Shared Governance

*At the end of 2012, Presidents’ Council established a task force on shared governance. The task force was charged with developing a well-defined and widely accepted vision of shared governance to serve as a guide for future decision-making at CCC. This document, developed by the task force and revised based on extensive input from Presidents’ Council, summarizes the principles which the task force believes are at the heart of shared governance. We are now seeking input from a broader cross-section of students and staff. Comments and suggestions should be directed to denice.bailey@clackamas.edu.*

Preamble

Clackamas Community College’s long-standing commitment to broad-based decision making forms the core of its institutional culture. Its purposes are and always have been to optimize the quality of the decisions made, to maximize the degree to which they are understood and accepted by the campus community, and to promote an institutional climate of mutual respect, trust, and shared purpose that allows the college to focus its attention on the needs of the students it serves and the effectiveness of the services it provides them.

Shared governance assumes that the decision making process begins with the consideration of the problem itself and includes, when appropriate, framing the questions leading to its solution. Beyond this, however, there is wide latitude in the design of the structures, processes, and procedures by which shared governance can be implemented, but a strong commitment to shared governance exists at all levels within the college. This document attempts to identify the key principles that characterize a robust and effective system of shared governance. The principles it identifies are intended to form a solid basis on which the college community can begin to review, evaluate, and revitalize its efforts to make its shared vision a reality.

Principles

I Inclusion

Who should be involved/represented?

Those affected by the decision

Those with necessary background and expertise

Those ultimately responsible for making the decision

Those responsible for implementing the decision

II Responsibility

Remain ethically engaged

* Engage in active and continuous communication with constituents
* Come to meetings prepared
* Actively participate in discussions
* Accurately represent the concerns of constituents
* Maintain the spirit of consensus-building
* Actively support implementation
* Remain solution oriented

IIl Consensus

Distinguished from unanimity

* all who should be involved or represented have been
* due diligence has been exercised
* the critical issues have been aired
* the process can go forward.

In the event no consensus emerges, those ultimately responsible for making the decision must come to a decision, informed by the discussions of the group.

IV Transparency

All understand what is covered by shared governance

Organizational and policy decisions that result in a rule, guideline, process, procedure, or plan that affects a significant portion of the campus community. Examples include but are not limited to

* Instructional policies
* Registration and other student service procedures
* Administrative regulations
* Implementation of new programs and processes
* Implementation of legal mandates

Decisions not subject to shared governance

* Disciplinary actions involving college staff
* Contract negotiations
* Resolution of interpersonal issues
* Maintenance of the physical plant
* Maintenance of the current level of IT infrastructure
* Legal requirements
* Board policy

V Communication

Forums for communication

Perhaps more than any other factor, the success of shared governance depends on successful communication between the formal decision-making body and the broader campus community. Communication must occur in both directions and it must be open, inclusive, accurate, and timely. Responsibility for seeing that these standards are met must be universal. Communication forums and channels include but are not limited to

Formal:

* Presidents Council
* College Council
* Vice-President meetings
* Department Chair meetings
* The budget advisory group
* Association meetings

Informal

* Department meetings
* Other committee meetings
* Informal conversations with students and colleagues
* Document sharing
* FYI, the Monthly President’s Message
* Other means of communications

VI Continuous Improvement

A reflective process with metrics

It is important that the college continually assess the success of its efforts to apply the principles of shared governance and the quality of the decisions that result. Questions that address these two dimensions are:

* Was the process open?
* Were the right people involved? (see I)
* Was the decision widely anticipated?
* Were there few or no significant unintended consequences?
* Was there little or no push-back?