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INTRODUCTION

The College has a shared governance model that promotes a participatory and collaborative culture where employees are well informed and involved in policy development that match their areas of expertise. HCC’s shared governance model consists of cross-constituent groups. Governance groups that deal primarily with faculty issues have a majority of faculty members with representation by administration and staff. Administration and staff committees are comprised primarily of administrators and staff, with faculty representation. The Governance Council, which consists of representatives from all constituent groups, acts as a “ways and means committee” to monitor the health of the governance system.

GOVERNANCE COUNCIL

The Governance Council (GC), chaired by the President, is the clearinghouse for shared governance concerns and issues on campus. The Council consists of representation of all College constituencies (See Appendix A for 2011 - 2012 membership). It helps ensure that concerns are addressed while making sure that committees are adequately staffed to study issues and make recommendations. With its focus on process, the Council assigns issues to the appropriate governance body or administrative unit if an issue is operational, as well as approves changes to the governance structure, such as naming sub-committees to work within a standing committee.

There is an annual meeting between the Governance Council and committee co-chairs. This year’s meeting was held in March 2011. Primarily the joint meeting is a progress update, but it is also very helpful in facilitating communication and in clarifying assignments. The co-chairs offer constructive suggestions for improving the governance system.

GOVERNANCE COMMITTEES

STANDING COMMITTEES

Standing committees are created for a specific purpose or to study a particular issue. These committees provide a forum for the development of broad consensus and recommendations on college-wide matters. Standing committees are co-chaired by an administrator and a faculty member, and include representatives of all areas of the College. Faculty members on committees are appointed by the Faculty Assembly and non-faculty are appointed by the President.

Academic Standards, Assessment and Faculty Affairs Committee

The Academic Standards, Assessment and Faculty Affairs Committee (ASOFA) considers and makes recommendations on policies that support and maintain high academic standards, assessment methodologies and systems with emphasis on student learning outcomes, and faculty affairs, though it does not address faculty personnel decisions. The committee is co-chaired by the Vice President of Academic Affairs and a faculty member.
The ASOFA Committee reviewed the International Baccalaureate Degree and developed the policy recommendation, which was approved by the Board in March 2011.

**Curriculum Development and Review Committee**

The primary task of the Curriculum Development and Review Committee (CDRC) is to review and recommend approval of new courses and programs of study at the College. It does not oversee matters relating to the rigor of courses or programs, which is the responsibility of appropriate faculty and academic officers. The CDRC is co-chaired by the Vice President of Academic Affairs and a faculty member.

Curriculum review assures that new programs and courses meet and incorporate college and state standards, such as general education requirements, student learning outcomes assessment and compliance with the official course syllabi format. This task is very time-consuming and requires most of the meeting time.

**Teaching and Learning Committee**

The Teaching and Learning Committee considers and makes policy recommendations regarding the College’s environment in support of excellence in teaching and learning, particularly in academic support services such as learning technologies, distance learning, tutoring services, workplace learning, and career development services. The Teaching and Learning Committee, which reports to the Vice President of Academic Affairs, is co-chaired by the Director of Instruction and a faculty member.

The Board of Trustees approved at its November meeting the Contact Hours and Academic Credit Policy as recommended by this committee.

**Administrative and Information Technology Services Committee**

The Administrative and Information Technology Services Committee considers and makes recommendations on policies regarding services and activities that support, enhance and maintain the quality of services and facilities for students and staff. It facilitates coordination of activities related to health and safety issues, facilities, and auxiliary services, as well as institutional issues related to IT applications, computer networks and telecommunications. The committee, co-chaired by the Vice President of Administration and Finance and a faculty member, reports to and makes recommendations to the President.

The committee recommended the Solicitation Policy, which was approved by the Board in April 2011.
**Human Resources Committee**

The Human Resources Committee (HRC) considers and makes recommendations on personnel policies, including conditions of employment, staff and faculty diversity, human resources procedures, and professional development. The committee does not address matters of employee evaluation, tenure, promotion, dismissal, or salary and benefits administration. The Human Resources Committee, co-chaired by the Director of Human Resources and a faculty member, reports to and makes recommendations to the President.

The committee focused on developing a policy for faculty sick leave. It is anticipated that this will come to the Board in FY 12.

**Student Affairs Committee**

The Student Affairs Committee (SAC) considers and makes recommendations on policies regarding services and activities that support, enhance and maintain the learning process and student achievement.

The committee discussed the possible need for a policy for individuals whose first language is not English, with individual development through English-based course work. However, it was determined by the President, following discussion with the administrative co-chair that such a policy was not necessary.

**HIGHLIGHTS OF THE HCC GOVERNANCE SYSTEM IN FY 11**

**Memberships**

Though a term of service on standing governance committees is typically two years, many choose to serve a second term. Beyond that, however, participation of new members is encouraged to broaden overall involvement in the shared governance process.

Of the 64 committee participants in FY 11, 31 two-year terms ended in June 2011. Fifteen new participants, nine faculty and six non-faculty, joined a committee while 12 faculty and four non-faculty chose to serve another two-year term through 2013.

**Process**

Committees are taking more time to research topics/assignments, often collaborating with other governance groups or seeking information from other Maryland community colleges. Though this may lengthen the time it takes to bring an assignment to completion, ultimately, a more thorough review of the topic and subsequent recommendations result. The Board approved three policies developed by governance committees, as well as one administrative policy.
Communication
The College community received, within two days of a Board meeting, feedback via e-mail by the administrative co-chair regarding the status of recommended policies. In its October 2011 meeting, the Governance Council clarified that both co-chairs should send an e-mail jointly regarding the approval of a new policy to the College community. In addition to the e-mail notification, an approved policy is posted on the shared governance website, along with committee minutes. An annual meeting between the Governance Council and co-chairs facilitates communication and clarifies assignments.

The President and Director of Human Resources convened a meeting at the request of supportive staff to facilitate communication and involvement in campus life. Attendees discussed the need for a policy regarding flex scheduling/alternative work schedules for HCC staff. The administration agreed that this was a timely and appropriate topic, which has been assigned to the Human Resources Committee in FY 12.

CHALLENGES/PLANNED IMPROVEMENTS

- The review process for recommended policy often takes what is deemed as too much time. Committees are frustrated by “paralysis of analysis.”
  
  o *Strategy for Improvement*: The co-chairs request that when a policy recommendation moves out of committee, the steps for review outlined in the governance guide be followed in a timely manner.

- Committees continue to express the sentiment that more time is needed in committee as it relates to the magnitude of the assignment. Some expressed feelings of feeling overwhelmed by the number of topics assigned.
  
  o *Strategy for Improvement*: The Governance Council encourages committees to have in-depth and meaningful discussions related to their research and findings related to a topic, recognizing that sometimes this cannot be adequately done in the time allotted. Recognizing that quality of the process is more important than quantity; the Governance Council understands that some policy development might carry from one year to part of the next.

- Charges/assignments given to governance committees are sometimes not detailed enough to build policy upon.
  
  o *Strategy for Improvement*: A context/framework for assignments would help shape committees’ work. In September, administrative co-chairs, Dean of Planning and Institutional Effectiveness and the president met before the first governance committee meeting to discuss the new assignments. The Dean received positive feedback from each co-chair about this approach.
POLICY DEVELOPMENT WORK BY COMMITTEES IN FY 11

The following chart summarizes, by standing governance committees, policies recommended, reviewed and/or updated and approved by the Board through the shared governance process from July 2010 – June 2011.

<table>
<thead>
<tr>
<th>COMMITTEE</th>
<th>POLICY</th>
<th>BOARD ACTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Academic Standards, Outcomes assessment &amp; Faculty Affairs</td>
<td>Acceptance of International Baccalaureate (IB) Degree Policy</td>
<td>Approved 03/15/11</td>
</tr>
<tr>
<td>Administration and IT Services Committee</td>
<td>Solicitation Policy</td>
<td>Approved 04/26/11</td>
</tr>
<tr>
<td>Teaching and Learning Committee</td>
<td>Contact Hours and Academic Credit Policy</td>
<td>Approved 11/12/10</td>
</tr>
<tr>
<td><strong>Administrative Policies</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>President</td>
<td>Naming Policy</td>
<td>Approved by Board, 10/19/11</td>
</tr>
</tbody>
</table>

In addition to standing committees, the President creates ad hoc committees for a specific purpose or to study a particular issue. Such committees typically disband after recommendations have been made to the body or individual assigned within the charge statement. The President gives each ad hoc committee its charge or mission in writing, including expected outcomes and a timeline for completion of the study. The chart on the following page highlights ad hoc committees in 2010 – 2011.
AD HOC COMMITTEE ASSIGNMENTS IN FY 11

<table>
<thead>
<tr>
<th>COMMITTEE NAME</th>
<th>COMMITTEE CHARGE</th>
<th>STATUS OF WORK</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ad Hoc Multicultural Committee</td>
<td>Charged with promoting educational, cultural, and professional development programs to infuse diversity into the curriculum as well as promote student learning and appreciation of our differences and similarities</td>
<td>Ongoing</td>
</tr>
<tr>
<td>Ad Hoc Pride and Recognition Committee</td>
<td>Charged with initiating employee relations program designed to improve and maintain high employee morale</td>
<td>Ongoing</td>
</tr>
</tbody>
</table>

LOOKING AHEAD

A summary of committee assignments for 2011 – 2012 follows.

**Academic Standards, Assessment and Faculty Affairs Committee**
- Develop a policy that does not allow students who fail an online class and have a low GPA to register for online classes unless they build their average up to a specified GPA.
- Develop a policy for academic integrity that outlines what the College expects of an academic community.
- Develop a policy for professional development for faculty, which outlines expectations for staying current in the field, sabbaticals, etc.
- Develop a policy regarding the minimum number of credits at the “200 level” required for a student to graduate.

**Curriculum Development and Review Committee**
- Continue to review all College credit curricula.
- Develop a policy that requires all new courses and programs, including General Education, to include outcomes assessment plans.
- Develop a policy regarding the new minimum 60-credit requirement for associate degrees.

**Teaching and Learning Committee**
- Develop a policy that addresses student readiness to take an online course, to include online research.
- Develop a policy that defines team teaching to include contact hour expectations.
**Human Resources Committee**

- Develop a policy for utilization of sick leave for faculty and non-faculty.
- Review and make policy recommendation concerning flex scheduling/alternative work schedules for HCC staff.
- Review and make policy recommendation for HCC fitness/exercise/wellness guidelines.

**Student Affairs Committee**

- Develop a policy that addresses academic eligibility to participate in intercollegiate athletics.
- Develop a policy that addresses academic eligibility to hold a student leadership position.
- Develop a policy that addresses what types of student activities are endorsed by the College.

**Administrative and IT Services Committee**

- Develop a policy and guidelines for fund raising by campus groups
- Develop a policy for accepting and processing contributions/donated services
- Develop a posting policy for messages and notices, both electronic and hard copy
- Develop a policy for the College’s use of social networking
APPENDIX A

FY 12 GOVERNANCE COMMITTEE MEMBERSHIPS

Terms of office run July 1, 2011 - June 30, 2012 (FY 12) or July 1, 2011 - June 30, 2013 (FY 13). Term expiration date is found in parentheses after committee member’s name. ** Denotes co-chair

GOVERNANCE COUNCIL

1. Guy Altieri, President **
2. Anna Barker, Vice-President, Administration & Finance
3. Tim Barger, SGA President (2012)
4. Barbara Macht, Dean, Planning & Institutional Effectiveness
5. Joseph Marschner, Faculty Assembly Chair and Assistant Professor, Music and Drama (2012)
6. Joseph Mason, Associate Professor, Mathematics (2012)
7. Dave Warner, Vice-President, Academic Affairs
8. Donna Rudy, Dean, Student Affairs
11. Spring Ward, Associate Professor, History & Political Science (2013)

CURRICULUM DEVELOPMENT AND REVIEW COMMITTEE

1. Daniel Ryan, Instructor, Sociology (2013)
2. Daniel Webber, Instructor, Art, Music and Humanities (2013)**
4. Sonja Kirchner, Assistant Professor, Nursing (2013)
5. Mike Martin, Academic Advising Coordinator (2012)
7. Jim Niessner, Assistant Professor, Developmental Composition (2012)
8. Dave Warner, Vice-President, Academic Affairs **
10. Nancy Thorpe, Associate Professor, Chemistry (2012)
11. Theresa Marks, Instructor, Dental Assisting / Hygiene (2013)

TEACHING AND LEARNING COMMITTEE

1. Peggy Hutson, LT Coordinator (2013)
3. Mary Beth Chaney, Assistant Professor, ECE / Reading (2013)
4. Tom Crawford, Associate Professor, Mathematics and Business (2013)
5. Gerald Haines, Director, Instruction**
6. Rosemary Nickerson, Professor, Biology (2013)
7. Angie Stoops, Director, Health Sciences (2013)
8. Amanda Miller, Instructor, English (2013)**

ACADEMIC STANDARDS, OUTCOMES ASSESSMENT
AND FACULTY AFFAIRS

1. LuAnne Fisher, Reference & Bibliographic Instruction Librarian (2012)
2. Trudy Gift, Professor, IST (2013)
3. Jennifer Haughie, Director of Admissions, Records & Registration (2012)
4. Suzannah Moran, Assistant Professor, Geography (2013)
6. Melinda May, Associate Professor, English and Humanities (2012)**
7. Jeff Morgan, Assistant Professor, Administration of Justice (2013)
8. Dave Warner, Vice-President, Academic Affairs **
9. Veronica Stein, Associate Professor, Chemistry/Physical Science (2013)
10. Melanie Rowland, Instructor, Medical Assisting/Phlebotomy (2013)

STUDENT AFFAIRS COMMITTEE

1. Joan Bontempo, Assistant Professor, Art Appreciation/Art History (2012)**
2. Carolyn Cox, Director of Student Financial Aid (2012)
4. Donna Rudy, Dean of Student Affairs **
5. Rosie Oberholzer, HR Specialist Support (2013)
6. Caesar Smith, SGA Vice-President (2012)
7. Patricia Williams, Assistant Professor, Nursing (2013)
8. Mida Clipp, Executive Assistant (2013)

ADMINISTRATIVE AND IT SERVICES COMMITTEE

1. Anna Barker, Vice-President, Administration and Finance **
2. Craig Fentress, Director, Information Technology
3. Carolyn Hoover, Executive Assistant I (2013)
4. Phil Miller, Maintenance Associate (2012)
5. Joe Marschner, Assistant Professor, Music & Drama (2013) **

HUMAN RESOURCES COMMITTEE

1. Robert Spong, Director of Facilities Management (2013)
2. Susan Clutz, Professor of Nursing (2013)**
5. D.J. Madron, Instructor, Sociology (2013)
6. Donna Marriott, Director, Human Resources **
7. Dawn Reed, Research Associate (2013)