

~~AME~~

*Edit down to
2 pages*

May 29, 2012

To: Presidents' Council

From: Joanne Truesdell, President

Thank you being key to the development and approval of board policy and administrative regulations. As the complete review, re-write, repeal and new policies/administrative regulations draws to a conclusion, the next phase of our work is on committee revitalization. To begin that work we will first review our shared governance council structure.

Governance Background

Through the leadership of Dr. Keyser, in the mid 1980s, the college began working on shared governance and council structures to support shared governance. The roles of the councils are to support well informed decision-making at CCC.

When shared governance works it attempts to balance maximum participation in decision making with clear accountability. Genuine shared governance gives voice (but not necessarily ultimate authority) to concerns common to all constituencies as well as to issues unique to specific groups.

The principles of shared governance – decision making network frameworks that facilitate the responsibility of participation, communication, and accountability has not changed. It is the structures supporting decision-making that may need to change in response to, or in anticipation of, changes in our environment.

Revitalization of our council structure is to continue and enhance our college's ability to be effective in implementing our mission.

Below, outlines the two primary governance and communication councils and their roles in the previous 14 years.

The primary governance council has been Presidents' Council. It began signifying it was the college president's council and throughout the years has changed to being Presidents' Council or a council with student, faculty, staff, administrative and the college president meeting.

President's Council:

1998 Serves as the steering committee for monitoring and reviewing college-wide issues related to effective communication, budget, strategic and facilities planning, accreditation, organizational alignments, committee assignments and College values.

2006 Coordinates college-wide planning and communication, sets goals and strategic priorities, develops proposed budget, and makes final policy recommendations to the Board of Education.

Presidents' Council:

2007 Coordinates college-wide planning and communication, sets goals and strategic priorities, develops proposed budget, and makes final policy recommendations to the president for the board of education review process.

College Council:

College council began as a college instructional council. To ensure processing of key decisions involving instruction, student services and operations, the council changed its name in 1998.

1998 To connect a broad base of people for the purpose of identifying issues, reviewing initiatives, and solving problems which go beyond a single Dean's area of responsibility

1. To delegate issues and problems to appropriate groups within the organization
2. To connect with and receive reports from all college-wide committees
3. To frame issues for President's Council as appropriate

2000 The college council is a college-wide decision-making group with responsibility for college operations and policy.

The College council makes decisions on issues of college-wide operations. As a general rule, those matters that would impact more than one department or division of the College are reviewed by College Council. The College Council is an important vehicle of college-wide communications and information dissemination.

Decisions and deliberations of the College Council will normally operate within this framework.

1. Diversity of opinion is welcomed and embraced and activity participation is encouraged.
2. Consensus does not imply uniform acceptance or the same level of agreement of all members.
3. If lack of consensus views pro and con will be noted to clarify opinion or issues as they are referred back to committees or PC
4. Try to work on a two-week turnaround between the time a recommendation is made and the time the recommendation is accepted, approved or passed along to the PC.

2006 Addresses operational issues across the college, hears committee reports, provides updates from other college-wide meetings, and serves as a forum for discussion of major college issues as they arise (*Visions to Reality*).

A key document to be considered in the implementation of shared governance, is *Visions to Reality*. First to be published in the early 1990s it has been reviewed and revised overtime.

Attached is the most recent version of *Visions to Reality*.

College-wide & Presidents' Council Conversations regarding governance

Upon completion of the second college climate survey, Presidents' Council provided the following insights and recommendation from Climate Survey 2009.

- Emphasize and commit to the college's value statement: everyone is expected to be engaged and be a participating problem solver.
- Engage and take personal responsibility for making teams more effective
- Take advantage of opportunities to give input and ideas in many venues: FYI, Surveys, face-to-face meetings, etc.
- Take advantage of training opportunities

A sub-group of Presidents' Council during 2009-10 review of shared governance concluded that communication and accountability are the two issues related to effective shared governance:

1. Communication is the tool.

2. Accountability are two things
 - a. Responsibility for the ultimate decision and the wisdom of it
 - b. Responsibility to be an informed participant

During 2011-12, the college board of education reviewed all board policies. The board recognized the need for a policy on shared governance. The following policy was adopted in December 2011.

Clackamas Community College – Board Policy: Shared Governance - GBB

The College strives to empower greater numbers of participants in the operation of the College through shared governance. The concept of shared governance is to provide staff and student involvement in decision making in a climate of mutual trust and respect. The goal of shared governance is to reach solutions through a collaborative decision-making process.

The benefits of shared governance include:

1. The expertise, insight and analytical skills from a broader base of individuals throughout the organization;
2. A greater identification with decisions and therefore greater commitment to their implementation;
3. A broader perspective of College objectives and of the ways to achieve them;
4. The promotion of cooperation, mutual understanding, team identity and coordination;
5. Increased opportunities for conflict resolution through consultation and consensus building;
6. A greater understanding and acceptance of decisions.

The President and Presidents' Council oversees the development of guidelines as needed for the implementation of shared governance.

END OF POLICY

2011-12 Presidents' Council, College Council Conversation Themes affecting Governance

The ever increasing work from a variety of initiatives – planned for and received from outside the college – the continued deliberation and planning on an ever decreasing budget, the issues of communication, and a change in personnel the perception of involvement or lack thereof persists. The challenge is that collectively we have been unable to actually pinpoint the exact dissatisfaction. Broadly our governance and communication improvements need to be focused on:

- How our decision network framework functions
- Who has responsibility and accountability of decisions
- When has a decision been made
- Where or with whom (individual/group) decisions reside and how decisions and their implementation and success is communicated

Simply put, the changing college environment has exerted pressure on our councils in shared governance. The concern is we using precious time processing the same items when other items fall behind or lack process. While this will always be an ever present question, it is time to revisit our councils and committee structures to ensure they are relevant to the work ahead.

GOVERNANCE & DECISION MAKING - WHO IS REALLY RESPONSIBLE FOR WHAT?

All legal authority in any college/university originates from the governing board. A public institution is established by law or constitution and the legal right and obligation for the College Board to exercise authority over an institution is vested in and flows from its board.

The board then formally delegates authority over the day-to-day operation of the institution to the president, who, in turn, may delegate authority over certain parts of college management to other college officials—for example, granting authority over academic personnel and programs to the provost as the chief academic officer, and so on.

The Clackamas Community College Board of Education Shared Governance policy endorses governance a collaborative venture.

WHAT IS SHARED GOVERNANCE?

“Shared” governance has come to connote two complementary and sometimes overlapping concepts: 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 2009*). Reflects statements from AAUP, NEA, AAGB, ACCT, AACC agreements on concepts of shared governance

2012-13 COMMITTEE REVITALIZATION PLAN TO ASSESS DECISION MAKING NETWORK FRAMEWORK SUPPORTING SHARED GOVERNANCE

Why Begin with Council Revitalization?

Our environment is much more complex and as it is imperative that broader input, consideration, participation, timeliness and communication in decisions affecting our mission and outcomes occurs.

The content of the decisions are where the intersections of state, federal, district, community and student interests, board authority, presidential responsibilities, administrative actions and faculty, staff and student leadership responsibilities and accountability occur.

What is the purpose of Council Revitalization?

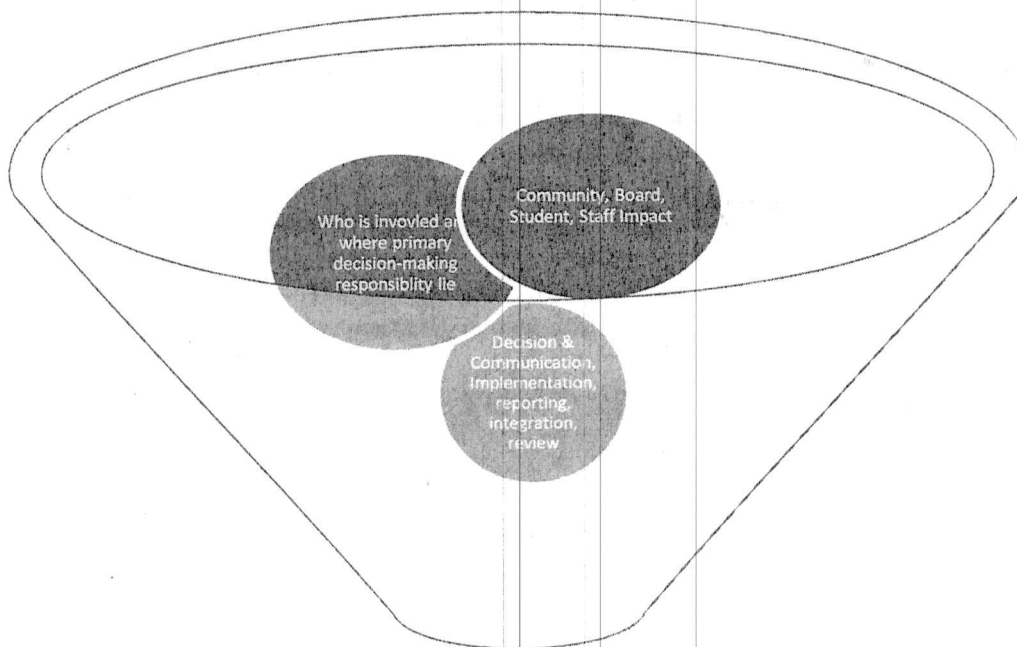
The purpose of Committee Revitalization is to review our existing council framework and larger meeting groups in order to ensure broad input, consideration, representation, communication and accountability in key decision-making processes. In addition, the work will identify primary responsibility (not total authority) for specific areas of decision making within the college.

What does success look like?

- Councils reflect a learning organization and is responsible to college community and Board.
- Decision making network framework supports sharing in key-decision making activities.
- Avoids same people doing same process more than once;
- Ensure broader input when needed and communication.
- Identify clearly role, decisions and communication plans.
- Easy to understand.

Proposed Process/Timeline:

- May 29 - Expanded Presidents' Council reviews need for revitalization plan draft, improves/supports/communicates
- June 1 – College Council reviews plan gain feedback and timeline.
- August VP – Activity that identifies decision network framework needs, governance council needs, current gaps and proposes decision making network framework changes.
- October College Council - Activity that identifies council needs, current gaps and proposes decision making network framework changes, chartering methodology, communication expectations and reporting processes.
- October - Report to Presidents' Council on recommendation for shared governance councils and decision making network framework to implement board policy.
- October - Committee processes begin review



Shared Governance & Decision Making Network Framework Outcome

