A Guide to Shared Governance at Hagerstown Community College

Hagerstown Community College
Hagerstown, Maryland

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Introduction

In October 2002, the Hagerstown Community College Governance Liaison Committee was charged with establishing a new shared governance system for the College. In December 2003, the *Institutional Governance and Decision-Making Model* was approved by the HCC Board of Trustees. The model created a system that integrates job-based decision making with shared governance, leading to quality shared institutional decisions that are generated in a timely and inclusive manner. Most importantly, the new system emphasizes broad faculty and staff involvement and a high degree of communication and trust between all campus constituencies.

This document provides information on decision making at HCC, the roles of various decision-making bodies and other constituencies, and details on procedures for those involved in the decision-making process.

Section One
Defining Shared Governance

1.1   Defining Shared Governance

Shared governance is a decision-making model in which all employees have both the right and responsibility to contribute to major decisions for which they have expertise or special interests related to their job duties. Specifically, shared governance is a social system of self-government wherein decision-making responsibility is shared by those affected by the decisions (*HCC Institutional Governance and Decision-Making Model*).

The foundation of a successful shared governance system is built upon communication and trust. It emphasizes participation by all involved constituencies in making institutional decisions that align with the institution's mission, values, resources and goals. At the same time, shared governance respects both the current leadership structure and the value of individuals and units to make decisions regarding job-related issues.

In HCC's shared governance model, institutional and policy decisions are made via informed recommendations that are developed preferably through the consensus of involved parties. The Governance Council directs identified issues or concerns that are of an institutional nature to the appropriate body for further study. Standing committees or groups, supplemented by ad hoc bodies, may make recommendations to the appropriate decision-making individual or group for action based upon supporting rationale and data. Throughout the process, open and respectful communication ensures participation by all affected parties.

1.2   Governance Ideals

HCC's governance structure is based upon the following ideals:

1. Result in shared decision-making that is timely, participatory, and inclusive of issues and constituencies;
2. Are part of an accessible, visible, flexible and open process;
3. Provide a free flow of information as needed;
4. Empower the individual through the system;
5. Stress support of community interests over that of individuals or sub-groups;
6. Reach consensus by working at the level where the interests of all parties merge;
7. Result in final decisions communicated widely and implemented without dispute;
8. Offer informed, effective, and responsible decisions;
9. Promote administrative authority employed to promote collective decision making;
10. Believe that constructive disagreement is acceptable;
11. Respects the rights and responsibilities for decision making related to job duties;
12. Include system-wide checks and balances.

Section Two
Decision Making at HCC

2.1   Types of Decisions that are Part of the Shared Governance Process

It is important to recognize that not all decisions are part of the shared governance process. Many decisions fall within the authority of one's job description or role at the College, or within the daily operational jurisdiction of a division, a department, or a unit. Such decisions frequently relate to areas such as financial resources, personnel, resource allocation, teaching, and the administration of college operations. Shared governance committees do not address these administrative areas.

Shared governance decisions, on the other hand, generally focus on areas such as institutional policy development, formulating procedures that cross over multiple units of the College, and planning matters that shape how the institution meets its mission, vision and goals. Since the distinction between shared governance decisions and job-related decisions is not always clear, the Governance Council serves as a clearinghouse to ensure that the appropriate body handles issues and concerns.

2.2   Employee Opportunity for Participation

All employees have the responsibility to stay informed about issues, concerns and decisions made at the College. Each employee has the opportunity to raise issues related to proposed college policies, through one's job duties or though committee work. Employees can participate through committee or associate membership, forums or other meetings and by remaining informed of issues under consideration by reading meeting minutes posted on the Intranet.

Effective governance is based on representing the entire institution rather than individual departments or units. Therefore, it is essential that all areas be part of the governance system and that all employees think holistically about what is best for the College. HCC's governance system is designed to ensure representation, to the extent possible, of all constituencies in the decision-making process.

2.3   The Decision Making Process at HCC

The decision-making process at HCC under the shared governance system ensures informed, participatory governance while respecting the current organizational structure and retaining the autonomy of the individual in making decisions specific to one's job description.

The Governance Council serves as a coordinating body and clearinghouse to address any problems with the governance system and ensure that issues are dealt with appropriately. Standing committees, supplemented by ad hoc governance groups, focus on policy development, and may make recommendations to appropriate decision making groups or individuals for action based upon data. Administrative bodies, on the other hand, focus on day-to-day operations. The President's Office influences and is accountable for both areas of decision-making. Bodies such as the Board of Trustees, the President's Cabinet, Faculty Assembly, Administrative and Professional staff, Support Staff, Student Government Association, and Technology Planning Council influence both governance and organizational decisions. Descriptions of these bodies follow in Section Three.

Section Three
Roles and Responsibilities of Decision-Making Bodies at HCC

3.1   Governance Council

The Governance Council, chaired by the President, is the coordinating ways and means body or clearinghouse for shared governance concerns and issues on campus. It has representation from all college constituencies, including the Faculty Assembly, administrative and professional staff, support staff, and the Student Government Association (SGA).

Jurisdiction
- The Governance Council receives institutional issues and concerns for purposes of referral to appropriate campus bodies.
- The Governance Council ensures that the decision-making structure is working at HCC, addressing concerns while making sure that committees are staffed to study issues and make appropriate recommendations.

Governance Council Membership
- President, chair
- Three faculty, including Faculty Assembly Chair
- SGA President or designee
- Dean of Planning and Institutional Effectiveness
- Two support staff
- Vice-President of Administration and Finance
- Vice-President of Academic Affairs
- Dean of Student Affairs
- Dean of Continuing Education and Business Services

3.2 Standing Committees

Six standing committees provide a forum for the development of broad consensus and recommendations on college-wide matters. Standing committees are co-chaired by an exempt staff and a faculty member, with representatives of all employee groups of the College. To the extent possible, all faculty divisions participate on shared governance committees. The listing of committee memberships by positions represents the *minimum ideal* staffing recommended for an effective governance system. The Governance Council will review structural changes within the College and determine the level of representation appropriate on a given committee. Additionally, committees are expected to meet with individuals and other committees/groups as necessary to address matters of shared jurisdiction.

Teaching and Learning Committee

Jurisdiction
- The Teaching and Learning Committee considers and makes policy recommendations regarding the College's environment for and 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 oversees classroom learning technology and instructional spaces.
- Recommendations may include policy development/change, procedures, activities, initiatives or opportunities, and strategic planning directions that support teaching and learning excellence at HCC.
- If a faculty member cannot attend a committee meeting, s/he is to send a substitute from the division.
- The Teaching and Learning Committee recommends new policies to the President and the Board after review by the Faculty Assembly.

Membership
- Associate Dean, Instructional Technology and Online Education, co-chair
- Five faculty from various divisions, including faculty co-chair
- One division chair/director
- One representative from Continuing Education and Business Services

The Teaching and Learning Committee reports and makes recommendations to the Vice-President of Academic Affairs, who, in turn, submits them to the President.

Academic Standards, Outcomes Assessment and Faculty Affairs Committee

Jurisdiction
- The Academic Standards, Outcomes Assessment and Faculty Affairs Committee 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.
- Recommendations may include: policy development/change, procedures, activities, initiatives or opportunities, and strategic planning directions that are needed to support and maintain high academic standards, an assessment system to measure students' academic achievement, and faculty affairs including faculty load, tenure, and promotion procedures. This committee does not address faculty personnel decisions.
- The Academic Standards, Outcomes Assessment and Faculty Affairs Committee recommends new policies to the President and the Board after review by the Faculty Assembly.
- If a faculty member cannot attend a committee meeting, s/he is to send a substitute from the division.

Membership
- Director of Instruction, co-chair
- Two Student Affairs representatives, including one from Admissions, Records and Registration
- One faculty from each division, including faculty co-chair

Reporting Relationship
The Academic Standards, Assessment and Faculty Affairs Committee reports and makes recommendations to the Vice-President of Academic Affairs, who, in turn, submits them to the President.

Curriculum Development and Review Committee

Jurisdiction
- The Curriculum Development and Review Committee reviews new programs and courses to ensure that they meet college and state standards. Additionally, the committee develops and reviews policies related to general education requirements for programs, course contact to credit hour ratios, compliance with the College's official course syllabi format, and discipline coding of courses.
- The Curriculum Development and Review Committee recommends new policies to the President and the Board after review by the Faculty Assembly.
- This committee does not oversee matters relating to the rigor of courses or programs. This responsibility resides with appropriate faculty and academic officers.

- If a faculty member cannot attend a committee meeting, s/he is to send a substitute from the division.

Membership
- Vice-President of Academic Affairs, co-chair
- One faculty from each division, including faculty co-chair
- One representative from Instructional Technology and Online Education
- One division chair/director
- One academic advisor
- Curriculum and Academic Systems Coordinator

Reporting Relationship
The Curriculum Development and Review Committee reports and makes recommendations to the President.

Student Affairs Committee

Jurisdiction
- The Student Affairs Committee considers and makes recommendations on policies regarding services and activities that support, enhance and maintain the learning process and student achievement.
- The Student Affairs Committee ensures that policies support the quality of enrollment services, student life, and co-curricular activities.
- Recommendations may include the need for resources, new or modified services or programs, new initiatives, opportunities, and strategic planning to support the student experience at HCC.

Membership
- Dean of Student Affairs, co-chair
- Two faculty from various divisions, including faculty co-chair
- One support staff
- One Student Affairs staff
- One SGA officer
- One member of Continuing Education and Business Services division

Reporting Relationship
The Student Affairs Committee reports and makes recommendations to the President.

Administrative and Information Technology Services Committee

Jurisdiction
- 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 staff and students. Such recommendations may include, but are limited to, health and safety issues, facilities,

auxiliary services, and institutional issues related to IT applications, computer networks and telecommunications.

Membership
- Vice-President of Administration and Finance, co-chair
- Information Technology representative
- Two faculty from various divisions, including faculty co-chair
- One support staff
- One exempt staff
- One representative from Instructional Technology and Online Education

Reporting Relationship
The Administrative and Information Technology Services Committee reports and makes recommendations to the President.

Human Resources Committee

Jurisdiction
- The Human Resources Committee 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 or dismissal.

Membership
- Director of Human Resources, co-chair
- Two faculty from various divisions, including faculty co-chair
- Two exempt staff
- Two support staff

Reporting Relationship
The Human Resources Committee reports and makes recommendations to the President.

3.3   Ad Hoc Committees

Ad hoc committees are created by the Governance Council or the President for a specific purpose or to study a particular issue. The President gives each ad hoc committee its charge or mission in writing, including expected outcomes and a timeline for completion of the study. Ad hoc committees typically dissolve upon completion of the study after recommendations have been made to the body or individual assigned within the charge statement. Ad hoc committees follow the process outlined in Section Four, including providing meeting minutes to the College community and completing a final report, both of which are to be placed on the Intranet.

3.4   Committee Participation and College Service

Participation on standing and ad hoc committees counts toward college service as it relates to meeting criteria for performance evaluation and/or promotion. In addition, service on committees and groups that are not part of the governance structure, but that are recognized by the College (e.g., PAR) count toward College service.

3.5   College Constituencies

In addition to standing and ad hoc committees, the following groups on campus meet regularly.

Students

Student involvement in campus governance occurs through the SGA's regular meetings with the Dean of Student Affairs and the President, the SGA President's membership on the Governance Council and student membership on the Student Affairs Committee.
The views of students are collected through surveys, focus groups and other methods.

Faculty

Faculty, through the activities of the Faculty Assembly and the academic governance committees, are responsible for recommending policies on matters pertaining to teaching excellence, academic achievement and student success. Faculty also serve on all non-academic governance bodies to ensure policies are focused on teaching and learning.

Non-Faculty

Administrative/exempt staff who have responsibility for departments or major units of the College meet regularly with the President and other executive staff. Support staff who are responsible for supporting the work of diverse units across the College and meet with the President and other executive staff as appropriate. Both constituencies are encouraged to participate in open forums, College colloquia and other information sharing venues.

3.6   Other Organizational Bodies Influencing Governance and Decision Making

Board of Trustees

The Board of Trustees is the chief governing body of the College. Comprised of seven members appointed by the governor, the Board has full legal authority and responsibility for the College's programs and services. Responsibilities include policy planning; development of financial resources; maintaining positive external relations with the community; hiring and evaluating and, if necessary, dismissing the President. They approve the annual operating plan, budget, and salary scales; reviewing recommendations for the hiring and dismissing of personnel; approving

major purchases, construction, and renovation; approving tuition and fees rates; and approving curriculum, new programs and initiatives subject to requirements established by MHEC.

President's Office

The President is the chief executive officer who carries out the Board's policies and special initiatives. Legal authority is delegated by the Board to the President, who delegates it to members of the Cabinet and administration. Responsibilities include the operation and administration of the College; ensuring the College's fiscal stability; policy recommendation and policymaking; and the development of programs and services to meet community needs. Areas reporting to the President include academic affairs, administration and finance, student affairs, human resources, planning and institutional effectiveness, institutional advancement, public information and government relations, and facilities development.

President's Cabinet

The President's Cabinet is an advisory group that addresses day-to-day operational matters. The Cabinet consists of the Vice-President of Academic Affairs; the Vice-President of Administration and Finance: the Dean of Planning and Institutional Effectiveness; the Dean of Student Affairs; the Faculty Assembly chair; the Director of Human Resources; the Director of Public Information and Government Relations; and the Director of Facilities management and Planning.

Faculty and Administrative Units

Faculty and administrative units are responsible for day-to-day operations at the department and division levels. Faculty and administrative units have responsibilities that include those described in individual job descriptions or those delegated to or chosen by the unit as a whole. Units frequently work collaboratively to address cross-departmental or cross-divisional issues. When addressing operational issues, units should work within the organizational structure of the College, communicating as needed with the appropriate parties. Institutional policy issues that arise within units are referred to the Governance Council for assignment to the appropriate governance body for resolution.

Faculty Assembly

The Faculty Assembly is the central faculty governance body through which faculty expresses their ideas regarding academic policy, student success, and matters related to teaching and learning. The Assembly serves as a forum for faculty to express views on matters outside governance. The Assembly chair is responsible for taking issues from the Assembly to the Governance Council, the President's Cabinet, or directly to the Vice-President of Academic Affairs or the President based upon whether the issue is a governance matter, an administrative issue, or a topic that requires direct deliberation with the President. The chair of the Assembly is a member of both the President's Cabinet and the Governance Council.

Technology Planning Council

The Technology Planning Council is an advisory body to the President and is responsible for long-range strategic planning related to technology on campus. Membership includes the President, vice-presidents and deans, Associate Dean of Instructional Technology and Online Education (co-chair), Director of Information Technology (co-chair), Director of Technology and Computer Studies, Director of Instruction, three faculty and one support staff.

Academic Council

The Academic Council addresses day-to-day operations of the divisions, academic scheduling, and curricula. Membership includes the Vice-President of Academic Affairs (convener), all division chairs/directors, the Faculty Assembly chair, the Director of Instruction, the Director of Continuing Education and Extension Centers, the Director of Library Services and Distance Education, and the Director of the TIC.

Student Affairs Council

This body addresses student needs and issues. Membership includes the Dean of Student Affairs (convener), and all Student Affairs directors and coordinators.

Student Government Association

The Student Government Association (SGA) is the representative body for students. The SGA represents concerns of all students to the College's administration, ensures student involvement at all levels of the institution, maintains positive communication and understanding between and within all members of the College community, and oversees a program of activities for all students. An officer of the SGA serves on appropriate standing and ad hoc committees to ensure student advocacy.

Administrative Services and Information Technology (IT) Council

The Administrative Services and IT Council addresses the daily operations and satisfaction with college services reporting to the Vice-President of Administration and Finance. Membership includes the Vice-President of Administration and Finance (convener), the Director of Finance, the Director of Business and Procurement Services, the Reprographics Services manager, and the Director of IT.

Section Four
Processes and Procedures

4.1 Establishing Committees or Study Groups

No single constituency or unit of the College can name a college-wide committee to study an issue. All suggestions from the College community to create any college-wide study group must be addressed to the Governance Council. The Council will review the recommendation and decide whether a standing committee or an office can handle the issue or whether an ad hoc study group should be named. Only the President has final authority to name a college-wide committee. See description of current standing committees and other decision-making groups in Section Three.

4.2 Membership

Regular Membership

A regular member is appointed to a standing or ad hoc committee. Some individuals, by nature of their position, will serve on a committee while in that position.

Faculty Appointment to Committees

All faculty divisions are expected to participate in shared governance committee work. However, the Governance Council recognizes that faculty representation on committees by a member of each division may not be possible. The Governance Council reviews structural changes within the College and works with the Faculty Assembly chair to agree upon the level of faculty representation on each committee. To the extent possible, faculty representation by division is spread across committees.

The Faculty Assembly appoints faculty serving on standing and ad hoc committees, including those named as co-chairs. The chair of the Faculty Assembly is responsible for submitting in writing the name(s) of the appointees to the President and to the Dean of Planning and Institutional Effectiveness. The Governance Council reviews and endorses all appointments to governance committees.

Faculty Length of Appointment

Committee members are appointed to a two-year term and may have the option of serving a second two-year term of two years in duration.

Staff Appointment to Committees

The President appoints support and exempt staff to standing and ad hoc committees.

Staff Length of Appointment

Typically, a person serves a two-year term, with one-year terms being the exception, with approval from the President. Committee members may have the option of serving a second two-year term of two years in duration. The appointments of administrative co-chairs are the exceptions. They are appointed by the President and may serve indefinitely.

Student Appointment to Committees

Students are appointed to standing and ad hoc committees by nature of their positions in the Student Government Association (SGA). The SGA president serves on the Governance Council and the vice-president serves on the Students Affairs Committee.

Student Length of Appointment

Students are appointed to a one-year term and are eligible to serve more than one term, if they are re-elected into their leadership positions.

Associate Membership

Employees and students for whom regular membership is not possible, but who is interested in studying a particular component of an issue may serve as an associate member of a committee.

Committee co-chairs have authority to name associate members and notify the Dean of Planning and Institutional Effectiveness when an addition is made to their committee. However, if a committee conducts a formal vote on an issue, associate members are not permitted to vote.

4.3   Membership Participation

Amount of Participation

It is preferred that an individual serve on only one governance committee due to workload and time constraints. This encourages broader participation from a larger number of employees across campus while ensuring that individuals are not overcommitted.

Attendance

Members should make every effort to attend all meetings. In the event that a member cannot attend, s/he is encouraged to send a substitute. Co-chairs discuss poor attendance with the member in question. Ongoing problems are reported to the Dean of Planning and Institutional Effectiveness, who may find it necessary to consult with the President or the Governance Council.

Workload

Work of the committee should be equally distributed among its membership and assignments should match the skill sets of its members. All committee members, regardless of position at the College, have the authority to give input into recommendations.

Code of Trust

The HCC Code of Trust (Appendix A) is enforced in the actions of all committee members. If someone does not behave in a manner reflecting the spirit of the Code of Trust, the issue will be addressed by notifying the person's supervisor, unless the behavior in question is related to a co-chair. In that instance, the issue should be brought the Dean of Planning and Institutional Effectiveness, who may find it necessary to consult with the President or the Governance Council.

4.4   Committee Charge

All committees, whether standing or ad hoc, have a charge statement given by the President. Each committee must work within the boundaries set by its charge statement. If the committee determines that its charge should be modified, it may request such a review by the Governance Council.

4.5   Committee Leadership

Appointment

Co-chairs lead each standing committee. To keep the College informed, faculty and administrators serve as co-chairs. The co-chairs are a faculty member appointed to serve a renewable one-year term by the Faculty Assembly and an administrator appointed to serve by the President of the College. The administrative co-chair serves by nature of his/her position at the College and will do so until that person is no longer in that position.

Co-Chair Orientation

The administrative co-chair is responsible for orienting the faculty co-chair. Periodically, all committee co-chairs will participate in workshops conducted by the Governance Council. This will include a review of governance procedures and the duties of the co-chairs.

4.6   Role of Co-Chairs

The co-chairs have equal authority and responsibility for managing the committee. Co-chairs should equally carry the workload leading to successful collaboration.

Agendas

Co-chairs are responsible for developing meeting agendas. Each meeting must have an agenda that includes topics for discussion, proposed meeting outcomes, meeting time and location. Additionally, an e-mail must be sent periodically to the College community via GroupWise with a link to the Intranet, listing current topics of committee discussion. This communicates topics that have a community of interest to all employees, allowing them to stay informed and inviting their participation.

Minutes

Minutes should represent the essentials of the meeting, including attendance, discussion highlights and outcomes. Taken for every standing and ad hoc committee meeting, they are posted to the Intranet governance site designated for committee minutes. Committee co-chairs are responsible for sending minutes to the Office of Planning and Institutional Effectiveness (PIE). The Office is responsible for notifying the campus community, via GroupWise with a link to the web site, that minutes are posted.

Attendance

The co-chairs monitor attendance and discuss problems with the member in question. Ongoing problems are reported to the Dean of Planning and Institutional Effectiveness.

Meeting Schedule and Location

Every effort should be made for the co-chairs to schedule meeting times that are convenient for all membership. The College Hour (2:30 - 4:00 p.m.) on the fourth Thursday of every month is dedicated to governance meetings and activities. Other College Hours may be available for meetings. Co-chairs are responsible for reserving the meeting rooms and communicating meeting times/locations to their committee.

Code of Trust

Co-chairs are responsible for enforcing the Code of Trust in the actions of their committee members.

Annual Meeting with the Governance Council

Co-chairs of standing and ad hoc committees meet in the spring semester annually with the Governance Council to give updates and progress reports. These reports are incorporated into the annual governance report completed by the Dean of Planning and Institutional Effectiveness (Section 4.14).

4.7   Meetings

Open Meetings

Open meetings are a fundamental component of successful governance. Anyone from the College community, including students, is welcome to attend any governance meeting. An exception may be made when the need for a closed meeting arises to address concerns of a single constituent group.

Scheduling

As noted in Section 4.6, co-chairs are responsible for scheduling meeting times that are convenient for all membership. Typically, the majority of meetings are held in the fall and spring semesters. However, some meetings during the summer may be necessary.

4.8   Data Sources

Data should be gathered and reviewed before solutions and policies are recommended. The institutional research (IR) department within Office of Planning and Institutional Effectiveness is the official data and information services source for the College. Requests for information, data, or studies are made in writing to IR via GroupWise at ResearchAndAssessment. Before conducting studies or surveys, committee co-chairs should contact the Office of Planning and Institutional Effectiveness since information needed may be readily available.

Additionally, committees should invite members of the College community who have relevant information regarding an issue or topic to participate in discussions and/or provide relevant data.

4.9   Responding to Information Requests

The Office of Planning and Institutional Effectiveness and other administrative offices are expected to respond to written committee requests in a timely manner as agreed upon by the requestor and the office.

Governance committees have "subpoena" power and can request any employee attend a meeting to participate in discussion and/or present information.

4.10   Communication

Quality communication, both among committee members and between committees and the College community, is essential to a functional system of shared governance. It is imperative that all committee members are well informed and that committee members listen and participate actively in communicating with one another. In addition, an effective governance committee is responsible for keeping the College community informed of their work. Academic co-chairs are

expected to give progress reports to the Faculty Assembly, particularly once a policy recommendation leaves committee.

Acceptable Communication

All employees, regardless of their position at the College, have the opportunity through open forums and committee work to share ideas and concerns and to help develop recommendations. However, the governance system is not a forum for personal issues or complaints. Personal attacks on individuals are not be tolerated.

Email Communication

Reading and responding to email is important to the governance process, both for committee members and for members of the College community. Minutes of meetings will be available via Intranet site (Shared Governance: Committee Minutes) to encourage communication and to keep members of the College community informed.

4.11   Making Recommendations

Standing and ad hoc governance committees are recommending, not decision-making, bodies. Committee recommendations must include supporting rationale and a summary of the processes used to formulate the recommendations. A carefully planned, researched and deliberated recommendation receives strong consideration. In all likelihood, a recommendation is accepted if it places no undue stress on the resources or values of the institution or has no unintended consequences.

Governance committees should focus on policy recommendations. Day-to-day issues are generally not the province of the shared governance system. Many such issues fall within the authority of positions or groups on campus, given established job descriptions.

Section Five contains the guidelines for making policy recommendations.

Compromise and Reaching Consensus

Standing committees provide an opportunity for the development of consensus. Constructive, respectful disagreement is important to the process. In formulating recommendations, attempts to reach consensus by applying the "Can you live with it?" standard rather than more stringent methods for reaching consensus is preferred. For governance to be successful, the views of all constituencies should be considered and evaluated. The goal of all committees is based on reaching consensus through frank, honest discussion. Because it often proves divisive, governance bodies normally should not vote unless all other methods of reaching consensus fail. If committees experience problems reaching consensus, the Governance Council should be informed.

Final Report (To be completed by ad hoc committees)

A final report by ad hoc committees is submitted in writing by the co-chairs to the individual or group specified in the charge statement. The report must include a summary of the committee's work and its recommendations regarding the specific issue/concern it was charged to address. Committee co-chairs are responsible for sending a copy of the final report to the Office of Planning and Institutional Effectiveness (PIE) for posting to the governance web site in the Intranet. The co-chairs are responsible for notifying the campus community, via GroupWise with a link to the web site, that the report is posted.

4.12 Appeal Process

After careful study of a committee's analysis and recommendations relative to the committee's charge, the President makes decisions that s/he believes are in the best interest of the institution. However in the event that a group or individual feels that such decisions are made in error, are insufficiently supported by data, or are not in the best interest of the College or the service region, an appeal can be made. The appeal must be made in writing to the Governance Council, in care of the Dean of Planning and Institutional Effectiveness, within two weeks of the announcement/presentation of the President's decision. A rationale, supported by data, must accompany the appeal. The Governance Council will review the written appeal within two weeks upon receipt.

Within two weeks, if the Governance Council feels that the appeal has merit, it names an ad hoc Decision Advocacy Committee which is comprised of one faculty, one support staff and one administrator. Efforts will be made to ensure that the members of the committee are selected from as neutral positions as possible, separated from the area(s) that will be impacted by the decision(s). This committee reviews the data used to make the decision, any committee minutes and records of proceedings, as well as any information that supports the need for appeal. The Decision Advocacy Committee puts its findings in writing to the Governance Council and to the individual or group who filed the appeal. If the Decision Advocacy Committee supports the appeal, the decision is referred back to the original governance body, which is expected to reword the decision and make a revised recommendation.

4.13 Policy Approval

Recommended policies, once endorsed by the President, are presented to the Board of Trustees for review and approval. Typically, committee co-chairs are responsible for presenting the policy draft to the Board.

Once approved, the co-chairs notify the College community of the Board's action via e-mail and include a summary of the policy. The President's Executive Assistant is responsible for incorporating the new policy into the College's Policy Manual.

4.14 Annual Governance System Evaluation and Report

The governance structure and its effectiveness as a whole, including the governance committees, are evaluated on an annual basis. Satisfaction with the governance system is included periodically in staff satisfaction surveys as part of the College's institutional effectiveness model. Co-chairs of standing committees meet with the Governance Council during the spring semester to give progress reports and to suggest improvements to the governance system. This information is integrated into the annual report, which highlights HCC's decision-making and governance system accomplishments and challenges that occurred in the previous fiscal year. The report is presented to the Board of Trustees every fall, as well as placed on the Intranet for all employees to access and review.

Section Five
Guidelines for Developing Policy Recommendations

The goal of these guidelines is to establish an operational definition of terms and recommend a process for policy development. In developing these guidelines, the office of Planning and Institutional Effectiveness used A Primer on Policy Development for Institutions of Higher Education (Mark Bruhn, Indiana University and Rodney Petersen, University of Maryland, 2003), and the work of the Association of College and University Policy Administrators (ACUPA).

See Appendix B for an example of a policy statement.

5.1 Clarification of Terms

Policy normally represents a fundamental value, belief, or philosophy of the College. A college's policies are its bedrock and do not change frequently. The goal of a policy is to "direct individual behavior and guide institutional decisions. …" Policy is generally stated in relatively short statements, while procedures entail great detail. "A policy might say 'what' but not 'how.' " (Bruhn and Petersen)

Procedures can be defined as directive statements that mandate how a policy will be carried out. Since procedures address how a policy is to be implemented, they are likely to change more frequently than a policy.

As a policy recommendation is being formulated, it is a natural inclination of those doing the work to think about how the policy would or should be implemented.   As part of their policy development work, committee members might be asked to develop or suggest a sequence of procedures to enforce the new policy. While these suggestions and other procedural recommendations can be valuable and should be communicated to the office responsible for implementing the policy, development of procedures is not the task of the governance committee unless assigned by the Governance Council or President.

5.2   Policy Development Process

Governance committees receive policy development assignments from the Governance Council. Suggestions for policy development include:

- Every committee member should understand the assignment. If clarification is needed, contact the Dean of Planning and Institutional Effectiveness (PIE).
- Identify relevant issues for research, including current practices.
- Gather information from a variety of sources, including, where appropriate, other community colleges, as well as HCC faculty and staff who have knowledge of the issue.
- Analyze information and develop draft language for the policy recommendation. At this point, co-chairs might seek feedback from the President, especially if there are questions relating to the separation of policy from procedure.
- Submit the draft recommendation to designated groups for review. Using their feedback, revise the draft policy recommendation.
- Submit the committee's final policy recommendation to the President, along with background leading to it. (See 5.3)

5.3   The Elements of Policy Statements

Policy recommendations should contain:
- Rationale or purpose: This expresses "why" the policy has been developed.
- The policy statement: This is a concise statement of "what" the policy is intended to accomplish. It should be precise and easy to understand.
- Scope of the policy: This should set parameters for the policy, for example, to whom (e.g. students, faculty) and to what (e.g. records, information) the policy will apply.
- Roles and responsibilities: Depending on the precise nature of the policy, the recommendation may identify who is responsible for enforcement or compliance.

Section Six
Shared Governance and the HCC Code of Trust

Because of its inclusive and participatory nature, shared governance can only be successful when implemented in an atmosphere of collegiality and trust. In the absence of such an environment, shared governance will suffer as the self-interest of specific groups or individuals becomes a priority over institutional mission, values and goals. It is critical that all employees engage in governance activities in a trusting and cooperative manner. Therefore, the HCC Code of Trust is the foundation of this governance model (Appendix A). If the Code of Trust is adhered to, employees have the right to expect the following:
- That they have the right to contribute to major decisions for which they have expertise or interest related to their job duties
- That a timely response to recommendations and timely implementation of decisions will be made through the governance structure

- That active involvement in the governance system will be recognized and supported by the College's administration, regardless of one's position

Likewise, in adhering to the Code of Trust, employees should also understand the following:
- That the system is not a forum for personal issues or complaints. Personal attacks on individuals or character assassination is not tolerated.
- That one cannot bring up a problem without a willingness to be part of the solution
- That a recommendation is not a decision. A carefully planned recommendation with supporting rationale is given strong consideration and, if resources allow, will likely be accepted (see 4.11).
- That no system is perfect. HCC's system will evolve over time and will require the participation, patience, and acceptance of the College community.

As a cross-constituency governance body, the Governance Council is responsible for ensuring that governance structures and processes encourage adherence to the Code of Trust. It is the responsibility of committee co-chairs to hold committee members accountable for behavior that is deemed unacceptable by these standards. Furthermore, all employees engaged in governance activities must participate in the spirit of trust and collaboration.

If someone does not behave in a manner reflecting the spirit of the Code of Trust of shared governance, the issue is addressed by notifying the person's supervisor. The exception to this is there is a problem with a co-chair. In that case, the issue is referred to the Dean of Planning and Institutional Effectiveness, who may find it necessary to consult with the President or the Governance Council.

Section Seven
GLOSSARY

Ad hoc committee   A committee formed for a particular purpose. In general, ad hoc committees are temporary, dissolving once they meet their charge.

Associate member   An individual who is not an appointed, standing, or regular member of an ad hoc or standing committee, but who participates in a committee's work on a limited basis (perhaps attend only a small number of meetings) because s/he may be interested in studying a particular component of an issue.

Constituency   Any particular campus body composed of those with similar working conditions and/or viewpoints.

Charge statement   A written directive by the executive officer (usually the President) to an organizational committee instructing the members in regard to their defined tasks and responsibilities.

Ex officio   The provision to an individual, by virtue of the office or position s/he holds, of all the rights, privileges and responsibilities of any other member of a committee.

Jurisdiction   The territory within or the matter over which a governance body has responsibility based upon its charge.

Shared governance   A social system of self-government wherein those affected by the decision share decision-making responsibility. With joint recognition and respect for the participation of staff and students, communication and collegiality are emphasized. At HCC, governance decisions are based on the institution's values, resources, and goals.

Standing committee   A permanent committee established with defined jurisdiction, usually focusing on a policy area.

Regular member   An individual appointed to a standing or ad hoc committee by the President as part of a core group to study an issue

Representative   An individual charged to represent the views and perspectives of others within a specific group.

Appendices

Appendix A

HCC CODE OF TRUST

1. **I will work with other members of the College community openly and in good faith.** I will treat other members of the College community with respect, good will, and candor. I will share information in helping others and I will cooperatively participate in making decisions. I will view myself and others as capable of constructive change and will remain open to new ideas and different viewpoints. I will not be deceitful. When I possess relevant information, I will not withhold it unless I have received the information in confidence. In such circumstances, I will urge others with relevant information to share it openly for the good of the College.

2. **I will respectfully and supportively work with others in doing college business to the best of my ability**. For example, I will do everything possible to attend all meetings of committees and other groups on which I serve. I will prepare for meetings and, where possible, I will help others prepare as needed. I will do my fair share of work for the campus groups to which I have been assigned. I will accept responsibilities which challenge me, while contributing to strengthen the College's culture as one that is collaborative and respectful.

3. **Whenever I serve as a representative, I will work with those I represent to identify their concerns.** I will actively seek out the opinion of others when I serve as a member of a small group s charged with making a decision on a matter that has a large "community of interest." I will listen from the speakers' viewpoints and then I will articulate their concerns, when appropriate, and encourage them to become active in the decision-making process.

4. **I will consistently act in ways that make cooperative decision making possible**. I will avoid behavior which activates an adversarial relationship. For example, I will not withdraw, or threaten to withdraw, my active cooperation in college activities in order to force another party to my way of thinking. Nor will I use college meetings to gripe, air personal grievances, or gain personal ends. I will remain open to influence and change.

5. **I will not seek retribution against anyone for being candid, expressing unpopular viewpoints, or participating in shared governance activities**. For example, when I learn that someone has expressed a viewpoint for which I strongly disagree, I will respect their right to freely express their opinion and will not deny them the opportunity to persuade others. I will view differences of opinion as constructive rather than negative, and I will always respect the individual, regardless of rank or position in the College.

6. **I will act with discretion and assume others to be trustworthy.** For example, I will freely share information I learn from meetings or other sources in helping others succeed in meeting their job responsibilities and I will not spread information or data I know are not correct. I will strive to freely offer my expertise and knowledge in helping others at the College solve problems or address institutional challenges. I will assume others will behave in a respectful manner and will question them directly if I sense they have not honored this code of trust.

Appendix B

This example of an institutional policy statement was developed by the Administrative and IT Services Committee and became policy when approved by the Board of Trustees at its November 2007 meeting.

HAGERSTOWN COMMUNITY COLLEGE
Policy on the Use of College Vehicles

This example clearly states HCC's values and philosophy. It also incorporates a rationale for the policy.

Policy:

Hagerstown Community College (HCC) maintains a limited number of vehicles for use by employees and/or students for College related activities only. Use of College vehicles for personal use is prohibited**.** In addition, some College employees may choose to use their personal vehicles for College business which also requires them to adhere to the following:

Driver Qualifications:

Employees and/or students using a College vehicle or choosing to use a personal vehicle for College business must notify the Vice President of Administration and Finance or his/her designee and complete a Driver Application verifying that they:

- Accept the obligations of driving on behalf of the College.
- Will disclose any convictions for moving violations or vehicle accidents during the last 2 years.
- Will notify the Vice President of Administration and Finance or his/her designee if convicted of drunk driving, driving under the influence or if a license is revoked or suspended at any time following submission of the Driver Application.
- Meet one or more criteria

Routine use:
Drives more than an average of twice per month.
May transport others.
May drive distances of 30 miles or more.

Periodic use:
Drives no more than twice per month,
Generally drives for short errands (less than 30 miles).

A Schedule of Drivers will be maintained by Administration & Finance and updated no less than annually. Individuals using college vehicles must provide the Vice President of Administration and Finance or his/her designee with current information in order to obtain a Motor Vehicle Administration Driving Record. Driving records will be treated confidentially.

All drivers must meet the following requirements:

- Be at least 18 years of age
- Possess a valid drivers licenses for at least two years
- Maintain a good driving record as determined by the Vice President of Administration and Finance and the Chief of Campus Police.
- Confirm receipt and understanding of the College's Policy on the Use of Vehicles

Individuals routinely using their personal vehicle for College business/activities must:

- Provide the Vice President of Administration and Finance or his/her designee with proof of insurance for the vehicle being used. The individual is responsible for the cost of maintaining this coverage.
- Acknowledge that personal insurance will serve as primary in the event of an accident

Restrictions:

- College vehicles will not be used for personal or non-College business/activities.
- Children are not allowed to ride in College vehicles except those that are enrolled as students of Hagerstown Community College or children enrolled in the Children's Learning Center.
- Family members and friends will not be transported in College vehicles, unless serving in official capacity for College.
- Use of a College vehicle may be denied in extreme weather conditions or when extreme weather is expected. Contact the Facilities Management/Maintenance Dept. for direction under these conditions.
- For 15-passenger vans mileage is limited to 400 miles round trip. Load, including equipment, is limited to the equivalent of 10 individuals according to National Highway Traffic Safety Administration recommendations. Training will be provided for drivers of the 15 passenger vans.
- For all other fleet vehicles, mileage is limited to 200 miles one way.
- Occupants should not exceed the number of available seatbelts.
- Under special circumstances, the above referenced restrictions may be waived with approval from the executive officer of the area. Waivers of theses restrictions for executive officers must be approved by the President. Notification of any waiver will be provided to the Vice President of Administration and Finance or his/her designee and the Director, Facilities Management.

Accidents:

If an accident occurs, REPORT IT IMMEDIATELY TO AUTHORITIES. Then, as soon thereafter as feasible, contact the College. Contact information is located in each fleet vehicle.

Failure to report an accident will result in a revocation of authorization to drive on behalf of the College. For College fleet vehicles:

- One accident or failure to comply with the College's policies and procedures will result in a written warning.
- A second accident or failure to comply with the College's policies and procedures may result in the loss of driving privileges.
- Accidents considered egregious by Hagerstown Community College will result in the immediate loss of driving privileges.

Vehicle Requests:

To ensure availability, it is advisable to request a vehicle at least two weeks prior to an activity or event.

Vehicles should be requested by completing the Vehicle Request Form. The form is available on the Intranet (College Operations⟶ Maintenance ⟶ Vehicle Request Form). Immediate Supervisor approval is necessary for all trips (except for trips under 30 miles one way).

If transporting passengers requiring special accommodations contact the Coordinator of Disability Services.

Driver's Responsibilities:

- Drivers are responsible for the general cleanliness of the vehicle. All trash should be removed from the vehicle a properly disposed of at the conclusion of use.
- No smoking is allowed in College vehicles.
- Any traffic violations and/or tickets are the sole responsibility of the driver. The College does not reimburse for traffic fines of any type.
- Drivers are expected to follow posted speed limits and practice defensive driving.
- Drivers and passengers will wear seatbelts at all times.
- Drivers should not talk on cell phones while driving unless the vehicle is equipped with a College-approved hands-free speaking and listening device. If there is a need to make a phone call, the driver should find a proper parking space before making the call. Stopping on the side of the road is not acceptable except in genuine emergencies.
- In accordance with Maryland law, children younger than six years old, regardless of weight, or weighing 40 pounds or less, regardless of age, must be secured in a federally approved child safety seat according to the safety seat and vehicle manufacturers instructions.