MONROE COUNTY COMMUNITY COLLEGE

SHARED GOVERNANCE MODEL
EXECUTIVE SUMMARY

The Monroe County Community College Institutional Governance Committee established a Governance Structure Subcommittee to revise the college’s shared governance model in response to the final report of the CLARUS Shared Governance and Internal Communications Audit. The subcommittee has developed a system of governance intended to promote open communication for deliberation of college matters and to convey recommendations to the college president. This is a living document and continuous quality improvement will be used to assess its effectiveness.

REVISION OF MONROE COUNTY COMMUNITY COLLEGE’S STRUCTURE OF SHARED GOVERNANCE

MCCC’s shared governance model is being revised in response to recommendations made by the college in its own Self-Study and subsequent recommendations made by the Higher Learning Commission evaluation team as part of its comprehensive evaluation visit in September 2009.

In its Assurance Section-Report of a Comprehensive Evaluation, the team wrote, "In regard to shared governance, a structure has been in place since 1972. However, the college concluded in its Self-Study that the structure was in need of review. Institutional survey data and team meetings with faculty, staff and administration, during the visit, suggest that the college does not currently have an effective structure or process for promoting communication and shared governance. The institution’s Self-Study concluded that “The college must work to improve and maintain effective lines of communication” (p. 120). On campus, the team heard comments in meetings with staff and faculty to the effect that the current communication strategy focuses on reporting as opposed to dialogue.”

“The Self-Study suggests that ‘The Institutional Governance Committee should conduct a review of the internal governance structure’ (p. 121). Through visits with employee groups on campus, the team confirmed the need for a comprehensive evaluation of the college’s governance structure. The college should decide what is the best mechanism for addressing these issues (Institutional Governance Committee or another mechanism).”

To this end, the Institutional Governance Committee undertook an exhaustive Request for Proposal process and enlisted the services of a consultant, Dr. Kathi Swanson of CLARUS Corporation, to perform a Shared Governance and Internal Communication Audit that would examine current formal communication channels, assess informal communications among internal constituents, and develop recommendations for improving internal communications, including a new model for shared governance.

According to Dr. Swanson, MCCC has had a very linear governance structure for input, and the majority of the college, other than the few on a committee, never really gets to provide input or insight into a decision. There is no opportunity for any other groups at the college to provide input or to vet the committee’s decision. The bottom line is that the committee structure is not working and will not work with such limited input.
Dr. Swanson recommended that MCCC develop a council model for joint decision-making that will appropriately vet the recommendations across the organization.

“With the linear nature of the current process, many of the actual decisions at the college occur outside of a committee structure without proper vetting of the decisions’ impacts on the college and other functional areas,” she said. “Employees feel decisions are being made by limited numbers of individuals, and they do not have an opportunity to participate in the decision making process, especially for mission-critical issues. The long-standing committees tend to be advisory in nature and so do not act as decision-making bodies. Finally, the standing committees’ recommendations are routinely overturned and criticized for not being data-based.”

“The current communication structure lends itself to frustrate even the most well-meaning employees at the college.”

**SHARED GOVERNANCE**

In her final report to MCCC, Dr. Swanson defined shared governance by utilizing a quote from a Chronicle of Higher Education article entitled “What is Shared Governance?” by Gray Olson:

“Shared governance is not a simple matter of committee consensus, or the faculty's engaging administrators to take on the dirty work, or any number of other common misconceptions. Shared governance is much more complex; it is a delicate balance between faculty and staff participation in planning and decision-making processes, on the one hand, and administrative accountability on the other.”

In an era of significant educational change, the success of Monroe County Community College and the positive morale of personnel are dependent upon continued use of collective intelligence of the college community in planning and decision-making. Shared governance involves mutual participation in the development of decisions by faculty, administration, and staff, requiring shared confidence among the constituent groups. This requires extensive sharing of information and a shared understanding that college personnel and administrators strive always for informed mutual support through shared governance dialogue.

In order to gain hands-on insight into how to develop a council model that embodies all the aforementioned traits, in fall 2011 members of MCCC’s Institutional Governance Committee visited a college in Ohio – Northwest State Community College – that had developed a very successful council model for shared governance. MCCC loosely developed the model being presented after the NSCC model with a number of differences due to the uniqueness of each college. The model defines the roles that faculty, staff, and administrators should play in shared responsibility and cooperative action. The model also defines a process for distributing authority, power, and influence for decisions among campus constituencies. The model attempts to address issues that need to be distributed and responded to in the governance system. Other issues should remain under the purview of a constituency within the campus community such as a specific committee, task force, or person.

**THE COLLEGE’S FOUNDATION FOR SHARED GOVERNANCE**
Any governance model developed must reflect the college’s mission, vision, values, and educational objectives as established by the Board of Trustees and be able to function within those bounds.

**Mission:**

Monroe County Community College provides a variety of higher education opportunities to enrich the lives of the residents of Monroe County.

**Vision:**

Monroe County Community College aspires to be our community’s first choice for higher learning.

**Core Values:**

Monroe County Community College is dedicated to these core values:

- Comprehensive educational offerings
- Instructional excellence
- Transformational learning
- Cultivation of informed and participating citizens
- Entrepreneurial and responsive leadership to community needs
- Cultural enrichment
- Affordability
- Accessibility
- Valuing human diversity
- Ethical integrity
- Accountability to students and stakeholders

To be a source of pride for the residents of Monroe County.

**Educational Objectives:**

MCCC provides higher educational opportunities to the community through

1. Offering freshman and sophomore college level programs in the liberal arts, sciences, and pre-professional fields for students who plan to transfer to four-year colleges and universities;

2. Offering one- and two-year occupational and/or career programs for students preparing for employment in technical, business, or health-related fields;

3. Providing general education courses and experiences integrated throughout the curriculum which will enable students to write and communicate effectively, utilize mathematics, and employ appropriate methods of critical thinking and problem solving;

4. Providing intellectual, cultural, and personal development for adults in a wide range of lifelong learning opportunities;
5. Working with governmental agencies and employers to develop training and retraining programs to meet the needs of an evolving economy;

6. Providing a strong complement of comprehensive support services to assist students in pursuit of their educational goals;

7. Collaborating with school systems, civic groups, educational institutions, individuals, employers, and other constituencies to offer educational services and opportunities.

PURPOSE OF THE COLLEGE SHARED GOVERNANCE MODEL

The purpose of the MCCC shared governance model is to organize the constituent groups to effectively promote open communication for deliberation of college matters and to convey recommendations to the college president.

Council recommendations that receive the president’s approval become the procedures that direct administrative, faculty, or staff actions. These procedures ensure orderly conduct for fairness and effectiveness and delegate to person(s) or group(s) appropriate authority with the means to act.

Not all decisions or actions taken by constituent members of the campus community are, can, or should be matters of deliberation for the campus governance model. The function of the governance model is primarily to ensure appropriate deliberation and communication of decisions.

Through the process of utilizing this model, as well charging the Institutional Governance Committee with oversight, MCCC will be able to define more precisely actions or decisions that need to be part of the governance system and those that do not. Our expectation, for at least the first year, is to err on the side of over-utilizing the model.

On any given day at the college, there are countless actions and decisions taken without direct involvement by the campus-wide governance model. These actions or decisions are made in the context of clear, or mutually agreed upon, procedures already in place or with the recognition that a new procedure needs to be established. Such procedures provide the parameters within which even the day-to-day decisions are made. Day-to-day operational actions by administration, faculty, or staff are not generally of concern to the campus governance model.

COLLECTIVE BARGAINING

It is expressly understood and agreed that collective bargaining units have been recognized by the college, and that those units and the parent organization have the rights and obligations of exclusive representation of their eligible membership for the purposes of such bargaining and for all other legal purposes. Nothing in this system has the intent or purpose of establishing rival employee organizations, or of limiting employee or managerial rights under existing, proposed, or future collective bargaining agreements, or of restricting management's rights or obligations.
Furthermore, should any of the activities provided for by this rule be found to be contrary to law or to a negotiated agreement, it is mutually understood that the law and applicable collective bargaining agreement supersede and take precedence over any provisions herein contained.

THE GOVERNANCE MODEL

There are three councils consisting of the Faculty Council, Staff Council, and the Administrative Council. These councils meet regularly and discuss topics that are of concern to the persons represented by the council or to the campus as a whole. These councils deliberate, develop proposals, and consider proposals reported to them by other councils or the president.

Reflected within the model as well are non-council groups committees. These groups have the opportunity to be consulted and to provide input to the governance process without restricting the process of governing the institution.

The structure of the governance system is designed to provide the councils with input from the college community in decision-making. The relationship between councils and the administrators on those councils is based on a process of open communication of ideas. This model provides the opportunity for administrators to receive input on proposed procedures before they are put into place, in order to assess the potential impact they may have on different sectors of the college. Councils should also provide an opportunity for all members of the college community to make proposals to improve performance, promote innovation and entrepreneurial proposals for new opportunities. Consultation by the administration can take many forms and involve many
different people, depending on the issue at hand. The administration may choose to weigh the
counsel of various personnel or groups differently, depending on the circumstances. The
administration may consult with students and staff members and their organizations as well as
faculty, and weigh their concerns and communicate them in a timely manner. For the sake of
confidentiality of personnel or other confidential matters, the administration has the right to
determine the appropriate level of specificity of the information given to the shared governance
bodies and maintains management rights and responsibilities. One of the major features of this
model is that assessment is a key component of the governance structure. By assessing what we
do as an institution we provide data both internally and externally. Not only is student learning
assessed, but also a variety of other factors that will demonstrate institutional effectiveness.

The model indicates that effectiveness is not just the responsibility of one group but of all
councils and departments of the college. Each council will assess areas under their purview. For
example, the assessment of student learning needs to be faculty driven, as such, the Faculty
Council and the Learning Assessment Committee will lead assessment efforts. All councils have
a responsibility to develop assessment and reporting methodologies that will provide data to the
college for use in strategic planning and continuous improvement.

GOVERNANCE ASSESSMENT COMMITTEE

The Governance Assessment Committee (GAC) will assess the structure and function of the
Shared Governance Model and recommend any improvements in the council structure or
functions. Council Chairs, Secretaries, and Liaisons from each council, will be invited to sit on
the governance committee. The committee should meet at least once each semester. Additional
meetings can be called by any officer of the member Councils. The President will ensure the first
meeting occurs each year.

LEARNING ASSESSMENT COMMITTEE

The purpose of this committee is to develop and monitor implementation of the College’s plan
for assessing student learning at the course, program, and institutional (general education) levels.
The LAC identifies annual College assessment priorities, oversees and provides support to all.
Aspects of the assessment process, reviews assessment activities and reports and provides
feedback to departments and divisions, recommends improvements in the assessment program,
and disseminates reports on the results of assessment and the initiatives based on assessment
intended to improve student learning. The LAC works closely with the Curriculum and
Institutional Effectiveness Committee membership shall include, but not be limited to the
following: Vice President of Instruction (ex-officio/chair); two faculty members
from each academic division; two teaching faculty, one student services faculty, and
two academic deans who are also members of the HLC Academy for the Assessment of
Student learning; and two students.

Most often, committee recommendations are forwarded to the Faculty Council for action and to
the Administrative and Staff Council as information items.
CURRICULUM COMMITTEE

Curriculum Committee evaluates proposals originating from the academic divisions for addition, revision, and deletion/ inactivation of credit courses and programs of study. The committee may also review and recommend revisions to the College-wide student graduation and degree requirements.

Membership includes the Dean of Humanities/Social Sciences and one faculty member from that division, the Dean of Science/Mathematics and one faculty member from that division, the Dean of Business and one faculty member from that division, the Dean of Industrial Technology and one faculty member from that division, the Dean of Health Sciences and one faculty member from that division, the Dean of Corporate and Community Services, one faculty member from counseling, one faculty member from the library, and the Registrar.

Most often, committee recommendations are forwarded to the Faculty Council for action and to the Administrative and Staff Council as information items.

ACADEMIC REVIEW COMMITTEE

The Academic Review Committee has the responsibility for evaluating the probation policy and academic standards in terms of the institution's philosophy. The committee also functions as a board of review to consider the appeals of students who have been asked to withdraw from the institution due to poor academic progress.

Most often, committee recommendations are forwarded to the Faculty Council for action and to the Administrative and Staff Council as information items.

NON-COUNCIL GROUPS

It is expected that external or internal groups will continue to provide vital information and direction to the departments or institutional organizations. These groups will largely function outside of the College governance model. However, these groups are encouraged to forward concerns and proposals to the appropriate council. Examples of these groups include:

- Student Government
- Advisory Committees
- Adhoc/Task Force Committee
- Clubs and Organizations
- Alumni Association

COUNCIL STRUCTURES

Faculty Council
**Purpose:** The purpose of the Faculty Council is to initiate, develop, and modify proposals concerning academic, student services, and curricular issues to be forwarded to the President. Additionally, the council will discuss other issues related to student learning and teaching as appropriate.

Functions may include but are not limited to:

- Assess student learning
- Provide data for strategic planning
- Develop tactical plans for academic, student services, and curricular issues
- Develop academic proposals
- Evaluate program evaluation policies
- Review and recommend academic proposals approved by Curriculum Committee
- Review the elimination of academic programs/services

**Membership:** The faculty council includes all full-time and adjunct faculty. The Vice President of Instruction is ex-officio member. Liaisons from the other two councils attend Faculty Council meetings.

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**Staff Council**

**Purpose:** The purpose of the Staff Council is to initiate, develop, and modify proposals concerning issues surrounding college services and processes carried out by the staff. Additionally, the council will discuss other issues related to College services as appropriate. Functions may include but are not limited to:

- Develop assessment plans for college services
- Develop tactical plans for college services, such as:
  - Library Staff
  - Copy Center
  - Bookstore
  - Food Services
  - Buildings & Grounds
  - Computer technology and labs
  - Office coverage
  - Switchboard

**Membership:** Membership includes full-time and part-time Support Staff. The Vice President of Administration is ex-officio member of this council. Liaisons from the other two councils will attend Staff Council meetings.

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**Administrative Council**
Purpose: The purpose of the Administrative Council is to initiate, develop, and modify proposals concerning issues surrounding management and organizational issues. Additionally, the council will discuss other issues related to college matters as appropriate.

Functions may include but are not limited to:
- Develop assessment plans for the organization
- Develop strategic and tactical plans for the organization, such as:
  - Management
  - Organizational issues
  - Public relations and marketing
  - Budget management and development
  - Business and Industry training planning

Membership: Membership includes full-time administrators and professional grade personnel. The college President is ex-officio member. Liaisons from the other two councils will attend Administrative Council meetings.

ROLES OF COUNCIL MEMBERS

Members: All members by classification of each group are considered active members of their respective councils with a responsibility to participate in the deliberative process of their council.

Chair: The chair
- conducts meetings according to the schedule established at the beginning of each year;
- calls special meetings as needed;
- collects items for agenda and coordinates with secretary;
- serves as the contact person for his or her council;
- establishes meeting procedures with the council members;
- receives proposals from other councils;
- records council’s response on the copy of the proposal located on the I-Drive course and forwards to the Recorder (Executive Administrative Assistant to the President);
- serves as a member of the Governance Assessment Committee.

Secretary: The secretary
- sends out request for agenda items 1 ½, weeks prior to council meeting;
- coordinates with chair in preparing the agenda and sends out to council members 1 week prior to each meeting;
- posts agenda on the I-Drive;
- records and post minutes on the I-Drive;
- makes arrangements for meetings (room reservations, presentation technology needs, room set-up);
- serves as the chair in their absence;
- forwards any new proposals to Recorder to be assigned a tracking number and uploaded;
- serves as a member of the Governance Assessment Committee

Liaisons: While they are not members of the council to which they are appointed, liaisons represent their respective councils in meetings as advocates to ensure that proposals are reviewed
appropriately. Liaisons must communicate fully and accurately the proceedings and deliberations of council meetings to ensure effectiveness of the governance process. They serve as members of the Governance Assessment Committee.

Ex-Officio Members: Ex-officio members serve as senior administration representatives to each of the councils. They represent administration in meetings as advocates and ensure that proposals are reviewed appropriately.

Recorder: The Executive Assistant to the President and Board of Trustees serves as Recorder. Proposals start and end with the Recorder as does each related action in between (see Overview of How Items Flow through the Model and Tracking Form). Henceforth, the Office of the President is the Official Office of Record for all shared governance transactions.

MEETING GUIDELINES

Below is a chart of motions from Robert's Rules of Order that can be used for meeting guidelines:

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<tbody>
<tr>
<td>Close Meeting</td>
<td>I move to adjourn</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Take Break</td>
<td>I move to recess for</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Register Complaint</td>
<td>I rise to a question of privilege</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Yes</td>
<td>None</td>
</tr>
<tr>
<td>Make follow agenda</td>
<td>I call for the orders of the day</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td></td>
<td>None</td>
</tr>
<tr>
<td>Lay aside temporarily</td>
<td>I move to lay the question on the table</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>Majority</td>
</tr>
<tr>
<td>Close debate</td>
<td>I move the previous question</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Limit or extend debate</td>
<td>I move that debate be limited to</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td></td>
<td>Majority</td>
</tr>
<tr>
<td>Postpone to a certain time</td>
<td>I move to postpone the motion</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Refer to committee</td>
<td>I move to refer the motion to</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Majority</td>
</tr>
<tr>
<td>Modify wording of motion</td>
<td>I move to modify the motion by</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td></td>
<td>Majority</td>
</tr>
<tr>
<td>Kill main motion</td>
<td>I move that the motion be postponed indefinitely</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Bring business before assembly )a main motion)</td>
<td>I move that [or “to”]…</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>Majority</td>
</tr>
</tbody>
</table>
### Incidental Motions

<table>
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<tr>
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<tbody>
<tr>
<td>Enforce rules</td>
<td>Point of Order</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
<tr>
<td>Submit matter to assembly</td>
<td>I appeal from the decision of the chair</td>
<td>Yes</td>
<td>Yes</td>
<td>Varies</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Suspend rules</td>
<td>I move to suspend rules</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
</tr>
<tr>
<td>Avoid main motion altogether</td>
<td>I object to the consideration of the question</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>2/3</td>
</tr>
<tr>
<td>Divide motion</td>
<td>I move to divide the question</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>Yes</td>
<td>Majority</td>
</tr>
<tr>
<td>Demand a rising vote</td>
<td>I move for a rising vote</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
<tr>
<td>Parliamentary law question</td>
<td>Parliamentary inquiry</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
<tr>
<td>Request for information</td>
<td>Point of information</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>No</td>
<td>None</td>
</tr>
</tbody>
</table>

### Motions that Bring a Question Again Before the Assembly

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</thead>
<tbody>
<tr>
<td>Take Matter From Table</td>
<td>I move to take from the table</td>
<td>No</td>
<td>Yes</td>
<td>No</td>
<td>No</td>
<td>Majority</td>
</tr>
<tr>
<td>Cancel Previous Action</td>
<td>I move to rescind</td>
<td>No</td>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
<td>2/3 or Majority with notice</td>
</tr>
<tr>
<td>Reconsider Motion</td>
<td>I rise to reconsider</td>
<td>No</td>
<td>Yes</td>
<td>Varies</td>
<td>No</td>
<td>Majority</td>
</tr>
</tbody>
</table>

### COUNCIL OPERATIONS

1. Councils are expected to meet monthly on regularly scheduled days and times. [Frequency to be determined, but an annual calendar is desirable]. Council members will set the dates and times for meetings in September for the entire year (academic or calendar year, as appropriate).

2. Councils select a chair, secretary, and liaisons annually and will establish their meeting rules and format, as appropriate.

3. Each council shall build consensus in making recommendations representing the collective view of that council.

4. Councils are expected to develop committees or task forces, as needed, to conduct their business in an efficient manner.

5. Councils develop internal mechanisms to receive and discuss ideas and concepts that are not ready to be formalized as proposals for action.
6. Councils shall provide written documentation of proposals on the appropriate form, Request for Consideration and Tracking Form (Appendix A).

7. Councils are expected to publish their agendas in electronic format at least 5 working days prior to each meeting in time to provide college personnel time to prepare.

8. Councils are expected to report their minutes electronically, including proposals for other councils and recommendations to the President within 7 - 10 working days after a meeting.

9. Formal responses to proposals from other councils must be made within 30 calendar days from the date the proposal was received.

10. Use of expedited shared governance is intended to shorten the time necessary to respond to issues but not to by-pass the deliberative process. Documentation of the expedited process must be reported using the appropriate form, as noted above.

11. Councils may establish task groups within or between councils at any time in the proposal development process, including before proposals are submitted for consideration or as part of the deliberative process for any proposal.

12. Council meetings are open to all interested persons, however, only council members may act on proposals considered within their own council.

13. Recommendations from Councils are forwarded to the President.

14. The President will report back to Campus on all proposals via councils or all-Campus meetings.

COMMUNICATION OF AGENDA ITEMS AND COUNCIL DISCUSSIONS TO THE CAMPUS

- Agendas and minutes of meetings will be posted on the I-Drive.

- Liaisons will report to their representative council, on council meetings attended and be available to provide background on discussions that occurred in those meetings.

- Each council will report council minutes, proposals, and proposal/input request responses in electronic format and forward to the Recorder on a monthly basis. These documents will also be forwarded to the ex-officio council member(s) to be reported to the president for final decision.

- The President will communicate the results of the governance process to the campus community and Board of Trustees as appropriate.
COMMUNICATION BETWEEN COUNCILS

Communication between councils will be the responsibility of the respective liaisons. While they are not members of the council to which they are appointed, liaisons represent their respective councils in meetings as advocates, to ensure that proposals are appropriately reviewed. Liaisons must communicate fully and accurately the proceedings and deliberations of council meetings to ensure effectiveness of the governance process.

Communication between councils should be in electronic format. This allows the communication to be efficient and ensures that a record is maintained, which serves to preserve the openness of the process.

Proposals, Input Requests, and Information items developed within or submitted to a council, will be handled according to the following proposal communications process.

BUDGET PROCESS

Ultimate responsibility for the development of a budget lies with administration; however, input from all areas of campus will be sought through the administrators. Budget requests should be supported with assessment data and meet the goals of the institution.

The Vice President of Administration will notify administrators of timelines for submissions of proposed budgets. An initial budget overview will be given to the entire campus community in March of each year; the meeting is open to the entire campus for attendance and participation. During the budgeting process, in March and April, councils will be updated on the progress of the budget preparation through written reports. Following the Board Study Meeting in May, a budget overview will be presented to the entire campus.

Responsibilities of Administrators:

- Work with their staff to develop a departmental budget.
- Receive input from all areas of responsibility as budget is developed and prior to submittal to the Vice President.
- Submit proposed budget to Business Office by the requested date.
- Manage approved budgets.

REQUEST FOR ACTION/REQUEST FOR INPUT – COMMUNICATION PROCESS

This communications process is established as part of the governance model. It is intended to facilitate communication by establishing a reporting and feedback process for communication throughout the college.

Proposals/Input Requests may be developed and submitted for consideration from all quarters of the college community including non-council groups.
The status of all items going through the Shared Governance Model will be recorded on a Tracking Form available on the I-Drive, and all final decisions will be reported to campus. At least twice a semester, all college personnel – via all-campus meetings called by the president – will be briefed on the work and recommendations of each council.

I. **Request for Action:** A Request for Action must be submitted in electronic format containing the Proposal Name, date submitted, and the name(s) of the individual(s) initiating the request using the Request for Consideration and Tracking Form. A separate request form is required for each council through which it will be routed.

A. The Recorder will review the request for compliance to the institutional shared governance procedures and if compliant, will assign a proposal number to the Request for Consideration and Tracking Form and post it on the I-Drive. Tracking numbers are assigned based on the academic year and the council (e.g., XXXX12A for Administrative Council, XXXX12F for Faculty Council, and XXXX 12S for Staff Council. The proposal number, proposal name, originator's name(s), type of proposal, and the date that the document was submitted will be entered on the master tracking form.

If, when reviewing the request for compliance, the Recorder determines that the request is non-compliant, the request will be sent back to the originator for revisions and/or additional information.

B. Requests for Action need to be written in such way that they are clear and actionable. Requests for Action that are not actionable, or are not clear, will be returned to the originator(s) for revision and/or additional information.

C. Once accepted, a Request for Action will be placed on each council's agenda for their next meeting for consideration. Councils will act upon a Request for Action as soon as possible. Forms received after a council's agenda has been published will normally be included in the agenda for the next meeting. However, a Request for Action not on the published agenda can be considered as needed with the consent of the council members. Special meetings of the councils may be called should urgent topics arise that need attention prior to the next scheduled council meetings.

D. After a Request for Action has been considered:

   a. The council will indicate its action in relation to the Request for Action with an explanation on the Request for Consideration Form which will be returned to the recorder and posted on the I-Drive.

Each council will decide how it will determine consensus (e.g., formal vote, show of hands, etc.).

Council recommendations include the following:

- Support (with no issues)
• Support with further development (supported but returned to originator(s) for further development with rationale/comments)
• Non-support (with rationale/comments)
• Refer to the President (used at point of impasse, non-action, 30 day deadline to act expired, other reasons)

(Note: Councils should indicate desired revisions and/or suggestions to a proposal in the comments section associated with their council.)

b. Councils may decided to return the Request for Action to the originator with details on issues that need to be addressed prior to a recommendation being made by the Council. This option may only be used once per Request for Action.

E. The recorder then forwards the Request for Action to the area vice presidents for review and comment. The vice presidents record their comments on the Request for Consideration and Tracking Form and return it to the recorder.

F. When a Request for Action is marked as “support with further development,” the department/division or individual forwarding the Request for Action shall be notified via email of the result so that they can take the comments under review and begin further development of the proposal.

G. When a Request for Action is marked as “support” or “non-support,” the recorder with forward the recommendation to the President for action.

H. If a Request for Action reaches an impasse, non-action, 30 day deadline to act expired, or for other reasons is not acted upon, the recorder will forward it to the President for action.

a. The president will review the Request for Action with one of the following outcomes (final decisions will be reported to campus and posted on the I-Drive).

b. Support and forward the Request for Action to the appropriate vice president for implementation or to the Board of Trustees for consideration for action.

c. Support for further development and returns the Request for Action to the appropriate vice president with details on issues that need to be addressed.

d. Does not support the Request for Action. If a proposal is approved by all councils but is not approved by the President, the following action will be taken:
   1. The proposal is sent back to the councils for reconsideration with additional information requested.
   2. The councils are notified that the proposal has not been approved and rationale is provided for the decision.
e. In the event of a split decision among the councils, the president may convene a Conference Committee for further discussion on the Request for Action. The Conference Committee will be comprised of the president, the council chairs, the liaisons, and the ex-officio members of each council.

II. Request for Input: A Request for Input must be submitted in electronic format containing the Proposal Name, date submitted, and the name(s) of the individual(s) initiating the request using the Request for Consideration and Tracking Form. A separate request form is required for each council through which it will be routed.

I. The Recorder will review the request for compliance to the institutional shared governance procedures and if compliant, will assign a proposal number to the Request for Consideration and Tracking Form and post it on the I-Drive. Tracking numbers are assigned based on the academic year and the council (e.g., XXXX12A for Administrative Council, XXXX12F for Faculty Council, and XXXX 12S for the Staff Council. The proposal number, proposal name, originator’s name(s), type of proposal, and the date that the document was submitted will be entered on the master tracking form.

If, when reviewing the request for compliance, the Recorder determines that the request is non-compliant, the request will be sent back to the originator for revisions and/or additional information.

J. Once accepted, a Request for Input will be placed on each council’s agenda for their next meeting for consideration. Councils will act upon a Request for Input as soon as possible. Forms received after a council’s agenda has been published will normally be included in the agenda for the next meeting. However, a Request for Input not on the published agenda can be considered as needed with the consent of the council members.

K. After a Request for Input has been considered by the council, comments will be recorded on the Request for Consideration and Tracking Form and returned to the recorder.

L. The recorder then forwards the Request for Input to the area vice presidents for review and comment. The vice presidents record their comments on the Request for Consideration and Tracking Form and return it to the recorder.

M. The recorder will then return the Request for Input to the originator(s) and post a copy on the I-Drive.

INFORMATION ITEM – COMMUNICATION PROCESS

This communications process is established as part of the governance model. It is intended to facilitate communication by establishing a reporting and feedback process for communication throughout the college.
Information items may be developed and submitted from all quarters of the college community including non-council groups.

The status of all items going through the Shared Governance Model will be recorded on a Tracking Form available online. At least twice a semester, all college personnel – via all-campus meetings called by the president – will be briefed on the work and recommendations of each council, as well as the information shared with each council.

**Information Items** must be submitted in electronic format containing the Proposal Name, date submitted, and the name(s) of the individual(s) initiating the request using the Request for Consideration and Tracking Form. A separate request form is required for each council through which it will be routed.

A. The Recorder (the Executive Assistant to the President and Board of Trustees) will assign a proposal number to the Request for Consideration and Tracking Form and post it on the I-Drive. Tracking numbers are assigned based on the academic year and the council (e.g., XXXX12A for Administrative Council, XXXX12F for Faculty Council, and XXXX 12S for the Staff Council. The proposal number, proposal name, originator’s name(s), type of proposal, and the date that the document was submitted will be entered on the master tracking form.

B. The Information Item will be placed on each council's agenda for their next meeting. Forms received after a council's agenda has been published will normally be included in the agenda for the next meeting. However, an Information Item not on the published agenda can be presented as needed with the consent of the council members.

C. After an Information Item has been presented to the council, comments will be recorded on the Request for Consideration and Tracking Form and returned to the recorder.

D. The recorder will then return the Information Item to the originator(s) and post a copy on the I-Drive.

**COMMUNICATION OF COUNCIL WORK**

A. Ex-officio council members will report on governance as part of their quarterly reports to the Board of Trustees.

B. At least twice per semester, college personnel will be briefed on the work and recommendations of each council, and the final decisions on all Requests for Consideration.
APPENDIXES
Appendix A
Tracking Number: XXXX12-A, F, or S

Request for Consideration and Tracking Form

<table>
<thead>
<tr>
<th>Proposal Name:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date Submitted:</td>
</tr>
<tr>
<td>Submitted by:</td>
</tr>
</tbody>
</table>

**Reason for Submission:**
- [ ] Information Item
- [ ] Request for Input
- [ ] Request for Action

**Attachments:**
(attach related documents; e.g., Curriculum Committee New Course procedural documents)

<table>
<thead>
<tr>
<th>Submitted to:</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ] Administration</td>
</tr>
<tr>
<td>[ ] Faculty</td>
</tr>
<tr>
<td>[ ] Staff</td>
</tr>
</tbody>
</table>

**First Submission:**
- [ ] Yes
- [ ] No, explain

1. State Problem/Rationale for Proposal and Request for Input/Action:

2. Area/Department/Division/Employee Group Affected:

3. Input Received Thus Far:

4. Projected Costs:

5. Funding Sources:

6. Areas that Need to Be Addressed if Implemented:

7. Response/Recommendation:
<table>
<thead>
<tr>
<th>RESPONSE TO INFORMATION ITEM:</th>
<th>RESPONSE TO REQUEST FOR INPUT:</th>
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</thead>
<tbody>
<tr>
<td>□ Comments to be shared with originator</td>
<td>□ Comments to be shared with originator</td>
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</table>

<table>
<thead>
<tr>
<th>RESPONSE TO ACTION ITEM:</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Council Recommendation</strong></td>
</tr>
<tr>
<td>□ Support</td>
</tr>
<tr>
<td>□ Non-support</td>
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<tr>
<td><strong>Vice President Input</strong></td>
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<tr>
<td>□ Support with Further Development</td>
</tr>
<tr>
<td>□ Refer to President</td>
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<tr>
<td>□ Impasse</td>
</tr>
<tr>
<td>□ Non-action</td>
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<tr>
<td>□ 30 day deadline to act expired</td>
</tr>
<tr>
<td>□ Other</td>
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<tr>
<td><strong>Rationale:</strong></td>
</tr>
<tr>
<td><strong>Comments:</strong></td>
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</table>

**Vice President Input**

Administration

Instruction

Student & Information Services
Appendix B

Tracking Form