Governance Guidelines

2018-2019
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I. Introduction

The faculty, staff, and administration of UA- Pulaski Technical College believe the college is best served through a shared decision-making model that utilizes the knowledge, skills, and values of its collective members to advance recommendations to the Chancellor and Board of Trustees.

Our shared governance structure exists to maximize communication across campus and advance the mission, values, and goals of the college.

The expected outcomes for UA-PTC’s shared governance structure and decision-making processes are as follows:

- effective decision-making at appropriate organizational levels
- accurate and timely dissemination of information
- efficient and effective management of resources (time, people, and money)
- receptiveness to the experience and expertise of stakeholders
- meaningful consideration of the ideas and opinions of those impacted by decisions
- individual and institutional accountability at all levels
- a collaborative, trusting, and respectful community of colleagues

II. Organizational Structure

Institutional decision making at UA- Pulaski Technical College is supported by a system of shared governance composed of councils and committees that function as recommending bodies with respect to those matters that fall under their purview of responsibility.

To understand the context within which councils and committees of the college operate, it is essential to understand the overall organizational structure of UA- PTC.

Purview of Administrative Structure

Certain responsibilities related to administrative rights are reserved under the administrative line structure of the college. The following are examples of the responsibilities under the purview of the line structure:

- Fulfillment of the College Mission
- All "Day to Day" operations of the college
- Administrative decisions
• Consideration of council and committee recommendations
• Terms and conditions of employment
• Matters of legislation and litigation
• New Board Policy development
• Implementation of policy
• Supervision of College divisions/schools and departments
• Budget planning and expenditures
• Establishment of Shared Governance Structure and Guidelines
• Taskforce formation
• Communication

Purview of Shared Governance Structure

Certain discussion topics lend themselves well to the participatory model of the college's committee structure. The examples listed below, are areas under the purview of the committee structure:

• Recommendations for administrative decisions
• Review and recommendation of various college rules, guidelines, and procedures
• Study and recommendations on various technologies and software solutions
• Strategic conversations and recommendations
• Institution-wide planning and recommendations
• Input and guidance into divisional/school operations as requested
• Development of guidelines and monitoring of certain institution-wide efforts
• Input into institutional priorities
• Annual evaluation of shared governance structure
• Formation and evaluation of workgroups and ad hoc committees
• Communication

Note: A good example of how the two structures work together is in the development of a new policy. The line structure is used in the developmental stage of a new policy. Once a draft policy is written, it then goes to the shared governance structure for review, revision, and recommendation. College Council will then review the proposed policy and direct it to the Chancellor. When the Chancellor or Board of Trustees has approved a new policy, implementation is, again, the responsibility of the administrative line structure.
III. Purpose of Shared Governance Structure

The shared governance structure of UA-Pulaski Technical College is vital to the work and communication of the institution. The college chancellor is responsible for overseeing the establishment of college-wide councils and standing committees and may form sub-committees, workgroups, and ad hoc committees as needed. The structure described in this document is intended to ensure the continuation of active and productive college groups to deal with appropriate issues. Campus presence and involvement in the college is an expected element of employment at UA-PTC and will be part of the employee’s evaluations.

The purpose of a published shared governance structure and set of guidelines is to ensure that (a) college functions, requiring institution-wide input, are addressed by representative bodies of college employees and students, consistent with college policies and procedures, and (b) all college constituents and groups have genuine opportunities to be informed about the institution’s business.

Shared Governance Groups

The Shared Governance Structure is made up of the following groups:

**College Council** – Primary recommending body to the chancellor on all college-wide administrative and operational items. The College Council approves the membership, internal composition and purpose of each standing council and committee. All standing councils report to the College Council. Certain workgroups and ad hoc committees may report directly to the College Council. All college committees are directly or indirectly linked to the College Council.

**Standing Councils** – Perennial groups that have a broad, well-defined purpose dealing with the college-wide matters outlined in their charters. These groups are long-term and may continue year after year. Standing councils may establish workgroups or ad hoc committees to address specific projects or issues related to the matters under their purview. These groups are to follow a work plan with objectives, a timeline for completion, and a reporting schedule assigned by their establishing council.

There are three college-wide standing councils that represent all College constituents and most major institutional areas. This structure is designed to allow for full participation across the institution and to promote a systematic approach to formulating recommendations for administrative consideration. The standing councils are as follows:
• Student and Academic Affairs Council
• Planning and Budget Council
• Valuing Stakeholders Council

Committees – Perennial groups that deal with specific college issues germane to the parent council to which they fall. These committees deal with issues narrower in focus than those issues addressed by standing councils. Committees report to their supervising standing council and are not empowered to establish other committees. The committees are:

• Academic Assessment
• Cultural Diversity and Community Involvement
• Facilities and Environmental Impact
• General Education Curriculum and Alliances
• Information and Academic Technology
• Institutional Effectiveness
• New Programs
• Technology Supported Learning

Workgroups - Committees that carry out reoccurring assignments within the college. They maintain a longstanding membership but only meet on an as needed basis. Workgroups report their activities to a standing council and are not empowered to establish additional committees.

Ad hoc Committee – Committees formed for singular or special purposes that are that only meet on an as needed basis. Ad hoc committees report their findings to their establishing standing council and are not empowered to establish additional committees.

Other groups may be formed separate and apart from the Shared Governance Structure:

Taskforce – Group appointed to a specific task by the chancellor, provost, or College Council. A taskforce reports its findings to the unit that established it and is dissolved once the objective is completed.

IV. Guidelines for Councils and Committees
• All shared governance groups will meet once a month, according to the schedule published on the Master Calendar. Unless a special meeting is called by the
chancellor or provost, shared governance meetings do not occur in the months of January, or June-August.

- All councils and committees will establish, publish, and implement charters with operating procedures, approved by the College Council.
- All groups are to conduct open meetings so any faculty or staff member interested in a particular topic can attend.
- Agenda items may be submitted by group members and non-group members by contacting the council or committee chair, at least five (5) business days in advance of the meeting.
- Agendas, related materials, and draft meeting minutes are to be emailed out college-wide at least three (3) business days in advance of the meeting, and should be posted in the designated document repository.
- Approved minutes and related materials must be posted electronically for all campus constituents in the designated document repository within three (3) business days of the approval meeting.
- Councils and committees will develop an annual work plan aligned with the current priorities of the College. The plan should guide the work of the group over the course of the academic year. Work plans should be uploaded to the designated document repository.
- Meetings will be conducted using a consensus model of shared decision-making.
- Members of standing councils and committees are encouraged to communicate directly with members of other committees on projects of joint interest or other matters requiring consultation.

V. Roles and Responsibilities

Chair/Co-chair

Each council has a permanent chair, while committees are expected to elect a chair from the membership of the group. The chair will be responsible for producing meeting agendas and for facilitating meetings and coordinating the work of the group. Standing council chairs or designees will be scheduled to report to the College Council on a regular basis.

In the event of a chair’s absence, a designated council or committee member will serve as facilitator.

The chair/co-chair has the following responsibilities:
• Understands and is committed to the mission, goals, and values of the college
• Leads by example
• Consensus builder
• Fully informed and ensures all members have the information they need to make informed decision and take part in discussion
• Ensures discussion and decision-making are orderly and deliberate
• Ensures respectful and ongoing communication among members
• Ensures communication line from council or committee to parent council
• Ensures work plan is developed and followed each academic year
• Ensures the work of the group stays within the boundaries of the charter

Note: All ad hoc or workgroup chairs are responsible for ensuring the communication line to the parent council.

Recorder
Communication to and from councils and committees depends on the efficient work of the recorder. Each council and committee will, therefore, be required to have a recorder. The recorder will be responsible for recording and posting minutes, agendas, and other reports.

With the exception of the College Council and Planning & Budget Council, each group will elect a recorder. In the event of a recorder’s absence, a designated council or committee member will serve as a temporary recorder.

The recorder has the following responsibilities:

• Takes accurate minutes (including attendance records)
• Ensures timely posting of approved minutes and other reports to document repository
• Assists chair in creating agendas

Members
Shared governance groups cannot effectively operate without dedicated members who are engaged and actively participate during meetings. Members are expected to fulfill their responsibilities including regular attendance, participation, and completion of assignments between meetings.

Members have the following responsibilities:
• Attend meetings
• Come to meeting prepared to participate
• Thoroughly read the agenda, minutes, and other materials
• Submit agenda items
• Contribute to the discussion
• Be respectful of others and actively listen
• Assume responsibility for certain activities or projects as appropriate
• Communicate as needed with chair and other members between meetings regarding projects and concerns
• Discuss committee work with others and obtain feedback

VI. Membership
Each council and committee is comprised of three types of members (a) those who are assigned based on their expertise or position with the college, (b) those who are appointed to represent their school, division, or department, and (c) those who volunteer to serve as a representative of a constituent group.

Membership of councils and committees should represent the diversity of all College constituencies, and strive to be inclusive of our multiple locations.

Seating Procedures
The request for membership will come from the Institutional Effective Office. UA-PTC employees may volunteer or be appointed to serve on shared governance groups. Constituency groups will select representatives for each respective constituency group through the Committees’ on Faculty and Staff Involvement. While it is the intent of the College administration to make council and committee assignments as broad-based and equitable as possible, some assignments are made necessary by the title or position held by persons within the College organizational structure. The Provost’s Office will review potential membership for best representation and will make the final appointment to councils and committees.

Members assigned by their expertise or position may serve an indefinite period of time. Members representing employee groups, divisions, or schools will be appointed for three-year terms and should have staggered terms when possible. The College Council shall consider all changes in council or committee membership (additions/deletions) for approval.
Overall, council and committee membership should reflect a balance of appropriate expertise and breadth of perspective. An effort should be made to have a representative from every main college unit. These persons will keep their divisions/schools informed of the proceedings of their councils or committees. The intent should be to use people who are able to represent, yet set aside personal interests, and work together to reach informed, reasoned, and principled resolutions.

**Attendance**

Members failing to attend meetings or failing to contribute to the group for a total of three meetings over the course of an academic year (not necessarily consecutive) may be replaced. The recorder will keep track of attendance and post names of attending members and non-attending members in minutes.

Members are expected to serve the full term designated by the shared governance group. In the event of a vacancy or a non-participating member, the chair, with the help of the Institutional Effectiveness Office, should make every effort to identify a suitable replacement. If the chair is unsuccessful in identifying a suitable replacement, the College Council will intervene.

**Rotation of Membership**

Each council and committee is responsible for monitoring rotation of membership and following the Shared Governance Timeline.

**Election Procedures**

Elections must follow the UA-PTC Shared Governance timeline.

**VII. Communication Paths**

All shared governance groups should have clear, well-defined ways to communicate within and among one another, as well as articulated channels for receiving and delivering input and information. Effective communication paths depend on the following:

- All college constituents understand the purposes of each group (College Council, standing councils, committees, workgroups, and ad hoc committees).
- All employees have a clear understanding of appropriate information and channels of communication for each group.
• All college constituents know how to provide input to and receive information from the respective committees.
• All groups meet regularly and communicate in a timely and public manner about their proceedings.
• Communication between all groups is open and consistent.

The chancellor, with input from the College Council, communicates regularly with the Board. The standing councils communicate with the College Council, with each standing committee reporting to a standing council.

VIII. Shared Governance Evaluation

The College Council shall be responsible for ongoing assessment of the UA-PTC Governance Structure and Process.

Annually, each shared governance group will participate in a self-evaluation facilitated by the Institutional Effectiveness Office.

Each shared governance group will be required to submit an annual report of activities, major accomplishments, goals, outstanding issues, and recommendations to the Institutional Effectiveness Office no later than May 30th of each year. The reports should also include updates on sub-committees, workgroups, and/or ad hoc committees, issues to be addressed in the coming year. These reports will be reviewed and used to assess committee and council viability and vitality. Reports will be published and made available college-wide.

This annual review process provides an organized means for the College Council to make needed modifications to the shared governance structure. The College Council must propose changes in the Shared Governance Structure and Process to each standing council and each constituent group. The proposed changes will go into effect if there are no objections within 30 days of approval by the Chancellor. If any standing council or constituent group objects to the proposed changes, and cannot settle their differences with the College Council, then the proposed changes will have to pass by a two thirds majority of those voting.
IX. Creation, Modification, and Dissolution of Committees

To properly regulate councils and committees, they must be created with a clearly defined and well constituted purpose; they must be evaluated with respect to both the continuing significance of their purpose and their ability to fulfill that purpose, and they must be continued, modified, or dissolved on the basis of those evaluations.

Creation of Councils or Committees

A new council or committee is created when it is determined that some sphere of responsibility needs the attention of a representative, recommending body and that there is no currently constituted body to which the responsibility appropriately can be assigned. Anyone in the college community can propose the creation of a council or committee in writing to the College Council for recommendation to the Chancellor.

The proposal for creating a new council or committee must include the following information:

- A general description of need for the group including whether it will be a standing council or committee (permanent) or an ad hoc committee (temporary)
- A specific description of the function(s) of the group
- Identification of the standing council to which the group will forward its recommendations
- A draft of a work plan for the first year
- Suggested membership of the council/committee
  - Representatives of job functions (e.g., deans, registrar, etc.) and college offices (e.g., Advising, Payroll, etc.)
  - Representatives of UA-PTC constituencies (e.g., two from Faculty Senate, two from Staff Senate, etc.)

Review, Modification, and Dissolution of Councils or Committees

Each council and committee will evaluate itself at the end of each academic year and report its evaluation to the College Council (see Evaluation). These evaluations will include an assessment of whether the activities of the council or committee have been appropriately directed to its functions, and an assessment of whether the membership of the group is appropriate for its functions. On the basis of these evaluations, recommendations may be forwarded to the chancellor for the modification or
dissolution of a group in the late spring. The College Council will engage in a similar self-evaluation and make report to the chancellor.

- Modification of a council or committee’s function: A recommendation may call for an addition to, change of, or deletion from, the existing functions of a council or committee within its purview of responsibility.
- Modification of a council or committee’s membership: A recommendation may call for a change in the membership of the council or committee to assure access to valuable expertise or that all stakeholders are appropriately represented.
  - formal requests for constituency group representative changes should be made to the College Council in the late spring.
- Dissolution of a council or committee: A recommendation may call for the dissolution of a council or committee if either:
  - the work of the council or committee has been completed, or
  - the council or committee’s essential function(s) are better fulfilled by another body. Such a recommendation should include a suggestion addressing the transfer of the essential function(s) to another shared governance group (or multiple groups).

X. Best Practices

- Reporting – A clear reporting structure is necessary so shared governance groups understand why their work is important to the institution and how the group’s work fits into the overall goals of the college. A reporting structure makes it clear to all members of the group how their efforts will help move the college forward.
- Work plans – Effective groups, no matter where they fall within the decision-making model, create timelines to carry out their work. These timelines not only ensure milestones are met, but will help group members’ focus on their work and how it overlaps with the work of other shared governance groups. Work plans with timelines ensure that deadlines will be met and is a body of evidence for accreditation purposes.
XI. Shared Governance Timeline

- **Fall Convocation/Professional Development Week:** Shared governance groups are encouraged to attend trainings.

- **September 30:** By September 30, all shared governance groups must submit the council/committee information form to the Institutional Effectiveness Office and fulfilled all items on the checklist.

- **December 15:** By December 15, all councils will submit a brief mid-year report to the Institutional Effectiveness Office, which will be consolidated and shared with College Council for discussion at the February meeting.

- **March 15:** By March 15 of each year, each chair must send the Institutional Effectiveness Office a list of membership openings. The Institutional Effectiveness Office will send out a college-wide survey to call on volunteers for all council/committee openings. Results of the survey will be distributed to each constituency group’s involvement committees, and to the Provost’s Office for further distribution.

- **May 1:** By May 1 of each year, Faculty and Staff Senates send a list of new officers for the upcoming year to College Council and the Institutional Effectiveness Office.

- **May 30:** By May 30 of each year, each shared governance group must submit an annual report of activities, accomplishments, goals, and recommendations to the Institutional Effectiveness Office.