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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 2012 - 2013 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 June. Primarily the joint meeting is a progress update, but it is also very helpful in facilitating communication and in clarifying assignments. Also discussed were areas of need for possible ad hoc study groups [Faculty Load, Promotion, and Tenure Committee (FLPTC) and Campus Safety and Security].

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 worked on an assignment to develop a policy that does not allow students who fail an online class and have a low GPA to register for more online classes unless they build their average up to a specified GPA. The Governance Council rescinded this assignment because of Student Affairs’ concerns regarding the lack of a comprehensive tracking system, which is to be discussed with IT.

The committee also developed and drafted a policy for academic integrity that outlines what the College expects of an academic community, as well as another regarding professional development for faculty. Both are expected to go to Board of Trustees for approval in Fall 2013.

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.

During the year, the Teaching and Learning Committee studied and subsequently developed three policy recommendations. Team Teaching Contact Hours and Student Success and the Integrity of Web-based Courses and Programs were approved by the Board in September 2012. An addendum to the existing Workplace Learning Policy was presented and approved by the Board in October 2012.
**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 primary policy development item that was discussed by the committee in 2012-2013 was for fund raising by campus groups, both on and off-campus. It is anticipated that this will be finalized and presented to the Board in FY 14.

**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.

During the 2012-2013 year, the committee began to research policies and guidelines for fitness, exercise, and/or wellness. Surveys of practices at other Maryland community colleges, Washington County, and the City of Hagerstown were conducted. Development of a policy on this topic is one of the group’s assignments in 2013-2014.

**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 worked on and brought to the Board for approval a policy for “Academic Eligibility for Student Leadership Positions.” The policy draft was presented to the Board at its December 2012 meeting, but was referred back to the committee for definitions/clarifications and additional work.

The work of the SAC was deferred because the dean, who served as the administrative co-chair, retired in January 2013. The assignment was deferred until a new Dean of Student Affairs was hired in July 2013.
AD HOC COMMITTEE WORK IN 2013

**Multicultural Committee:** This committee is charged with creating a learning environment that is respectful of multicultural values and that promotes an understanding and appreciation for multiculturalism, including differences and similarities. A primary committee activity is planning and providing leadership for the annual Martin Luther King/Diversity Celebration on the HCC campus.

**Pride and Recognition (PAR) Committee:** The PAR Committee convened in 2004 to initiate social events to facilitate collaborative and collegial relations between all employee groups.

HIGHLIGHTS OF THE HCC GOVERNANCE SYSTEM IN FY 13

**Memberships**
A term of service on a standing governance committee is typically two years. Participation of new members is encouraged to broaden overall involvement in the shared governance process. Of the 64 committee participants in FY 13, 26 two-year terms ended in June 2013, along with the one-year term of the two SGA representatives. Vacancies for the 2013-2014 terms included 20 faculty and eight non-faculty positions. The two student members are appointed annually as determined by the annual SGA election.

**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 four policies developed by governance committees, as well as one administrative policy, which are enumerated in the section entitled, “Summary of Policies Developed Through Standing Governance Committees in 2012-2013.”

**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 addition to the e-mail notification, an approved policy is posted on the shared governance website, along with committee minutes. The annual meeting between the Governance Council and co-chairs facilitates communication and clarifies assignments.

During Workshop Week in August 2012, the VP of Academic Affairs, Dean of Students and the Dean of Planning and Institutional Effectiveness held a “Governance 101” workshop for people relatively new to HCC’s shared governance model.
Additionally, the Director of Human Resources conducted two support staff meetings (one in the fall and one in the spring) to facilitate communication and understanding of campus issues. The October 2012 meeting included topics that covered professional development training, united way, and walking release time. In February 2013 support staff met with the Chief of Campus Police and Safety to review and discuss an active shooter DVD. At that time, participants asked for AED training, which occurred in June 2013 and resulted in 27 individuals being trained. Interest for CPR training was been expressed by the group.

**PLANNED SYSTEM IMPROVEMENTS**

- Though the Governance Manual, which is on the College’s website, is also introduced as part of the orientation with Human Resources, time does not allow for an extensive orientation.
  - *Strategy for Improvement*: The Governance Council and committee co-chairs will provide an overview/training session during a January 2014 workshop for those hired in the last few years.

- To foster positive communication and remove barriers created by centralization of functions and time, more communication between the administration and mid-level managers/administrators is needed (based upon discussions at the executive retreat in August 2013).
  - *Strategy for Improvement*: The Director of Human Resources will convene at least one meeting in FY14 between the President and mid-level managers/administrators.

**SUMMARY OF POLICIES DEVELOPED THROUGH SHARED GOVERNANCE IN 2012-2013**

The following list is a summary, by committee, of policies reviewed and/or updated through the shared governance model and approved by the Board of Trustees, from July 2012 – June 2013.

**Academic Standards, Assessment and Faculty Affairs Committee**
- Develop a policy for academic integrity that outlines what the College expects of an academic community
- Develop a policy for professional development for faculty that outlines expectations for staying current in the field, sabbaticals, etc.
- Review official college grading system for credit courses

**Curriculum Development and Review Committee**
- Continue to review all College credit curricula

**Teaching and Learning Committee**
- Assignments pending

**Human Resources Committee**
- Review and make policy recommendation for HCC fitness/exercise/wellness guidelines

**Student Affairs Committee**
- Assignments pending
Administrative and IT Services Committee

- Develop a policy and guidelines for fund raising by campus groups, including fund raising off-campus when an activity is not deemed appropriate as an on-campus event (e.g. student clubs holding events in which alcohol is served, yard sales, car washes, etc.)
- Develop a policy, to include administrative review procedures, for accepting and processing contributions/donated services
- Develop a policy for the College’s use of social networking
- Develop a policy for budget revisions

Ad Hoc Study Groups

Charges statements for three recently named ad hoc study groups were reviewed by the Governance Council. All three groups are expected to convene before December 1, 2013 and fulfill their charges (assigned by the President) no later than February 1, 2014. They will dissolve and cease to function once their recommendations have been received.

- **Ad Hoc Campus Safety and Security Study Group:** The study group was named to assess the campus safety and security perspectives of the College community. Among other charges, the group is to recommend security policy language to the Administration and IT Services Committee that expresses the College’s goal to maintain both a safe and secure campus.

- **Ad Hoc Campus Communications Study Group:** Campus communication is everyone’s responsibility and, while it will be an ongoing challenge, improvements will be made only when all the key parties are committed to helping the process. The study group was named to assess campus communication with and among all constituent groups. The group is to provide recommendations for improving campus communication by outlining an effective process that ensures that staff, faculty, and administrators are well informed on important issues in a timely manner. The President also asks that key aspects be included in an information campaign so that all faculty and staff have the necessary awareness to promote effective campus communication.

- **Ad Hoc Faculty Load, Promotion, and Tenure (FLPTC) Review Committee:** The study group was named to review the current FLPTC document as it relates to faculty responsibilities and duties, work load and the criteria pertinent to retention, promotion, and tenure decisions.
APPENDIX A
APPENDIX A

2012 - 2013 GOVERNANCE COMMITTEE MEMBERSHIPS

Terms of office run July 1, 2011 - June 30, 2013 (FY 13) or July 1, 2012 - June 30, 2014 (FY 14). 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. Michael Harsh, Faculty Assembly Chair and Professor, English, Speech and Drama (FY14)
4. Shannon Kehne, Office Support Associate (FY14)
5. Joseph Knight, SGA President (FY13)
6. Barbara Macht, Dean, Planning & Institutional Effectiveness
7. Deborah McClain, Instructor, CNA/GNA/CMA (FY14)
8. Bernard Murphy, Associate Professor, Biology and Chemistry (FY13)
9. Dean, Student Affairs
10. Theresa Shank, Dean, Continuing Education and Business Services
11. Tammy Strite, Evaluation Specialist (FY13)
12. C. David Warner, Vice-President, Academic Affairs

ACADEMIC STANDARDS, OUTCOMES ASSESSMENT AND FACULTY AFFAIRS

1. Robin Becker-Cornblatt, Director of ARR (FY14)
2. Vicky Bullett, Instructor, Physical Education (FY14)
3. Trudy Gift, Professor, IST (FY13)
4. Sean Maher, Instructor, Web Design & Multimedia Technology (FY13)
5. Melinda May, Associate Professor, English and Humanities (FY14)**
6. Rachael McLoud, TRiO Counselor / Advisor (FY14)
7. Suzannah Moran, Assistant Professor, Geography (FY13)
8. Jeff Morgan, Assistant Professor, Administration of Justice (FY13)
9. Stephanie Nicholson, Instructor, Nursing (FY14)
10. Melanie Rowland, Instructor, Medical Assisting / Phlebotomy (FY13)
11. Bonnie Saunders, Coordinator, Internships and Job Services (FY14)
12. Veronica Stein, Associate Professor, Chemistry / Physical Science (FY13)
13. C. David Warner, Vice-President, Academic Affairs **
CURRICULUM DEVELOPMENT AND REVIEW COMMITTEE

1. Thomas Burge, Instructor, Physical Education and Fitness Center Coordinator (FY14)
2. Judy Gerhart, Academic Systems Specialist (FY14)
3. Julie Horton, Associate Dean, Instructional Technology and Online Education (FY14)
4. David Karstaedt, Assistant Professor, Anatomy and Physiology / Microbiology (FY14)
5. Lori Manilla, Assistant Professor, Psychiatric and Mental Health Nursing (FY13)
6. Michael Martin, Academic Advising Coordinator (FY14)
7. Jim Niessner, Assistant Professor, Developmental Composition (FY14)
8. Lori Olden, Instructor, Radiography (FY14)
10. Daniel Ryan, Instructor, Sociology (FY13)
11. C. David Warner, Vice-President, Academic Affairs **
12. Daniel Webber, Instructor, Art, Music and Humanities (FY13)**

TEACHING AND LEARNING COMMITTEE

1. Mary Beth Chaney, Assistant Professor, ECE / Reading (FY13)
2. Tom Crawford, Associate Professor, Mathematics and Business (FY13)
3. Gerald Haines, Director, Instruction**
4. Peggy Hutson, LT Coordinator (FY13)
5. Susan Lee, Program Manager, Allied Health (FY14)
6. Sean Maher, Instructor, Web Design and Multimedia Technology (FY14)
7. Amanda Miller, Assistant Professor, English (FY13)**
8. Rosemary Nickerson, Professor, Biology (FY13)
9. Angie Stoops, Director, Health Sciences (FY13)

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 (FY13)
4. Kellie Koons, Office Associate (FY14)
5. Joe Marschner, Chair, English and Humanities and Assistant Professor, Music & Drama (FY13) **
6. Karen Weil-Yates, Assistant Professor, IST (FY14)
7. Lisa Wynkoop, Data Coordinator (FY14)
HUMAN RESOURCES COMMITTEE

1. Heather Barnhart, Student Activities Coordinator (FY14)
2. Teresita Fawcett, Coordinator, Fletcher Faculty Professional Development Center (FY14)
3. Sonja Kirchner, Assistant Professor, Nursing (FY13)
4. Daniel “D.J.” Madron, Instructor, Sociology (FY13)**
5. Donna Marriott, Director, Human Resources **
6. Dawn Reed, Research Associate (FY13)
7. Robert Spong, Director of Facilities Management (FY13)

STUDENT AFFAIRS COMMITTEE

1. Sandra Moorman, Instructor, Nursing (FY14)
2. Mida Clipp, Computer Data Specialist (FY13)
3. Dawn Dingle, Instructor, Radiography (FY14)
4. Rich Howe, SGA Vice-President (FY13)
5. Jeff Leister, Student Support and Career Development Specialist (FY14)
6. Rosie Oberholzer, HR Specialist Support (FY13)
7. Dean of Student Affairs **
8. Patricia Williams, Assistant Professor, Practical Nursing (FY13)