

**CLACKAMAS COMMUNITY COLLEGE
COLLEGE OPERATIONS CHARTER
WORKING DRAFT – 11/15/23**

MISSION/CHARGE

The **College Operations Council** will serve as a venue for participatory decision-making for policies, procedures, and strategic issues related to college operations. Council members consider, identify, and develop best practices, and gather input from members of the College community, to inform creation of priorities and plans related to:

- space (including grounds/landscapes, and building interiors/exterior);
- technology (enterprise systems, infrastructure, network security, software, hardware)
- other elements of College operations that are not designated responsibilities for other Governance Councils (e.g. emergency and safety planning).

In addition to the ad hoc consideration of topical policy and process issues that come up over the course of any academic year, Shared Governance Councils also help the College identify areas of strategic opportunity, and help organize an appropriate response. Councils use retreats and other work sessions to identify priorities related to their areas of emphasis, and rally necessary attention to those priorities. As priorities are established, Councils will collaborate with relevant experts and role players to identify outcomes/goals for the work, align the resources needed to do the work, and name additional criteria for the work (if needed). Councils will then delegate work to appropriate subcommittees or workgroups, or collaborate with CCC departments whose function relates to stated priorities, to co-create timelines and plans for action. Council chairs and members should maintain awareness of progress related to these priorities through ongoing Council meetings, and help working groups overcome challenges as they arise.

The Council commits to collaborating with other Councils (and related subcommittees) to address issues that cross boundaries.

By fostering collaboration and engagement among College stakeholders with relevant experience and expertise, and with stakeholders that will be impacted by operational decisions, the Council will support engagement, innovation, and continuous improvement of College Operations.

MEMBERSHIP

The Council will seek to involve members that bring diverse strengths, to help in doing the Council's work (including, not limited to: strategic thinking, data-savvy/analytic ability, creativity, ability to mediate conflict, communication skills, project management).

Members should include relevant experts, people with expertise in operational topics, people who have decision-making responsibility related to a topic of discussion, and people who represent stakeholders who are likely to be impacted by Council decisions and actions. In light of the topics that the College community anticipates being considered by the College Operations council, the following role players are considered standing members of the group:

1. Dean of Campus Services
2. Dean of Technology Services
3. Dean of Institutional Effectiveness & Planning
4. Vice President of Finance & Operations
5. At least one Dean or Associate Dean representing the Instruction and Student Services branch (from a Division other than Effectiveness & Planning, represented in #3)
6. Council administrative support (i.e. note-taker, meeting organizer), identified by one of the members above
7. Representative from direct services in Campus Services (e.g. Custodial)
8. Representative from direct service in ITS (e.g. service desk)
9. Representative from Applied Technology Specialist team
10. Representative from Business Office
11. Representative from College Safety
12. Representative from Online Learning & Educational Technology
13. Representative from Disability Resource Center
14. At least one Faculty representing academic support services (e.g. library, tutoring, counseling)
15. At least one Faculty representing direct instruction in a program that relies heavily on technology (e.g. primarily online, or reliant on technology for f2f instruction)
16. At least one Faculty representing direct instruction in a program that relies heavily on facilities (e.g. instruction relies on specialized facilities or grounds)
17. At least one employee representing locations other than the Oregon City campus (e.g. Harmony, Wilsonville)
18. At least one Faculty liaison to the Faculty Senate Technology Fund Committee
19. At least one Classified staff representing a service area that relies heavily on specialized technology for departmental operations (e.g. registration, communication/marketing, scheduling)
20. At least one Classified staff representing a service area that relies on specialized facilities for departmental operations (e.g. Sciences, Horticulture)
21. Two (or more) student representatives (recruited via ASG, Phi Theta Kappa, or other networks)

The Council should ensure representation from any subcommittees or ad hoc workgroups, if not already represented by the members listed above. Co-chairs will be responsible for requesting membership rosters from subcommittees and workgroups, and will review Council membership to ensure representation.

The Council membership will elect a minimum of two co-chairs to convene and facilitate Council business. One of these co-chairs will be a member of the College's Executive Team, who will also recruit administrative support for the Council (serving as Council recorder); at least one other co-chair role will be filled by a non-administrative Council member. The co-chairs will collaborate to create agendas, facilitate meetings, and identify/track commitments; additional details are available in the Council Operations section (below), and in the CCC Shared Governance Handbook.

In keeping with the College's commitment to diversity, equity, and inclusion, one of the Council members named above will be selected to serve as an embedded DEI ambassador. This ambassador will receive special training from the College's Chief Diversity Equity and Inclusion Officer, and support the entire Council membership in application of DEI tools and values.

Council chairs will work with the Shared Governance Process Support Group to recruit members as vacancies arise.

RESPONSIBILITIES

The Council will identify unique priorities and plans in response to evolving needs and opportunities. In addition, the Council will be responsible for the following (select items may be designated to subcommittees or ad hoc workgroups):

1. Regular research and synthesis of College stakeholder perspectives on policy, process, and plans being considered by the Council (i.e. Council products should reflect an awareness of impact on the community)--this can include conducting surveys, focus groups, and using other methods to gather feedback regarding space, technology, and other College operations;
2. Review and recommendation of policies and processes related to College operations, including space and technology;
3. Consult on the potential impacts of known upcoming interruption to normal College operations, and help identify strategies to minimize negative impacts on students, employees, and community members.
4. Consult and approve strategy for space planning efforts, including allocation of space to non-CCC partners, future rounds of adjacency planning efforts, and forecasting the potential impacts of Bond-funded projects and other construction projects;
5. Consult and approve strategy for signage, wayfinding, and ensuring accessibility in all CCC outdoor and indoor spaces;
6. Prioritizing buildings and grounds issues that require maintenance or improvement (including outdoor environment, ELC, the sustainability walk, and other spaces);
7. Facilitation of specific space processes, including "state of classrooms" survey;
8. Consult and approve strategy for issues related to art on campus;
9. Consult and approve strategy for technology planning efforts, including classroom updates, labs, and prioritization of enterprise-level technology projects;
10. Facilitation of specific technology processes, including software request solicitation and review;
11. Consult and approve strategy for communication, training, and implementation of new technologies that will have an impact on significant portion of the College community;
12. Serve as group to prioritize budget requests related to College Operations topics (e.g.

technology, facilities) that are created/received as part of the budget development process.

13. Consult and approve strategy for updates to other elements of College operations, collaborating with other Councils on these topics as appropriate (e.g. food service, bookstore, college safety, human resources, and custodial services)
14. Help the College identify future emergencies that are worth planning for—and help create plans for response that will minimize negative impacts on students, employees, and community members, should those emergencies arise. Serve as a support to members of the Incident Command team, in active emergency situations.
15. Serve as an ally to emergency preparedness efforts, supporting communication and training related to the College's Building Emergency Response Team (BERT) program, and incident command strategy;
16. Creation and maintenance of a systems map, which identifies key contacts, responsibilities, and relevant process documentation, for issues related to College Operations;
17. Consult on project management plans related to priorities and plans identified in the Council (including outreach to non-Council members who will need to engage in prioritized work, and support to teams involved in implementation);
18. Co-creation of communication and training plans related to Council actions, to help the College community stay abreast of developments in College operations;
19. Facilitate debrief and analysis as Council efforts proceed, and after they conclude, to capture lessons learned, and inform course changes.
20. Collaboration with other Councils as issues span boundaries of their respective mission/charge.

COUNCIL OPERATIONS

1. The Council will expect chairs and members to behave in a manner in keeping with the College values, and the values identified in the CCC Shared Governance handbook.
2. The Council will seek to leverage and celebrate diverse strengths, perspectives, experience, and expertise. The Council will seek to create efficient and effective processes for participatory decision-making—with a goal of creating well-informed recommendations for action, while streamlining the College's approach to serving students, employees, and community.
3. Council member recruitment will be facilitated by a collaborative effort among Council co-chairs, and the Shared Governance Process Advisory Group. Recruitment will emphasize robust representation from the members described above, and will ensure representation from CCC employees who bring relevant expertise, experience, and/or awareness of impact of potential Council actions.
4. The Council will be led by at least two **Council Co-chairs** (the Council can name more than two, if appropriate). These chairs will include one member of the College's Executive Team, and at least one non-administrative Council member. Co-chairs will:
 - a. Schedule meetings;
 - b. Facilitate meetings;
 - c. Serve as an ambassador to departments and/or subcommittees doing work related to Council priorities.

- d. Represent the Council as a member of the Shared Governance Decision Oversight group;
 - e. Collaborate with the Shared Governance Process Advisory Group to recruit new members, when vacancies arise;
 - f. Ensure that the Council is connecting/collaborating with other Councils when needed, and communicating with the broader College community at regular intervals.
- 5. The administrative co-chair will also recruit a **Council Recorder**, who will support Council meetings and communication. The recorder will:
 - a. Take notes during Council meetings;
 - b. Ensure that meeting minutes/attendance, up-to-date lists of subcommittees and subcommittee rosters, and other relevant documentation are posted on the College's internal website for review by the community; and
 - c. Provide additional support to the Council and co-chairs as capacity allows.
- 6. **Council Members** will:
 - a. Actively engage in meetings, and associated Council activities;
 - b. Serve on subcommittees or ad hoc workgroups, as needed, and as capacity allows; and
 - c. Take on leadership roles related to specific priorities/plans/actions, as capacity allows.
- 7. Once per year, Council chairs and members will convene for a retreat, in which they will prepare a working agenda for the upcoming year. This working agenda should name priorities and plans for the coming year, along with timelines, and designated leads from Council membership. This annual agenda will be submitted to the Shared Governance Decision Oversight Group, who will then offer feedback and guidance regarding what elements from the working agenda will need to receive final consideration and approval from that group. Councils that name priorities that span the interests of multiple Councils should use strategies for inter-Council collaboration as appropriate; these can include ad hoc collaboration in cases where a priority is shared by two councils, or more formal collaboration (using the Decision Oversight Group as venue) when priorities are shared by more than two Councils.
- 8. The Council will meet at least monthly (though the Council and/or subcommittees can meet more frequently as needed). Council meetings will serve several functions:
 - a. They will serve as an accountability check on the priorities and plans named in the annual working agenda.
 - b. They will serve as a venue for creative and critical thinking (i.e. think tank/consultation) related to issues arising over the course of implementing the annual working agenda.
 - c. They will serve as a venue to consider emerging (or emergency) issues related to the Council's purview, that require attention. The Council can make changes to its annual work plan in light of these issues as needed, with changes submitted to the Decision Oversight group.
 - d. They will serve as an opportunity to share news regarding actions, considerations, and concerns on topics of interest since the last meeting—and get additional feedback from Council members.
 - e. Every effort will be made to ensure issues can be addressed during regular Council meetings, when all members are on contract. If emergency issues arise

during summer, or during other times of year when members are off contract, then additional meetings may be scheduled. Participation by members who are off contract will not be required; participation by members who are off contract will be compensated.

9. The Council commits to actively communicate the results of Council deliberations with the rest of the College Community (via the Council internal website, and other means as they are identified).
10. The Council will send at least one co-chair to serve as a member of the Shared Governance Decision Oversight group. This person will represent recommendations and plans from the College Operations Council in that setting. This person will serve as a full member of the Oversight group, and weigh in on recommendations that are generated by other Councils in that setting.
11. The Council will designate one member to serve as an embedded DEI ambassador. This person will participate in a community of practice with the College's Chief Diversity, Equity, and Inclusion Officer, and receive training on how to support the Council in application of DEI tools and values as the Council conducts its business.