSUE 1</strong> Creation of an Adjunct Council</td>
<td>Council for Academic Issues</td>
<td>11/10/11</td>
<td>CAI met and officially recognized and endorsed formation of a BCC Adjunct Council at CAI meeting on 12/2/11</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>ISSUE 2</strong> BC Transit making fewer runs to campus.</td>
<td>Student Assembly</td>
<td>11/10/11</td>
<td>BC Transit will continue to run a later bus and make arrangements to contact buses for the downtown hub to accommodate our students.</td>
</tr>
<tr>
<td></td>
<td>Student</td>
<td><strong>ISSUE 3</strong> Students who do not park on campus are being charged a parking fee.</td>
<td>Regina Losinger, Joe O’Connor and Jeanette Tillotson are looking into this issue.</td>
<td>11/10/11</td>
<td>Students can have the fee removed. Changes have been made to make students more aware of this and the process is now easier to understand.</td>
</tr>
<tr>
<td></td>
<td>Student</td>
<td><strong>ISSUE 4</strong> LA students are having to wait 1 and 1/2 weeks to see an advisor.</td>
<td>Julie Peacock and Carla Michalak received this issue 11/8/2011.VP Francis Battisti informed of this issue 10/23/12.</td>
<td>11/10/11</td>
<td>Academic Planning appointments can always be made prior to peak advisement period.</td>
</tr>
<tr>
<td></td>
<td>Counselor/faculty member</td>
<td><strong>ISSUE 5</strong> Can students have a feature on their ID’s so they could swipe on BC Transit to pay their fare?</td>
<td>Student Assembly will clarify issue and work with Debbie Morello and Student Activities.</td>
<td>11/10/11</td>
<td>Not possible at present time per VP Morello 10/22/12</td>
</tr>
</tbody>
</table>
Issues Addressed Through Shared Governance in its First 18 months

- A Campus Ban on Smoking
- Snow Closure Policies
- Academic Calendar
- Endorsement of Student Housing
- Campus-Wide Learning Objectives
- Student Parking Fee Process
- Recycling on Campus
- Sustainability of the Campus Daycare
Not surprisingly, they are still some matters that will continue to require thoughtful consideration.
Speed vs. Process

- Balancing Urgent Issues with the Need for a Deliberative Process

“Today’s meeting will be endless, with a half-hour break for lunch.”
Representation vs. Responsibility

- Balancing the desire for a voice with the need for individuals to fully commit to the responsibilities of serving
Continuity vs. “Fresh Horses”

- Balancing the need for terms to last long enough to provide some continuity against the need for terms to be short enough to effectively recruit nominees
Risk vs. Fear

- Balancing the need for open conversations with all constituents while addressing the feeling of discomfort when confronting difficult issues within the new governance structure
Deciding vs. Recommending

- Addressing the issue of where decisions are made
What Issues are Appropriate for Shared Governance
Assessing the New Model

- College Employee Satisfaction Survey (CESS)
  - Baseline Spring 2012
  - Next measurement 2015

### BCC Customized Question Results

**Section 1: Campus Culture and Policies-BCC Shared Governance**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Importance</th>
<th>Satisfaction</th>
<th>GAP</th>
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<tbody>
<tr>
<td>The shared governance structure, which includes the CA, CAI, and COI, is helping BCC share information and knowledge more openly.</td>
<td>4.21</td>
<td>3.15</td>
<td>1.06</td>
</tr>
<tr>
<td>BCC shared governance is creating a greater sense of more faculty and staff participation in planning and decision making processes.</td>
<td>4.18</td>
<td>3.00</td>
<td>1.18</td>
</tr>
<tr>
<td>BCC shared governance is meeting its goal of soliciting input about issues of concern common to all constituents as well as to issues unique to specific groups.</td>
<td>4.17</td>
<td>3.15</td>
<td>1.02</td>
</tr>
</tbody>
</table>
Thank You!

Questions?