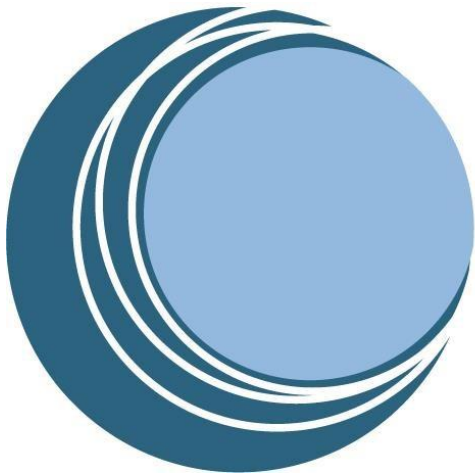# CENTRAL OREGON
community college

Shared Governance Handbook

1.   What is Shared Governance at COCC and Why Do We Value It?[1]

Central Oregon Community College values shared governance. Shared governance entails full and active participation by faculty, administrators, staff, and students, who share responsibility as equal stakeholders for the mission, vision, goals, academic integrity, and institutional sustainability of the College. This mutual responsibility requires that stakeholders engage in free and open discussion, join in collaborative decision-making, and mutually inform one another of resolutions.

College committees have been established to implement present policies and procedures and to plan for the future. Committee members, consisting of elected or appointed members from the various areas on campus, collaborate in the decision-making process on broad curricular, academic, administrative/operational and policy issues.

Some primary responsibilities for implementation and decision-making reside with particular stakeholders. The guiding principle is that institutional policy-making is done in collegial collaboration with respective college stakeholders and their representatives.

Shared governance requires all such decisions be communicated effectively to the general college community, with special emphasis on the need for accountability with timely, reasoned explanations for any modification or rejection of recommendations.

---

[1] *Sections 1-3 are directly from the General Policy Manual's Committee Structure section. At some point, the Shared Governance Work Group may consider revisions to that section and merging this Handbook with that section.*

In order to be effective, shared governance requires respect for the process and all participants, open communication, and a mutual basis of trust that enables all to express their views freely with the expectation that their contributions will carry weight in the decisionmaking process.

2. <u>Committee Descriptions and Responsibilities</u>

The College uses a number of different kinds of committees to carry out its work. When applied to a committee, the term "College," in most cases, implies that the committee has broad representation from a number of groups within the College and has required broad-based agreements in defining the functions of the committee.

The College has three types of committees:

- **Policy:** Committees with the authority to recommend policy, within their scope of responsibility, to the President.
- **Advisory:** Committees which provide guidance and recommendations to a specific entity of the College.
- **Administrative:** Committees responsible for various aspects of day-to-day administration of College policy and practice, albeit instructional, administrative or other focus.

In addition to "College" committees, other committees may be established by organizations within the College. The Faculty Forum, Classified Association and the Associated Students of Central Oregon Community College establish committees for their own purposes. These committees should have a designation other than "College" within their titles, such as:

"Student Government Committee on…"
"Faculty Forum Committee on…"

These non-college committees report to the organization which creates them and are answerable to the creating organization.

Note from the SGC: The GP Manual also identifies two other types of committees: Employee and Student groups, such as Faculty Forum, Classified Association of COCC, Adult Basic Skills Instructors and Associated Students of COCC; and Ad Hoc Committees that perform specific administrative or advisory tasks such as the College concerns Committee, the Naming Committee, etc. Teams, Work Groups, and Task Forces are also often used to describe small "committees" that meet for a focused period of time on a specific task, and are thus not named in the GP Manual. However, there are exceptions since this practice has not been followed consistently over the year.

College Policy Committees

College policy committees have been established to implement present policies and procedures and plan for the future. The College policy committees include College Affairs. Academic Affairs and Student Affairs.

Each has a specific area of jurisdiction for study and recommendation; because of the complex nature of the College it is advisable for policy committee chairs to communicate with each other regularly, by appropriate and expeditious means to ensure inter-committee cooperation on items of interest and overlapping responsibility common to more than one policy committee.

Meetings of all College policy committees are open and any staff member or student wishing to include a relevant item on the agenda may do so by scheduling that item with the chair of the committee. While a committee meeting is in progress, any committee member may request permission for a member of the audience to speak to an item under consideration. (This may not apply to College special purpose committees, such as Task Forces and Work Groups.)

Committee members may not be represented by alternates or proxies for the purpose of voting.

Task forces may be created to address specific topics or perform detailed review of issues within the areas of jurisdiction for study of the major policy committees. Task forces will follow the same general procedural guidelines as the major committees, will report to the appropriate policy committee, and will normally complete their work in two years.

3. **Committee Membership**

Policy: Appointments to College policy committees will be made in Spring term for service in the following academic year.

Faculty members on College policy committees and special purpose[2] committees are chosen from the regularly appointed, full-time faculty, e.g., tenured or probationary contracts only, unless otherwise designated. Faculty in full-time one year temporary positions can run for positions that are for one year or less. For example, filling in for a quarter on a committee when a committee member is on sabbatical or maternity leave, etc.

Classified employees on College policy and special purpose committees are chosen from the regularly appointed, benefited, part-time or full-time classified employee group.

Administrative members of College policy committees must be regular employees working nine months or more.

Student members of College policy committees must be in good academic and disciplinary status and enrolled in a minimum of six credits.

Note from the SGC: A full list of major committees, administrative, advisory and some work groups is on the COCC Committee Matrix, which is updated quarterly. Please visit https://www.cocc.edu/committees/ for that link.

---

[2] Special Purpose committees refers to Task Forces, Ad Hoc Committees, and Work Groups.

4. **<u>Shared Governance Process</u>**

The following chart highlights the preliminary communications policy committees should make when recommending policy, providing oversight, etc. This a preliminary guide. There are many situations that a committee may need to report/inform committees beyond its immediate scope.

An example of this process would be that the Curriculum Committee, a subcommittee of Academic Affairs, reports back to Academic Affairs, yet, it would also go to Academic Affairs with proposals to change their membership, for example. The Data Stewardship Advisory Committee would develop their own changes to relevant policy and have those changes approved by College Affairs.

Review and Approval to Changes to the Policy or Procedures Manuals

Institutional policies and procedures of the College shall be reviewed by the Shared Governance Committee on an annual basis, or more often as needed to ensure that policies and procedures are being followed and/or are up to date.

Members of the College Board, College employees, or students may submit proposals, to the appropriate policy committee for a substantive change to the General Policies and Procedures Manual. Internal department procedures not delineated in the General Policies and Procedures Manual do not need to go through this process.

Proposals for new or revised Institutional Policies and Procedures shall first be considered by the individual and group(s) that has(have) immediate oversight of the policy or procedure. For example:

- Academic Policies and Procedures: Admissions and Records; Academic Affairs; Chairmoot; Faculty Forum; Student Affairs
- Business Policy and Procedures: Fiscal Services; Chief Financial Officer
- Faculty Policy and Procedures: Faculty Forum; Vice President for Instruction; Chairmoot
- Human Resources Policy and Procedures: Human Resources Director
- Student Policy and Procedures: Student Affairs; Dean of Student and Enrollment Services
- Campus Safety Policy and Procedure: Safety Committee; Campus Public Safety; Vice President for Administration
- Committee Charges and Membership: Committee members and its immediate constituents; College Affairs.

A policy committee shall hold two readings, open to the college community, on the proposed new or revised policy or procedure. Following an approved first reading, the revised or new policy or

procedure will be shared on campus for a comprehensive constituency review and scheduled for a second reading: the individual or group making the proposal shall make their proposal via Bobcat Community posts, at a minimum, and through any other means deemed suitable. The policy committee will then hold a second reading.

If the group reviewing the change in policy or procedure is a policy committee, that committee makes a recommendation to the College President for consideration of approval. Advisory committees and other groups submit recommendations to the committee they are advising or to the appropriate administrative unit within which the group resides. All other committees, including Administrative committees, shall submit their recommendation for a change in policy and procedures as described in their committee charge.

Once a change in policy or procedure has been vetted and recommended for approval as noted above by Academic Affairs or Student Affairs, changes to any section of the GP Manual will be sent electronically to the College Affairs Chair and Committee Specialist as an information item using the "Policy Committee Proposal Cover Sheet".

Following presidential approval of a change, the change (update, deletion, addition or revision) to the GP Manual shall be made on the website version of the GP Manual under "updates" and updated in the pdf version of the GP Manual during the summer by the Committee Specialist for College Affairs, or a designated substitute.

Any approved substantive change to the GP Manual shall be announced by the College Affairs Chair to the College using Commlines, in addition to announcing to the current presidents of the Faculty Forum, ABS Union, and CACOCC-Classified Association within two weeks of the College President approving the change, in order for them to notify their respective members. The College Affairs Chair shall post a summary of all changes to the GP Manual on Commlines each quarter, changes that are also highlighted on the General Policies and Procedures website.

Proposal Process
The essential process of policy, program and procedure development and revision entails the evolution of a proposal starting with the initial development by any COCC individual (administrator, faculty, staff or student) or group and then proceeding through deliberations by the appropriate Committee with authority to make recommendations in that area.

Proposals for Policy/Procedures (creation or revision)
A proposal may be initiated in any instance that an authoritative body deems necessary the development or revision of a policy, program, or procedure toward a more effective version. Initiated by any individual or group, proposals are designed to develop new or revise current policies, programs and procedures. The recommendation, approval and implementation pathway is determined by the level of influence of the proposal (ie. campus wide vs. department) and the levels of bodies affected by the proposal.

The Shared Governance Committee (SGC) provides guidance on the appropriate pathway and level of deliberation and approval. In essence, a group may propose policy/programs/procedure to an appropriate body so long as the proposal is far-reaching. Intra-Departmental proposals may not require the approval and recommendation of any other groups.

Proposals, particularly to policy committees, should use a version of the **Proposal Presentation form [see Appendix A]** to highlight the key components of the proposal. These should be completed with enough detail to assist in the committee's deliberation.

Deliberation and Recommendation
Departments, task forces, work groups, and committees conduct a process of deliberation that focuses on finalizing any proposal toward an accepted end to be approved at an appropriate level. Sub-Committees make recommendations to Committees. Policy committees make recommendations to the President, as do some advisory committees such as Facilities and FIAT. Currently, recommendations made by Advisory Committees are NOT required to be reviewed by Policy Committees; however, this is a discussion item for review. It may be that Advisory committees that make recommendations to change Policy as noted in the General Policy Manual should go through the approval process via College Affairs.

Revisions of Proposals
Any revisions, additions, removals of any part of a proposal, as recommended by a deliberating body should be conducted by the original proposal facilitator.
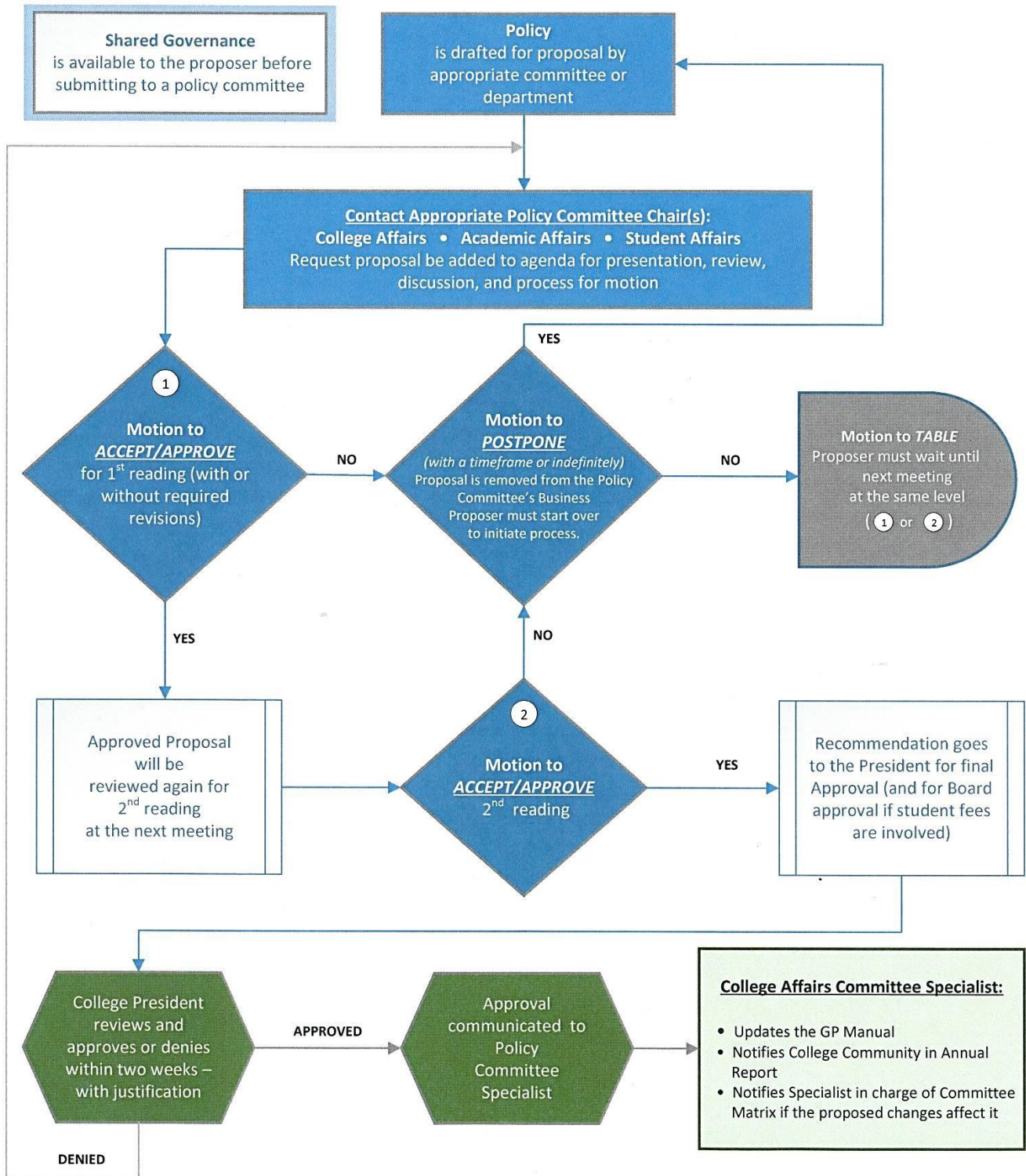
Inter Committee Deliberations
In the case that a single proposal needs the purview of 2 or more groups, the SGWG can help facilitate collaborative deliberations.

Recommendations and Approvals
The final stage must include a process of acceptance (or repeal) by an appropriate body, charged with the authority to make the final recommendation.

PROPOSALS TO CHANGE POLICY or PROCEDURES FLOW CHART

https://www.cocc.edu/committees/

Shared Governance
is available to the proposer before submitting to a policy committee

Policy
is drafted for proposal by appropriate committee or department

Contact Appropriate Policy Committee Chair(s):
College Affairs • Academic Affairs • Student Affairs
Request proposal be added to agenda for presentation, review, discussion, and process for motion

YES

(1) **Motion to ACCEPT/APPROVE** for 1st reading (with or without required revisions)

NO

Motion to POSTPONE
(with a timeframe or indefinitely)
Proposal is removed from the Policy Committee's Business Proposer must start over to initiate process.

NO

Motion to TABLE
Proposer must wait until next meeting at the same level
((1) or (2))

YES

Approved Proposal will be reviewed again for 2nd reading at the next meeting

NO

(2) **Motion to ACCEPT/APPROVE** 2nd reading

YES

Recommendation goes to the President for final Approval (and for Board approval if student fees are involved)

College President reviews and approves or denies within two weeks – with justification

DENIED

APPROVED

Approval communicated to Policy Committee Specialist

College Affairs Committee Specialist:

- Updates the GP Manual
- Notifies College Community in Annual Report
- Notifies Specialist in charge of Committee Matrix if the proposed changes affect it

Edits are made online annually to the COCC website Policy Manual:
https://www.cocc.edu/policies

Revised: 3/2/2018

The Committee's recommendation moves forward either to its oversight committee (for example, recommendations by the Curriculum Committee must be reviewed by Academic Affairs) or, for policy committees, to the COCC President for a final decision. For Advisory Committees, a recommendation currently moves forward to the person(s) or entity the advisory committee advises. This is true also of administrative committees. However, again, since COCC does not always use these terms consistently, there are exceptions.

5.   Responsibilities of Committee Chairs

    a. Establishing Norms: Culture and Process
    b. Establish Agenda
    c. Request permissions from VPI and IT Dept. to post committee agendas & updates in <u>COCC Headlines</u> folder in Outlook.
    d. Maintain Website and/or N-Drive
        1. Post minutes/Agendas
        2. Post Materials for deliberations
        3. Post decisions
    e. Facilitate Work: Monitor Meetings
    f. Collaboration with Note taker
    g. Communication with other committee chairs and the college campus
    h. Committee End of Year Report: All committee chair's (or designee) will submit an end of the year status report to the Shared Governance Committee which includes key recommendations, accomplishments, challenges opportunities and needs. See Appendix B for a template. The SGC will be looking into a public "storage" place for these final reports: we are hoping the future Intranet will provide that location. We might also post them on our public-facing website. In the meantime, reports will be stored in our N-Drive.

6.   Responsibilities of Committee Members

Shared or participatory decision-making is a method of collegial interaction in which faculty, administration, staff, and students participate in the decision-making process and in which recommendations are made to the college President or, if the recommending body is a subcommittee, workgroup or task force, to its oversight committee. Through active participation and collegial interaction by all members, mutual agreement is the goal. *Committee members are selected to represent some constituency or because they have some particular expertise or responsibility in an area. Members have the responsibility of keeping their respective groups informed of the proceedings and recommendations of the particular policy committee, advisory committee, work group or task force.*

Being a committee member is about much more than simply attending meetings, although that is one of a committee member's tasks. It is an active not a passive role. Members should be aware of what the committee is authorized to do, and to work with the other members of the committee to reach a consensus, so enabling business to be completed, or to move on through the committee structure.
Members should also:

- Prepare for the meeting by reading the agenda, the previous meeting's minutes, and thinking about points that need to be raised, clarified or discussed.

- Discuss any matters that need decisions with the appropriate individuals and constituencies prior to the meeting.

- Contribute to discussion.

- Report back to their constituencies.

- Carry out any follow-up action required of them.

7.   Responsibilities of Committee Note Takers

Policy committees and some administrative committees are fortunate to have a designated administrative assistant to assist the chair and take, post and archive minutes. However, most committees, work groups and task forces have a less formal note taking system. Because designated notetakers are usually administrative assistants who provide key administrative support for committees with a heavy paper load, the SGC has recommended that they be titled "committee specialists"—those who provide enhanced support to specific committees.   Current committees with such specialists include Academic Affairs, College Affairs, PIRT, Chairmoot, and Strategic Planning. Committee specialists work with the committee chair to schedule meetings; send out agendas; take notes; record votes, and archive agenda and minutes.

The advice in sections 7 and 8 is thus more focused on committees with Committee Specialists; however, all committees could modify these ideas to suit their particular needs and purposes.

The committee minutes are to be inclusive but not exhaustive.

Attendance must be listed. Minutes must include the wording of all motions, the names of the members who made and seconded the motions and the list of who voted for the motion, against it, or abstained, along with the total vote, and whether the motion passed or was rejected.   The minutes must include the major points of discussion even if no motions were made. However, transcription-type minutes are not expected.   Persons who are going to report on old or new business will be requested to have a written report at the meeting and electronically available to the note-taker by the end of the meeting. The minutes taken at the meeting would reflect additional points that were discussed at the meeting.

8.   Importance of Agendas, Minutes, Communication, Task Calendars, and Storage of Information Items

Agendas allow committee members to prepare for the meeting topics in advance. The following guidelines are particularly pertinent to policy committees although all committees could benefit from following them:
- Agenda items are due to the Committee chair and note taker one week before each meeting, although due to the heavy workload of some committees, a proposal may not get on an agenda for several weeks.
- Agendas should be sent to committee members at least three days before a meeting.
- Agendas should also be posted to Commlines if relevant to the College community (this is particularly true of policy committee agendas).
- See Appendix C for a suggested template for agendas (also used for note taking)

Minutes are the official record of governance. There will be draft minutes and approved minutes posted on the website matrix by appropriate dates.

Because of the wide-reaching impact of their recommendations, policy committees should have a note-taker that is trained in the college's Web Content Management System (WCMS—currently, Ektron) to perform these tasks and others outlined in the Webpage Guidelines Section. WCMS access and assistance is provided by the Web Coordinator to that all minutes can be posted with documentation links to the COCC website for general

9.   <u>**Modified Parliamentary Procedure**</u>

Setting Agendas

The chair of the committee sets the agenda and shares the agenda with committee members (and, for policy committees, with the College community) before the scheduled meeting. Each committee can determine how much lead time is needed for posting agendas; however, for policy committees, agenda should be posted at least three days before the meeting.

Filtering Items: Chairs are encouraged to filter through proposals and assure that proposals are appropriate for their committee and that include a completed Proposal Presentation form.

Any open item should be placed and maintained on an agenda and addressed at the meeting until a motion of action moves the item along.

What is the focus of the group?

Some groups (committees, task forces, etc.) have the responsibility of making recommendations, while other groups create campus policy or procedure. Both roles are invaluable to the overall shared governance process; however, it is essential that each group understands their role and that chairs focus their directions toward that end.

For example, Academic Affairs is a decision making committee that recommends new or revised policy and/or procedures to the President for approval. It is rare that a policy or procedure is created solely within Academic Affairs, for example. Often, potential policies or procedures are presented by others, or a task force created by AA itself, and AA deliberates from the perspective of instruction and academic policy and procedures.

The Sustainability Committee (SC), on the other hand, develops policies and procedures pertinent to the practice of sustainability on campus. Outside groups may approach SC with ideas, but any policies and procedures aimed at improving the college practice of sustainability are likely to be formed, forged, and presented by SC.

While both types of groups have fundamental differences in their work, much of how they do business is similar and should follow similar guidelines.

This section provides guidelines for all committees to conduct business in their meetings. Robert's Rules are guidelines that are meant to streamline committee work allowing them to work efficiently. All committees should determine as a group how they will use Robert's Rules, which can be particularly effective for policy committees (and perhaps less useful for Work Groups).

Modified Robert's Rules [3]

Quorum

A quorum is the majority of voting members. In any instance where the group needs to vote on a recommendation, there must be a majority of voting members present in order to proceed.

Motions

"A motion is a proposal that the assembly take certain action, or that it express itself as holding certain views" (Robert's Rules Online). For the sake of simplicity and sanity, there is little need for a multitude of motions amongst the committees of COCC. Policy committees at COCC proceed with items of policy and procedure as recommendations to the President. A purpose of the policy committees is to thoroughly vet items and serve the President with proposals that are deemed worthy of approval.

Following are a list of motions that groups should routinely use to maintain order and organization. Members of the committee should make motions, while chairs should avoid directly motioning items.

- *Motion to Accept* (**Approval**): this would move an item to its next logical step (approve a 1st reading, proceed to vetting then to a 2nd reading - see below). It is advisable to present a motion to accept when deliberations appear to be winding down. Motions of Acceptance go through 2 stages: 1st Reading and (if approved) a 2nd reading, before leaving the committee onto an appropriate pathway.

- *First vs. Second Readings*: The intent of this 2 stage approval process is to allow for thorough review of the item by the committee and to accept input from various constituencies. The First Reading is simply an acceptance by the committee to move an item through a vetting process and accept outside input. It is vital to this process that items approved for first reading are displayed for review by the public and vital constituents. A Second reading serves as the committee's final review of a proposal. Approved Second readings moves the item towards further approval (in the case of policy committees) and/or implementation. Committees may rescind or table items at second reading.

- **Motion to Rescind (Repeal or Reject and effectively remove from the agenda):** This motion reverses a previous approval and remove an item from a committee's agenda. Committees have a responsibility to maintain an item that has been presented for approval and must act to remove from any further consideration. Committees may only consider items on their agenda. Items that have moved past the current agenda may not be moved to rescind.

- **Motion to table (defer for further discussion/deliberation):** halt approval process for purpose of further deliberation, discussion, and revision.

- **Motion to Adjourn**: to end a meeting and designate that no further business will be conducted.

---

[3] Please visit this website for more information on Roberts Rules of Order

- **Incomplete motions**: the default action should be a tabled motion; that is to say a motion that does not receive the necessary votes to move forward remains tabled until one of the above motions are completed.

Voting

- **Yeas vs. Nays**: simple majority of the present quorum wins a motion. There will be instances where a motion is passed despite being a minority of an entire voting membership.

- **Abstentions:** an ideal action for anyone: 1) who has an obvious conflict; 2) any voting member who feels inadequately prepared to vote; an abstention effectively counts as no vote, but is recorded as an abstention. Committee members should have obvious reasons to not cast a vote when present.

Here is a scenario to illustrate the above:
- A committee of 9 needs 5 voting members present in order to conduct business
- In a situation where 6 members are present, a vote of 4 members supports a motion;
- A motion is made by a member; 3 votes approve, 1 vote against, and 2 abstains = no approval

10.   Role of the Shared Governance Committee

The Shared Governance Committee was initially formed as a work group of College Affairs in Feb. 2016 and approved as an Advisory Committee in February 2018. Currently, we are a small team[4] of four (representing faculty, staff and administration) that is working to develop and maintain effective Shared Governance at COCC. Below is our charge:

> The purpose of the Shared Governance Committee is to primarily function as a resource for the chairs and members of committees doing the work of shared governance at COCC. Shared Governance committee members will be ex-officio guests at policy committee meetings (specifically, Academic and College Affairs) to provide new chairs with guidance on the decision making process. The Committee members will also be available as a resource should problems arise within committees and recommend changes.

> The Committee would also be responsible for facilitating the following annual activities:

> - Establish and maintain a culture where Shared Governance is both valued and effective;
> - Shared Governance Workshops for new committee chairs and members each fall;
> - Updating of the Shared Governance Handbook;
> - Working with committee chairs, review annually the Committee Matrix and its alignment with the General Policies Manual;
> - Develop and initiate a process of assessing the effectiveness of Shared Governance at COCC generally, and do an annual review of the committees, which will entail collecting and compiling End of Year reports, looking for redundancies, and encouraging transparency between committees and with the College at large.

---

[4] Sharla Andresen, Justin Koon, Stacey Donohue, Timothy Peterson

- Develop a process of improving communication between committees and college groups, including determining the best location of a repository of key committee documents.

- Facilitate an annual review of the General Policy Manual by stakeholders.

Please visit our Shared Governance Committee website for more information.

Appendix A: Proposal Presentation Form

- For Academic Affairs, visit https://www.cocc.edu/committees/academic-affairs/files/revised-aapresentation-checklist.pdf for instructions and https://www.cocc.edu/committees/academicaffairs/files/revised-aa-presentation-checklist-writable.pdf for the writable pdf form
- For College Affairs, visit https://www.cocc.edu/committees/college-affairs/cac_forms.aspx for forms
- For all other committees, contact the Committee chair for their presentation request requirements: https://www.cocc.edu/committees/   (updated in the fall)

Appendix B: Committee End of Year Report

CENTRAL OREGON
community college

Committee End of Year Report

Due June 15th to the Chair of the Shared Governance Committee

NOTE: While the Shared Governance Committee is asking you to submit this report to them, (Chair: Stacey Donohue, sdonohue@cocc.edu), please note that the real audience for this end of year report are the incoming committee members and chairs. Incoming chairs should make review of this document an agenda item at the first committee meeting in the fall.

Committee Name:

Circle Type of Committee: Advisory   Policy   Administrative   Work Group   Ad Hoc

(please see the Committee Matrix for this information)

Is your committee designated as the TYPE Of committee you thought it was or should it be changed? (Policy, Advisory, Administrative, Ad Hoc, Work Group—See General Policy Manual G-6-0 for an overview of Committees at COCC)

Committee Chair reporting:

Date:

Committee Specifics:

a. **Committee PURPOSE (Review GP Manual for your charge, and indicate if that charge is still relevant)**

b. **What decisions or recommendations does the committee make and to whom?**

c. **Is your Committee the right size and composition? Why or why not?**

CURRENT Committee member names and positions (see GP Manual for the area each member should be representing, i.e. faculty, faculty CTE, administration, classified, etc.) , noting the current chair, and Committee Specialist or note taker, if relevant.

Names	Position Representation
Current Chair:	

NEXT Academic year membership, when known, including who will be the incoming chair:

Names	Position Representation
Incoming Chair:	

Committee Annual Report:

    a. **Summary of Accomplishments & Opportunities:**

    b. **Needs and Challenges: (If there is anything that the Shared Governance Committee can do to help, let us   know!)**

    c. **List any POLICY or PROCEDURAL changes to the GP Manual you proposed this year (those that were   approved, and those that you are still working on).**

    d. **Considerations for next academic year:**

Appendix C: Template for Agendas

CENTRAL OREGON COMMUNITY COLLEGE

Meeting <u>Agenda and MINUTES</u>[5] (template)

Date:		Co-Chairs:			
Time:		Notes:			
Location:					
Attendees:				Guests:	

---

[5] The theory is that this template would be used not just to identify agenda items but also to take notes for the minutes.

		Support:			

Agenda Item	Discussion	Decision/Action	DRP *Designated Responsible Person(s)*
Call to Order/Welcome •			
•			
•			
•			
Next meeting:			