



Rhodes State Governance

Governance System Policy and Procedures Manual



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RHODES STATE COLLEGE GOVERNANCE

Governance, authorized by the Board of Trustees, is an internal process designed to promote efficiency and advance the interests of the College. Shared governance embodies the College's core values, supports the College's vision, and facilitates the College's work in achieving its mission. Through shared governance the College community has opportunity to influence decisions by enabling representative groups to work cooperatively in making attentive and timely recommendations to the administration on matters of planning effectiveness, policy, procedure and program.

I. Definition

Shared governance is an inclusive process by which the College Community has the opportunity to influence decisions on matters of planning effectiveness, policy, procedure and programs.

II. Core Principles

A. Seven Guiding Principles

Shared governance at Rhodes State is formed around seven (7) guiding principles. These principles serve to define a mutually beneficial and sustainable relationship between the faculty, students, staff, administration, and the Board of Trustees.

1. Informed & Broadened Representation to Influence Decision-making
2. Transparency & Clarity of Operations & Decision-making
3. Open Flow of Information & Lines of Communication Among all Areas & Members of the College
4. Diverse Involvement
5. Mutual Respect & Trust
6. Accountability
7. Deliberations that Advance the Interest of the College

III. Features of the Governance System

A. Stakeholder Representation

The structure is intended to support the President and Executive Staff members by providing an organized forum for all stakeholder groups to become informed about issues and to influence the decision-making process. The governance system enables stakeholder groups to be represented. The representative groups include:

1. Faculty: Faculty representation will include regular faculty, as outlined in the Faculty Handbook (Section IV, pp. 4.2–4.6 & Section VIII, p. 8.1). **[NOTE: The current Faculty Association and its Committees will continue to function as**



established, with a coordinated communication link to the administrative governance structure of the College.]

2. **Staff:** Staff representation will include administrative directors, professional, technical and support staff.
3. **Students:** Student representation will include students enrolled full-time or part-time at the College.

B. Stakeholder Appointment and Involvement

Each group has the right to appoint its group representatives, yet are encouraged, to consider appointees who will provide a broad point of view from within their group, as well as expertise in the scope of the Council's/Committee's work. Faculty, staff and students participate within the governance structure through two venues:

1. Nominating and/or appointing their group representatives to serve on the College's Compass Council, College-wide Councils and Committees.
2. Submitting a proposal/recommendation regarding planning effectiveness, policy, procedure or program forward for review through the governance process.

C. Roles and Responsibilities

The system clarifies the roles and responsibilities of the faculty, staff, students, Executive Staff, President, and Board of Trustees by implementing a structure that maximizes participation and places the authority at the appropriate levels. Regardless of the role, it is expected that all participants will place the greater good of the institution over the interest of the individual group into governance recommendations.

D. Scope of Work

The nature and scope of governance work will be at an institutional policy/procedure level, not at an operational or implementation level. Specifically, recommendations concerning matters of planning effectiveness, policy, procedure and program will be reviewed through the governance system. All matters must receive approval by the President and, as appropriate, the Board of Trustees. These matters of scope are clarified as follows:

1. **Planning Effectiveness:** The improvement of and accountability for outcomes by leadership and stakeholder groups within specified governance matters leading to mission achievement and a focus on priorities for future performance.
2. **Policy:** A guide based upon the mission and guiding statements of the institution, which influences the making of individual and collective decisions, and is put into practice by the necessary procedures.
 - a. Except under special circumstances, institutional policies that are under the purview of College governance should not be taken to the Board of Trustees until the formal governance review process (see Section IX) has been completed.



- b. Recommendations concerning issues of policy must be submitted by the President to the Board of Trustees for approval.
3. **Procedure:** A listing of steps, rules, or regulations intended to implement a policy in a manner consistent with the spirit of that policy.
4. **Program:** Academic programs (e.g., degree programs, certificates) and other major initiatives involving College policies and procedures which may impact Faculty, Staff, and Students.

In addition to the recommendations and approval of new degree programs within the governance structure, and in accordance with state regulations, new degree programs must be approved by the Ohio Board of Regents, and as appropriate, by the Higher Learning Commission.

Operations and implementation will continue to be the responsibility of Executive Staff, Deans, Chairs, Directors and other administrators. Items outside the scope of the governance system include:

1. College Compliance with the Ohio Revised Code;
2. Policies of the Board of Trustees;
3. Administrative procedures not related to governance (e.g. operational management and personnel management).

IV. Governance Structure Framework

The governance structure (See Appendix B) is organized around the work of the College rather than unit groups. The framework for the structure includes a College Compass Council, College-wide Councils and their respective Standing Committees. There are written roles and responsibilities for the Compass Council, as well as each of the Councils and Standing Committees. Section XIV defines the purpose, responsibilities, membership, and institutional advisory relationship each Council/Committee holds with Stakeholder Groups, administration and other Councils/Committees.

A. College Compass Council

The College Compass Council serves as the overarching planning and effectiveness body with responsibility for coordinating the governance system.

B. College-wide Councils and Standing Committees

College-wide Councils and Standing Committees are responsible for recommending proposals regarding planning effectiveness, policy, procedure and program within their specified governance matters. These Councils/Committees include:

1. Academic Council
 - a. Academic Curriculum Committee
 - b. Outcomes and Assessment Committee
 - c. Developmental and General Education Committee



2. College Relations Council
 - a. Ad-hoc Committees as Needed
3. Human Resources Council
 - a. Employment & Retention Committee
4. Planning and Budgeting Council
 - a. Facility Master Planning Committee
 - b. Financial Master Planning Committee
 - c. Strategic & Institutional Effectiveness Planning Committee
5. Student Affairs Council
 - a. Student Development Committee
 - b. Enrollment Management Committee
6. Technology & Information Council
 - a. Information & Web Management Committee
 - b. Technology Infrastructure Committee
 - c. Equipment & Technology Master Planning Committee

V. Role and Responsibilities within the Governance System

The Board holds the President accountable for decisions. However, the governance system produces a process in which timely decisions, and reasons for such decisions, are guided by involvement of stakeholder groups. In addition, recommendations and decisions to the College constituents are made transparent through this system.

A. Role of the Board of Trustees

Statutory authority for the governance of James A. Rhodes State College is vested in the Board of Trustees per ORC 3357 et. seq. (Board Policy 2.2, p. 2-8). The governance system recognizes the role and authority of the Board of Trustees as responsible to the community for the general supervision and control of the College (see Board Policy 2.1, p.2-6).

B. Role of the President

The governance system recognizes the role and authority of the President to administer and manage the College as being directly accountable and responsible to the Board of Trustees (Board Policy 2.2 p. 2-8). The President's role is defined in the Policies of the Board of Trustees (3.1-4.6). Further, for governance matters, the President will:

1. Advance the interest of the institution in all matters.
2. Chair the College Compass Council.
3. Receive and review recommendations from the Compass Council.



4. Approve planning effectiveness, policies, procedures and programs for the governance of Rhodes State College.
5. Communicate the governance planning effectiveness, policy, procedure, and program to stakeholders and the Board of Trustees.
6. Facilitate between the levels of governance to gain consensus, as necessary.
7. Provide Compass Council minutes to the identified records location.

C. Role of the Executive Staff

The Executive Staff members include the Vice Presidents for Academic Affairs, Student Affairs, Institutional Advancement, and Business; the Executive Director for Institutional Effectiveness and Assistant to the President for Planning; Executive Director of Workforce & Economic Development; and the Director of Human Resources. Executive Staff have individual responsibility for and to their assigned areas and are collectively accountable for viewing the College as a system. Executive Staff are expected to manage and direct College operations and implement decisions regarding College plans, budgets, and programs at the administrative level. Further, for governance matters, the Executive Staff will:

1. Actively participate in governance allowing the system to inform their actions and the actions of individuals within their areas.
2. Advance the interest of the institution in all matters by aligning the interest of their units with the best interests of the College.
3. Chair the College-wide Councils.
4. Serve on the Compass Council.
5. Review and make recommendations to the President, regarding governance matters, as members of the Compass Council.
6. Communicate the governance planning effectiveness, policy, procedure, and program decisions to stakeholders.
7. Attend meetings of Councils/Committees to which they are named.

D. Role of Faculty

College faculty refers to regular faculty members of James A. Rhodes State College as defined in the Faculty Handbook (Section IV, pp. 4.2– 4.6 & Section VIII, p. 8.1).

Collectively, faculty are members of the Faculty Association, whose purpose is to promote “open communication with each other and the College administration, faculty welfare, quality instruction, and recognition of student achievement” (VIII, A, Article II, p. 8-2). The Faculty Association and its sub-committees will continue to function as established, with a coordinated communication link to the administrative governance structure of the College. Further, in matters of governance, the faculty will:

1. Participate in the governance system by sharing testimony in their area of operational, instructional, and technical areas of expertise, providing a unique



perspective and insight that will help guide the decisions or recommendations made.

2. Participate in the governance system as members of Councils or Committees, when appointed by the Faculty Association, and share knowledge and expertise regarding internal and external processes and procedures aligned with local, state, and federal regulations.
3. Advance the interest of the institution in all governance matters.
4. Review, and make recommendations regarding governance matters, as members of the Councils/Committees.
5. Communicate governance planning effectiveness, policy, procedure and program decisions to faculty.
6. Attend meetings of Councils/Committees to which they are appointed or named.

E. Role of Staff

Staff refers to the collective group of employees representing administrative, professional, technical, and support staff. The primary responsibility of all staff is to support students, faculty, other staff, and the Executive Staff in carrying out the vision, learning principles, mission, and core values of the institution. Further, in matters of governance, the staff will:

1. Participate in the governance system by sharing testimony in their area of operational, instructional, and technical areas of expertise, providing a unique perspective and insight that will help guide the decisions or recommendations made.
2. Participate in the governance system as members of Councils or Committees, when appointed by the Staff Group, or named by the President or his/her designee, and share knowledge and expertise regarding internal and external processes and procedures aligned with local, state, and federal regulations.
3. Advance the interest of the institution in all governance matters.
4. Review, and make recommendations regarding governance matters, as members of the Councils/Committees.
5. Communicate governance planning effectiveness, policy, procedure and program decisions to their colleagues.
6. Attend meetings of Councils/Committees to which they are appointed or named.

F. Role of Students

Students involved in the governance system are those enrolled either full-time or part-time at the College. The role of students in governance matters is to:

1. Actively participate in the system by providing valuable insight and perspective regarding student needs through broad and shared testimony of the overall student body.
2. Contribute to the College's collective knowledge in the governance system by bringing forward student proposals related to planning effectiveness, policy, procedure and program matters that impact students.



3. Participate in the system when appointed by the student group.
4. Attend meetings of governance Standing Committees to which they are appointed.

G. Role of the Compass Council

The role of the College Compass Council in the governance system is to serve as advisory to the President and advance the interests of the institution in all matters. The College Compass Council will serve as the overarching governing body. Specifically, in matters of governance, the Compass Council will:

1. Serve as advisory to the President.
2. Establish governance operating procedures needed to conduct the functions of the College-wide Councils and respective Standing Committees.
3. Coordinate the evaluation of the effectiveness of each shared governance council/committee.
4. Review recommendations presented by the College-wide Councils.
5. Prepare final recommendations for the President in accepted format.
6. Log and update governance progress on the governance website [\[Link\]](#).
7. Meet as scheduled.
8. Provide minutes to the identified records location.
9. Communicate regularly with Councils and Committees concerning pertinent actions within the scope of the work.
10. Review governance log for timeliness of accepted issues and topics.
11. Transmit, annually, an executive summary of its actions to the governance website [\[Link\]](#).

H. Role of College-wide Councils

In matters of governance, the College-wide Councils will:

1. Serve as advisory to the Compass Council.
2. Utilize the established governance operating procedures needed to conduct the functions of the Councils.
3. Review recommendations presented by the respective Standing Committee(s).
4. Prepare recommendations for the Compass Council in the accepted format.
5. Log and update governance progress on the governance website [\[Link\]](#).
6. Meet as scheduled.
7. Provide minutes to the identified records location.
8. Conduct an evaluation of the effectiveness of the Council.
9. Delegate matters to other councils as appropriate, refer to aligned committees, or charge and provide membership for ad hoc committee to investigate issues or topics.
10. Communicate regularly with Compass Council and aligned committees concerning pertinent actions within the scope of the council.



11. Review governance log for timeliness of accepted issues and topics.
12. Transmit, annually, an executive summary of its actions to the governance website [Link]. The summary will include the recommendations with implications for planning. The President will review the recommendations giving them consideration for strategic planning priorities.

I. Role of Standing Committees

In matters of governance, the Standing Committees will:

1. Serve as advisory to the College-wide Councils.
2. Utilize the established governance operating procedures needed to conduct the functions of the Committees.
3. Review governance matters assigned to the Committee.
4. Prepare recommendations for the respective College-wide Council in the accepted format.
5. Log and update governance progress on the governance website [LINK].
6. Meet as scheduled.
7. Provide minutes to the identified records location.
8. Conduct an evaluation of the effectiveness of the Committee.
9. Refer specific areas of issues and topics to an ad hoc committee to investigate and provide detailed insight back to the Committee.
10. Communicate regularly with College stakeholders and receive testimony from appropriate College constituents regarding governance matters under the Committee's review.
11. Review governance log for timeliness of accepted issues and topics.
12. Transmit, annually, an executive summary of its actions to the governance website [Link].

VI. Membership

The College Compass Council, College-wide Councils and Standing Committees are balanced based on organizational structure and representation from stakeholder groups (see Appendix A). The Compass Council and each Council/Committee are assigned members consistent with their stated charge. Representational balance is established based on which stakeholder group has responsibility for the primary matter as determined by the charge. For the purposes of membership and assignment of officers the following definitions will be used:

1. Faculty will include regular faculty, as outlined in the Faculty Handbook (Section IV, pp. 4.2–4.6 & Section VIII, p. 8.1).
2. Staff will include professional, technical, and support staff. (Administrative directors will be named or appointed).
3. Students will include individuals enrolled either part-time or full-time at the College.



A. Compass Council

The membership of the Compass Council will consist of named and appointed members. Named members include the Executive Staff members and the President of the Faculty Association. Associate Vice Presidents, Deans and other members may serve and will be named by the President or her/his designee. The Compass Council will also include faculty and staff, to be appointed through their respective groups.

B. College-wide Councils

The membership of the College-wide Councils will consist of named and appointed members. Named members will be named by the President or her/his designee based upon their position and expertise. Associate Vice Presidents, Deans and other members may serve as members of College-wide Councils and are named by the President or her/his designee. All Councils will include faculty and staff appointed through their respective groups.

C. Standing Committees

The membership of the Standing Committees will consist of named and appointed members. Committees will include faculty; staff; and students, as applicable, each of whom will be appointed through their respective groups.

D. Officers

The Compass Council, College-wide Councils and Standing Committees will be led by selected officers. The College Compass Council will be led by the President, as Chair. The College-wide Councils will be led by a Chair and Vice Chair - both named by the President or her/his designee. The Standing Committees will be Co-chaired. The Co-chairs will equally represent faculty and staff. One will be appointed by the appropriate Executive Staff or Council Chair, and one by the Faculty Association.

E. Membership Type

Compass Council, College-wide Council, and Standing Committee members are designated as one of the following:

1. Voting member – A member considered to be an active College Compass Council, College-wide Council or Standing Committee member that is approved for one vote or to be included in the consensus decision-making process.
2. Non-voting member – A member, for whom replacement has been requested by the Chair, shall not be considered an active member and therefore cannot vote.
3. Named member – A member by virtue of her/his position (i.e., Faculty Association President, Director of a particular function, etc.) and are named by the President or her/his designee.

4. Appointed Member – A member appointed by a representative stakeholder group to serve as the voice of that group, or by an Executive Staff member, to serve as a Committee Co-Chair, as designated within Table 1: Named and Appointed Member Responsibility.

F. Membership Appointments

Stakeholder groups are generally responsible for *appointing or electing* members through a nomination and election procedure established by their representative group or established by the governance system policy. *Appointing or electing* procedures should be well documented within each stakeholder group, and reflect fairness and equity among qualified members. Stakeholder group appointments and position appointments are specified in **Table 1: Named and Appointed Responsibility** and include the following:

1. The Faculty Association *appoints* faculty representatives.
2. Student Organizations *appoint* student representatives. A plan for identifying student representation in the governance structure will be developed through the Student Affairs Council.
3. A Staff Group *appoints* staff representatives. A plan for identifying staff representation in the governance structure will be developed through a Compass Council Task Force. (Administrative directors will be named or appointed by the President or designee).
4. The President or her/his designee will *name* the College-wide Council Chair and Vice Chair and individual members of Councils or Committees according to designated positions at the College.
5. Committee Co-chairs are appointed in May to allow for orientation and training before the beginning of the following fall quarter meetings. One is appointed by the appropriate Executive Staff or Council Chair, and one by the Faculty Association.

Table 1: Named or Appointed Responsibility

Member	Membership Procedure	Appointing Body
College Compass Council	Named Appointed Appointed Appointed	President or her/his Designee Faculty Association Staff Group Student Group
Chair /Vice Chair, College-wide Councils	Named	President or her/his Designee
College-wide Councils	Named Appointed Appointed Appointed	President or her/his Designee Faculty Association Staff Group Student Organization(s)
Standing Committees	Named Appointed Appointed Appointed	President or her/his designee Faculty Association Staff Group Student Group
Co-chairs, Standing Committees	Appointed Appointed	Executive Staff or Council Chair Faculty Association
Chair, Ad hoc Committees	Appointed	College-wide Council
Other Members	Named or Appointed	President or her/his Designee

G. Membership Replacement

Governance Council/Committee members may be replaced according to the following procedures:

1. If a member is unable to maintain service on a council/committee for any reason, the member may be replaced through the regular appointment procedure.
2. Persons who are members of councils/committees by virtue of a position or title they hold in the organization may be replaced by that organization.
3. Persons, who are members of councils/committees by virtue of management positions or titles, may be replaced by the President, in consultation with respective area administrators.
4. Committee/Council Chairs may request replacement through regular procedures of council/committee members, for members missing three consecutive meetings. Any member for whom replacement has been requested shall not be considered an active member.

H. Terms of Service

The terms of service for governance Council/Committee members are established to enable consistency in understanding both the process and matters of governance.



1. Named members have no term limits.
2. Appointed members have a limit of two consecutive three-year terms. Service for appointed Council/Committee members should be staggered so that all terms do not end at the same time.
3. Members of standing committees will serve a minimum of 3 years, with approximately one-third of the members being replaced each year, unless the appointing body determines otherwise by appropriate bylaws.
4. Ad hoc committee members will serve until such time that the task for which they were established has been completed and thereupon be terminated from such committee.

VII. College Community Input Process

A. Submitting a Governance Topic

1. Any member of the College community can identify planning effectiveness, policy, procedure or program topic needing review through the governance process.
2. The mechanism for submitting a topic is to use the “Shared Governance Topic Identification Submission Form” (Appendix E) found on the governance website [<https://navigator.rhodesstate.edu/SharedGovernance/>]. The Website will house all resource documents required for submission of a governance matter.
3. A member of the College community submitting the topic will receive an acknowledgement. **[NOTE: Topics can be sent forward by the stakeholder groups (i.e., Faculty Association, staff group, or student group; or through their respective administrative leadership.)]**

B. Service and/or Testimony

1. Input can be provided into governance matters through direct membership on, or contact with members of, the College’s Compass Council, College-wide Councils and/or Standing Committees.
2. Input can also be provided through testimony. If needed, testimony will be solicited by the Committees/Councils.

VIII. Coordination Process

The governance process is coordinated through the Compass Council and governance website. Any issues accepted for action are logged onto governance website [[Link](#)]. Progress through the review process will be documented on the log by the appropriate committee/council. This will facilitate and monitor the timely flow of the issues and communication of the issues as they are considered through the governance process.

IX. Governance Review Process

At every stage of the governance review process the information, recommendations and/or decisions will be posted on the governance website [Link] in order to provide transparency within the process. Once an issue is identified, logged and assigned on the website [Link], it is communicated to the College-wide Council/ Committee. Once received, the Council/Committee will engage in the following Governance Review Process:

- Step 1:** Identify and document the issue regarding planning effectiveness, a policy, procedure, or program. Discuss and clarify the issue. Document the issue in meeting notes, including the timeframe.
- Step 2:** Research and collect information relative to the issue/problem. Gather information through the appropriate Council/Committee membership, those most knowledgeable about the issue, and/or testimony from individuals and/or groups involved or impacted by the issue. It is important to provide ample opportunity for input from stakeholders affected by a decision.
- Step 3:** Make a final recommendation to the next appropriate level of governance. Standing Committee recommendations will be submitted to the appropriate College-wide Council. College-wide Council recommendations will be submitted to the College's Compass Council.
- Step 4:** Once recommendation(s) are submitted to the governance website [Link], they are placed on the College's Compass Council agenda for a review and recommendation to the President.
- Step 5:** Upon recommendation by the Compass Council, the documentation is reviewed by the President for final disposition.
- Step 6:** The President's approval is presented to the Board of Trustees for information and/or formal approval, if required by the Policies of the Board of Trustees.
- Step 7:** Formal communication is disseminated from the President's Office to the College community through the governance website [Link] and existing management meetings.

X. Failed Recommendation or Consensus

A recommendation will be returned to a Council/ Committee, if the process is not completed. If a recommendation is rejected, in part or whole at any point in the process, a reason for the rejection must be provided by the Committee or Council making the recommendation.

XI. Meeting Management

A. Meeting Agenda

The following processes are in place to assist each Council/Committee in managing their meetings.

1. Chair and Vice Chair collaborate to develop proposed agenda.

2. Council/Committee members may suggest agenda items by notifying the Chair, or in the case the Chair is absent, the Vice Chair, *normally* four working days prior to the meeting.
3. The agenda and supporting materials for any action item shall be distributed to members normally three working days prior to the meeting.
4. No items may be added to an agenda within the three working days prior to a meeting or during a meeting except in case of emerging issues needing a compelling cause as determined by a majority of the members.

B. Meeting Minutes

The following procedures will be followed for recording meeting minutes:

1. A note-taker will be identified through a process established by the Council/Committee members.
2. Meeting minutes shall, at a minimum, contain attendees and actions taken.
3. All meeting notes or minutes shall be documented and made available before the next meeting. (See Appendix D)
4. A copy of the meeting minutes shall be distributed to the President's Office and also made available to the College Community on the Governance website [[Link](#)].

C. Meeting Procedures and Consensus Decision-Making

The procedures for effective governance meetings include the following:

1. A spirit of parliamentary procedures with open communication will be encouraged for conducting meetings.
2. *Roberts' Rules of Order* will be consulted when necessary.
3. A quorum shall be one more than half of the active membership.
4. A major function of the shared governance system is communication; therefore, members are expected to attend and participate.
5. The consensus decision-making model underpins the governance system structure.
6. Where formal votes become necessary, each active Council/Committee member shall have one vote; College-wide Council Chairs are without vote, except in the case of a tie vote. The President, as Chair for the Compass Council, will have no vote at the Compass Council Meetings.
 - a. Vote may be made by voice, roll call, or by show of hands.
 - b. Voting by proxy may be allowed where the Council/Committee has adopted procedures for proxy voting and made those procedures known to all members of the Council/Committee and all membership appointing bodies. A "**proxy**" is a means by which a member who expects to be absent from a meeting authorizes someone else to act in his or her place at the meeting.

7. Dissenting members of a Council/Committee may present a minority opinion at the same time that the majority opinion is presented.
8. While all College-wide Governance Councils and Standing Committees are ultimately advisory to the College President, recommendations will be directed to the College Compass Council or the appropriate constituency group as designated within this policy.
9. The College Compass Council, College-wide Councils, and Standing Committees will provide a timely response to the appropriate representative groups regarding the disposition of any recommendations made by that group.

D. Meeting Frequency

1. A schedule of meeting dates shall be established at the first meeting of each quarter.
2. Establishing standing meeting times which are used from quarter to quarter is encouraged.
3. Except in an emergency requiring a rapid response, each member shall be given at least three (3) working days notice of a special meeting, including notice of the proposed agenda.
4. When a meeting is to be cancelled, a reasonable advance notification shall be provided to members.

E. Special Meetings for Rapid Response

1. Special meetings:
 - a. May be called for the Compass Council by the President **or designee**.
 - b. May be called for a College-wide Council or Standing Committee by their respective Co-chairs.
 - c. A rapid response may or may not follow the 7 Step process.
2. Except in an emergency requiring a rapid response, each member normally shall be given three (3) working days notice of a special meeting, including notice of the proposed agenda.

F. Conflict Resolution

All Councils/Committees will use the following procedures in the case of a disagreement or unresolved resolution.

1. If differences persist among College-wide Councils or Standing Committees and consensus cannot be achieved, the President can call a meeting of affected stakeholder groups for the purpose of resolving the differences.
2. When a resolution cannot be achieved, the President shall make a final recommendation to the Board of Trustees.

XII. Governance Records Retention and Repository Process

A web-based management site shall house all governance documents. Official governance documents are also maintained onto a Records Retention Server and in back-up at a secure secondary server location in compliance with the College's Permanent Records Retention policy.

XIII. Assessing Effectiveness

Because governance is an ongoing process, it is important that the College's governance process be regularly reviewed and adjusted.

A. Assessment and Criteria

1. The initial review will be conducted within one year from implementation (2008-2009). Thereafter, the governance structures and processes should be evaluated every three years (i.e., 2012).
2. Annually, the College Compass Council will coordinate an assessment of the effectiveness of each shared governance council/committee using the following criteria (**see Appendix C**):
 - a. Planning
 - b. Organization
 - c. Participation
 - d. Value of Meeting
 - e. Attitude of Members

B. Results

1. Results of the assessment will be shared with each council/committee.
2. Actions for improvement will be documented on the governance website [**Link**].

XIV. Responsibilities, Membership and Relationships

A. College Compass Council

Responsibilities - The general purpose of the Compass Council is to advance the interests of the institution in all matters. It is the general responsibility of the Compass Council to establish the operating procedures needed to conduct the functions of the six Councils and associated Committees; to coordinate an evaluation of the effectiveness of each shared governance committee; and to review recommendations presented by the Councils regarding the:



1. Mission and strategic direction of the College;
2. Annual budget and resource plan
3. College's performance
4. Policy and procedural principles, consistent with local, state, and federal legal requirements; compliance; and community expectations
5. College's systems of continuous improvement and accountability [i.e., institutional effectiveness, assessment, program review, accreditations]
6. Institutional Master Plans or institution-wide plans, such as but not limited to, the Strategic Plan; Emergency Operations and Evacuation Plan; and Academic, Enrollment, Facilities, Financial, Workforce Development, Human Resources, and Equipment and Technology Master Plans.

Membership (15):

1. President, Compass Council Chair
2. Seven Executive Staff representing College-wide Councils -Named
3. Director of Information Systems representing a College-wide Council – Named
4. Faculty Association President – Named
5. Director of Institutional Research–Named
6. Quality Coordinator, Solutions – Named
7. One Administrator-To be Named
8. One Faculty Representative- Appointed by Faculty Association
9. One Staff Representative- Appointed by Staff Group

Relationships: Advisory to the President; Compass Council serves as the governance mechanism by which information and recommendations are channeled from the six College-wide Councils to the campus community through the Governance Website.

B. Technology & Information Council

Responsibilities - The purpose and general responsibilities of the Technology and Information Council (TIC) are to:

1. Review and recommend planning effectiveness, policy, procedure and program issues related to standards for gathering, storing, and accessing the College's information assets and for ensuring a reliable, secure, and accessible infrastructure.
2. Review and make recommendations regarding proposed Information Technology (IT) changes that may affect faculty, staff, and students.
3. Explore and research issues affecting the quality of both Information Technology (IT) information management and infrastructure.
4. Establish ad hoc committees as appropriate to concentrate on specific IT issues.



Membership (7):

1. Chair, IS Director – Named
2. Vice Chair, Dean IT/ET – Named
3. Director of Student Records and Systems – Named
4. Programmer/Systems Analyst – Named
5. One Faculty Representative – Appointed by Faculty Association
6. One Staff Representative – Appointed by Staff Group
7. One Student Representative– Appointed by Student Group

Relationships: Advisory to Compass Council

B1. Information & Web Management Committee

Responsibilities- The purpose and general responsibilities of the Information & Web Management Committee are to:

1. Review and recommend planning effectiveness, policy and procedure issues related to standards for information and web management services that support both the teaching /learning and administrative support environments.
2. Review and recommend planning effectiveness, policy and procedure related to how information-based services (i.e., information assets and related software) are gathered, stored, and accessed.
3. Review and make recommendations regarding the policies and procedures related to the security and retention of information assets.
4. Explore and research issues affecting the quality of IT information and web management as assigned by the Council.

Membership (7):

1. Co-chair, Webmaster/Architect – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative- Appointed by Faculty Association
3. Systems Analyst Programmer - Named
4. Coordinator of Advising Technology, Advisor – Named
5. One Faculty Representative– Appointed by Faculty Association
6. One Staff Representative – Appointed by Staff Group
7. Director, Center for Distance Education - Named

Relationships: Advisory to Technology and Information Council

B2. Technology Infrastructure Committee

Responsibilities- The purpose and general responsibilities of the Technology Infrastructure Committee are to:



1. Review and recommend planning effectiveness, policy and procedure issues related to standards for the infrastructure that supports both the teaching/learning and administrative support environments.
2. Review and recommend planning effectiveness, policy and procedure related to safeguarding the infrastructure.
3. Explore and research issues affecting the quality of the College's IT infrastructure as assigned by the Council.

Membership (6):

1. Co-chair, Programmer/Network Analyst – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative - Appointed by Faculty Association
3. Network Support Analyst – Named
4. One Faculty Representative– Appointed by Faculty Association
5. One Staff Representative– Appointed by Staff Group
6. One Student Representative– Appointed by Student Group

Relationships: Advisory to Technology and Information Council

B3. Equipment & Technology Master Planning Committee

Responsibilities: The purpose and general responsibilities of the Equipment Master Planning Committee is to:

1. Review and recommend policies and procedures for collecting technology and equipment needs;
2. Review and recommend immediate and long-range technology and equipment needs in alignment with the budget process timeline;
3. Review and recommend technology priorities to ensure the implementation of equipment and technology requests meet the future needs of the institution.
4. Explore and research issues affecting the quality of equipment and technology plans as assigned by the Council.

Membership (6):

1. Co-chair, Chair of Allied Engineering Support Technologies — Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative – Appointed by Faculty Association
3. Director, Multimedia – Named
4. Instructional Technologist – Named
5. One Faculty Representative– Appointed by Faculty Association
6. One Staff Representative– Appointed by Staff Group

Relationships: Advisory to the Technology and Information Council

C. Planning & Budgeting Council

Responsibilities - The purpose and general responsibilities of the Planning and Budgeting Council are to:

1. Review and make recommendations regarding planning effectiveness, policy, procedure and program issues related to planning and budgeting.
2. Review and make recommendations regarding budget assumptions developed for short-range revenue and expenditure forecasts.
3. Review assumption-based budgets based on scenario planning options.
4. Review and make recommendations regarding information obtained through the strategic and institutional effectiveness planning system processes, including the (a) environmental scan; (b) identified strengths, weaknesses, opportunities and threats; (c) mission review; and (d) identification of strategic directions, priorities and goals.
5. Review and make recommendations regarding the procedures and progress of the College's strategic goals and expenditures.
6. Review and make recommendations regarding planning effectiveness, policies, procedures and programs related to standards for safety and security of the College community.
7. Explore and research issues affecting planning and budgeting.

Membership (7):

1. Chair, Vice President for Business, Treasurer – Named *
2. Vice Chair, Executive Director of Institutional Effectiveness and Assistant to the President for Planning* – Named
3. Dean of Business and Public Services – Named
4. Academic Department or Program Chair-Named
5. Director of Financial Aid – Named
6. One Faculty Representative – Appointed by Faculty Association
7. One Staff Representative – Appointed by Staff Group

* **Note: Chair and Vice Chair will alternate each year.**

Relationships: Advisory to the College Compass Council

C1. Facility Master Planning Committee

Responsibilities - The purpose and general responsibilities of the Facilities Master Planning Committee are to:

1. Review and make recommendations regarding the College's long-range facilities plan.
2. Review and make recommendations regarding College facility projects regarding new construction, remodeling and/or renovation proposals.
3. Explore and research issues affecting the quality of facilities, grounds and security management and infrastructure.



4. Review and make recommendations regarding policies and procedures for facilities, grounds, and parking compliance.

Membership (7):

1. Co-chair, Director of Environmental Health and Safety Technology – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative – Appointed by Faculty Association
3. Security & Safety Supervisor – Named
4. One Student Affairs Representative – Named
5. One Faculty Representative – Appointed by Faculty Association
6. One Staff Representative – Appointed by Staff Group
7. One Student Representative– Appointed by Student Group

Relationships: Advisory to the Planning & Budgeting Council

C2. Financial Master Planning Committee

Responsibilities - The purpose and general responsibilities of the Financial Master Planning Committee are to:

1. Review and make recommendations regarding the College's long-range financial plan
2. Review and make recommendations regarding Financial Modeling Scenarios for annual budget development [based on projected enrollment and tuition scenarios]
3. Review and make recommendations related to policies and procedures for the annual College Planning and Budget process
4. Review and make recommendations regarding the annual budget assumptions.
5. Review and make recommendations regarding the long-term financial impact of new and repackaged academic programs, support services, or other strategic initiatives.

Membership (6):

1. Co-chair, Controller/Assistant Treasurer– Appointed by Executive Staff or Council Chair
2. Co-chair , Faculty Representative– Appointed by Faculty Association
3. Coordinator of Institutional Grants – Named
4. Staff Accountant – Named
5. One Faculty Representative - Appointed by Faculty Association
6. One Staff Representative – Appointed by Staff Group

Relationships: Advisory to the Planning & Budgeting Council

C3. Strategic & Institutional Effectiveness Planning Committee

Responsibilities: The general responsibilities of the Strategic and Institutional Effectiveness Planning Committee are to:

1. Review and recommend actions regarding the College vision, mission, and core values that inform the organizational goal-setting and engage the College community in conversations about who we are and what we value.
2. Review and make recommendations regarding the College vision, mission, and core values.
3. Review and make recommendations regarding the College Mission Criteria and Key Performance Indicators, and the standards of expected performance.
4. Review and make recommendations regarding the policies and procedures for Strategic Planning and Accreditations.
5. Review and make recommendations regarding the procedures for the environmental scan and related processes.

Membership (6):

1. Co-chair, Director of Assessment and Quality Improvement – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative– Appointed by Faculty Association
3. Quality Coordinator, Solutions, etc. - Named
4. Director of Institutional Research - Named
5. One Faculty Representative– Appointed by Faculty Association
6. One Staff Representative – Appointed by Staff Group

Relationships: Advisory to Planning and Budgeting Council

D. Student Affairs Council

Responsibilities - The purpose and general responsibilities of the Student Affairs Council are to:

1. Review contemporary issues, trends, and practices and make recommendations regarding student-related policies, procedures, programs, and institutional planning that may impact student success and the quality of campus life.
2. Review and make recommendations regarding partnerships in support of student learning, development, and academic achievement.
3. Review and make recommendations regarding policies and procedures for student information technology.
4. Review and make recommendations regarding policies that govern the rights, privileges, and obligations of students, student organizations, student publications, and student government;
5. Conduct a systematic review of the application of the Code of Student Conduct; and serve as the channel of communication to the respective and impacted units.



6. Explore and study issues affecting the quality of student life.

Membership (7):

1. Chair, Vice President, Student Affairs – Named
2. Vice Chair, Dean of Student Development – Named
3. Director of Career Services– Named
4. One Administrator-To be Named
5. One Academic Department or Program Chair – Named
6. One Faculty Representative– Appointed by Faculty Association
7. One Staff Representative– Appointed by Staff Group

Relationships: Advisory to the College Compass Council

D1: Student Development Committee

Responsibilities – The purpose and general responsibilities of the Student Development Committee are to:

1. Review and make recommendations regarding programming that may affect student development.
2. Review and recommend policies, procedures related to co-curricular activities, student behavior, and student programs that affect student development and enhance student success and retention.
3. Review and make recommendations for employee professional development opportunities related to knowledge enhancement, skill development and relationship building to enable a student development approach to serving our students.
4. Explore and study issues impacting student development and retention.

Membership (7):

1. Co-chair, Director of Advising – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative – Appointed by Faculty Association
3. Director of Student Life – Named
4. One Faculty Representative – Appointed by Faculty Association
5. One Staff Representative – Appointed by Staff Group
6. Two Student Representative(s) – Appointed by a Sanctioned Club/Organization

Relationships: Advisory to the Student Affairs Council

D2. Enrollment Management Committee

Responsibilities – The purpose and general responsibilities of the Enrollment Management Committee are to:



1. Review and make recommendations regarding marketing activities that impact students' enrollment patterns.
2. Review and make recommendations related to policies and procedures for scheduling, student fees, staffing, and facilities that impact student enrollment patterns;
3. Review and make recommendations for policies, procedures and programs impacting both the instructional and student services enrollment operations.
4. Review institutional student enrollment patterns and make recommendations for enrollment management policies, procedures or program changes that will impact recruitment and retention activities.
5. Explore and study issues to enhance the quality of college life for students.

Membership (8) :

1. Co-chair, Assistant Dean of Student Services – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative – Appointed by Faculty Association
3. Director of Admissions – Named
4. Director of Community Outreach – Named
5. One Academic Chair – Named
6. One Faculty Representative – Appointed by Faculty Association
7. One Staff Representative– Appointed by Staff Group
8. One Student Representative– Appointed by a Sanctioned Club/Organization

Relationships: Advisory to the Student Affairs Council

E. College Relations Council

Responsibilities - The purpose and general responsibilities of the College Relations Council are to:

1. Review and make recommendations regarding policies, procedures, and initiatives that impact the ongoing enhancement of internal and external communication, image and relationship management of the College.
2. Review and make recommendations regarding College-wide marketing policies, integrated marketing procedures, and effectiveness planning.
3. Review and make recommendations regarding College-wide solicitation policies and procedures.
4. Review and make recommendations regarding the College logo, seal, media-relations, and publications.
5. Review and make recommendations regarding policies that impact the enhancement of internal and external constituent relations at the local, state, and federal levels.

Membership (7):

1. Chair, Vice President for Advancement – Named (Alternate by Year)



2. Vice Chair, Executive Director of Workforce & Economic Development - Named (Alternate by Year)
3. Director, Tech Prep – Named
4. Coordinator for Public Relations – Named
5. Dean Allied Health – Named
6. One Faculty Representative – Appointed by Faculty Association
7. One Staff Representative – Appointed by Staff Group

Relationships: Advisory to the Compass Council

F. Academic Council

Responsibilities - The purpose and general responsibilities of the Academic Council are to:

1. Review and recommend matters related to the educational and academic policies and procedures of the College;
2. Review and make recommendations regarding degree requirements, academic programs, proposed continuous course offerings, academic standards, and academic support services.
3. Formulate, review, and make recommendations regarding procedures to establish, alter, and/or eliminate curriculum, programs, and services.
4. Conduct a periodic summary review and make recommendations regarding the academic programs and student learning outcomes achieved at the course, program, and institutional levels.
5. Review and provide recommendations regarding an Academic Master Plan.

Membership (13):

1. Chair, Vice President for Academic Affairs – Named
2. Vice Chair* - Named
3. Academic Curriculum Committee Faculty Co-chair **– Named
4. Outcomes and Assessment Committee Faculty Co-chair*** – Named
5. Developmental and General Education Committee Faculty Co-Chair **** – Named
6. Academic Affairs Division Deans & Associate Vice President (6) - Named
7. Dean of Student Development - Named
8. One Faculty Representative– Appointed by Faculty Association
9. One Staff Representative– Appointed by Staff Group

* Selected from existing membership

** Formerly Academic Curriculum Team

*** Formerly ADAPT and LOIT

**** Formerly Development Education Committee and General Education Task Force

Relationship: Advisory to the Compass Council



F.1 Academic Curriculum Committee (former ACT):

Responsibilities: The purpose and general responsibilities of the Academic Curriculum Committee are to:

1. Oversee program and course approval processes using established College procedures and the Ohio Board of Regents Two-year Campus Operating Manual.
2. Review curriculum procedures of all existing programs in a timely manner (on a five to seven year cycle), and recommend revisions of these procedures as necessary.
3. Document program review forms and reports and assure that conclusions and recommendations are supported by satisfactory evidence. Communicate findings to the Office of the Vice President for Academic Affairs.
4. Advise on the planning and coordination of new curriculum development and recommend approval for course classification, degree requirements, general education and transfer requirements, basic study requirements, technical study requirements, core competencies and course assessment, as well as credit and non-credit courses.

Membership (10):

1. Co-chair, Director, Center for Distance Education – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative– Appointed by Faculty Association
3. Allied Health Division Representative - Named
4. Nursing Division Representative - Named
5. Information and Engineering Technology Division Representative - Named
6. Business and Public Service Division Representative - Named
7. State Transfer Module College Representative - Named (Should be housed in A&S, so do not need Rep from A&S)
8. Student Affairs Advisor - Named
9. Registration and Records/Veterans Affairs Representative – Named
10. One Staff Representative– Appointed by Staff Group
[*Transfer Assurance Guide College Representative can give testimony as needed.*]
**Current membership from 2007-2008 academic year will remain the same during the Pilot year until final approval of AA & AS Programs and Courses.

Relationships: Advisory to the Academic Affairs Council

F.2 Outcomes and Assessment Committee*

Responsibilities: The purpose and general responsibilities of the Outcomes and Assessment Committee are to:



1. Review and provide recommendations on the Academic Master Plan that includes the mission, the SWOT analysis, and the operational priorities of Academic Affairs and its Academic Divisions in coordination with the Vice President for Academic Affairs and the Deans of the Academic Divisions.
2. Develop and prepare an annual Assessment Plan for Academic Affairs and its Academic Divisions using the assessment process designated by the Office of Institutional Effectiveness. The Assessment Plan may include elements such as strategic goals, critical functions and processes, key performance indicators, general education core skills and abilities, competencies, assessment standards, assessment findings, recommendations for change, and implementation plan.
3. Oversee the process of assessment by defining student learning outcomes and assessment terms, using rubric and forms, collecting and evaluating assessment data including the E-Portfolio, and evaluating the process to determine extent of student learning and make the necessary changes for improvement.

*** Combined former ADAPT and LOIT**

Membership (8):

1. Co-Chair, former ADAPT Chair [During Pilot year] – Appointed by Executive Staff or Council Chair
2. Co-Chair, former LOIT Chair [During Pilot year] – Appointed by Faculty Association [After Pilot year]
3. Allied Health Representative - Named
4. Business and Public Service Representative - Named
5. Arts and Sciences Representative - Named
6. Information and Engineering Technology Representative - Named
7. Nursing Representative - Named
8. One Staff Representative– Appointed by Staff Group

Relationships: Advisory to the Academic Council

F.3 Developmental and General Education Committee*

Responsibilities: The purpose and general responsibilities of the Developmental and General Education Committee are to:

1. Review and recommend courses for appropriate placement on the General Education decision tree
2. Support the Outcomes and Assessment Committee in development and assessment of core skills and abilities, and competencies
3. Identify appropriate methods to support students through a personalized education and success plan based on their developmental education needs and learning styles
4. Review support services processes, such as tutoring, to help students succeed beyond their developmental courses and into their field of study



5. Work with the divisions of Academic and Student Affairs to review and recommend a retention plan inclusive of student engagement and support services.

* Combined former Developmental Education Committee and General Education Task Force

Membership (11):

1. Co-chair, *Dean of Arts and Sciences [During Pilot year] – Appointed by Faculty Association [After Pilot Year]
2. Co-Chair, Director of Learning Center [During Pilot year] – Appointed by Executive Staff or Council Chair.[After Pilot Year]
3. Arts and Science program chairs or their representatives (4)
4. Academic Affairs technical divisions representatives (4)
5. One Staff Representative– Appointed by Staff Group

* This committee will be piloted with the Dean of Arts and Sciences as Co-chair to maintain stability through the HLC Visit. Appointment will be revisited in the 2008-2009 academic year.

Relationships: Advisory to the Academic Council

G. Human Resources Council

Responsibilities - The purpose and general responsibilities of the Human Resources Council are to address institutional professional development needs, employee recruitment and retention issues, benefits reviews, and maintain institutional personnel policies:

1. Review and make recommendations regarding institutional professional development needs and opportunities.
2. Review and make recommendations regarding the development of a College-wide professional development (PD) program.
3. Review and recommend employee recruitment and retention policies and procedures.
4. Review and recommend additions and changes to the College's Personnel Policies and Procedures.
5. Review and recommend options for employee benefits.

Membership (6):

1. Chair, Director of Human Resources – Named
2. Vice Chair - Named
3. Staff Director – Named
4. Academic Director or Chair - Named
5. One Faculty Representative– Appointed by Faculty Association

6. One Staff Representative– Appointed by Staff Group

Relationships: Advisory to the Compass Council

G1. Employment & Retention Committee

Responsibilities - The purpose and general responsibilities of the Employment and Retention Committee are to:

1. Review and make recommendations regarding College employee benefits program.
2. Review and make recommendations regarding the professional development needs and opportunities of campus constituent groups.
3. Review and make recommendations regarding recruitment and retention policies and procedures.
4. Solicit and review best practice models for improving employee recruitment and retention, specifically regarding the area of diversity.
5. Review and make recommendations for additions and changes to the College's Policies and Procedures Manual.
6. Review and make recommendations regarding the quality of life and working relationships.

Membership (6):

1. Co-chair, Human Resources Generalist – Appointed by Executive Staff or Council Chair
2. Co-chair, Faculty Representative– Appointed by Faculty Association
3. Student Affairs Advisor – Named
4. DATE Committee Member - Named
5. One Faculty Representative– Appointed by Faculty Association
6. One Staff Representative– Appointed by Staff Group

Relationships: Advisory to the Human Resources Council

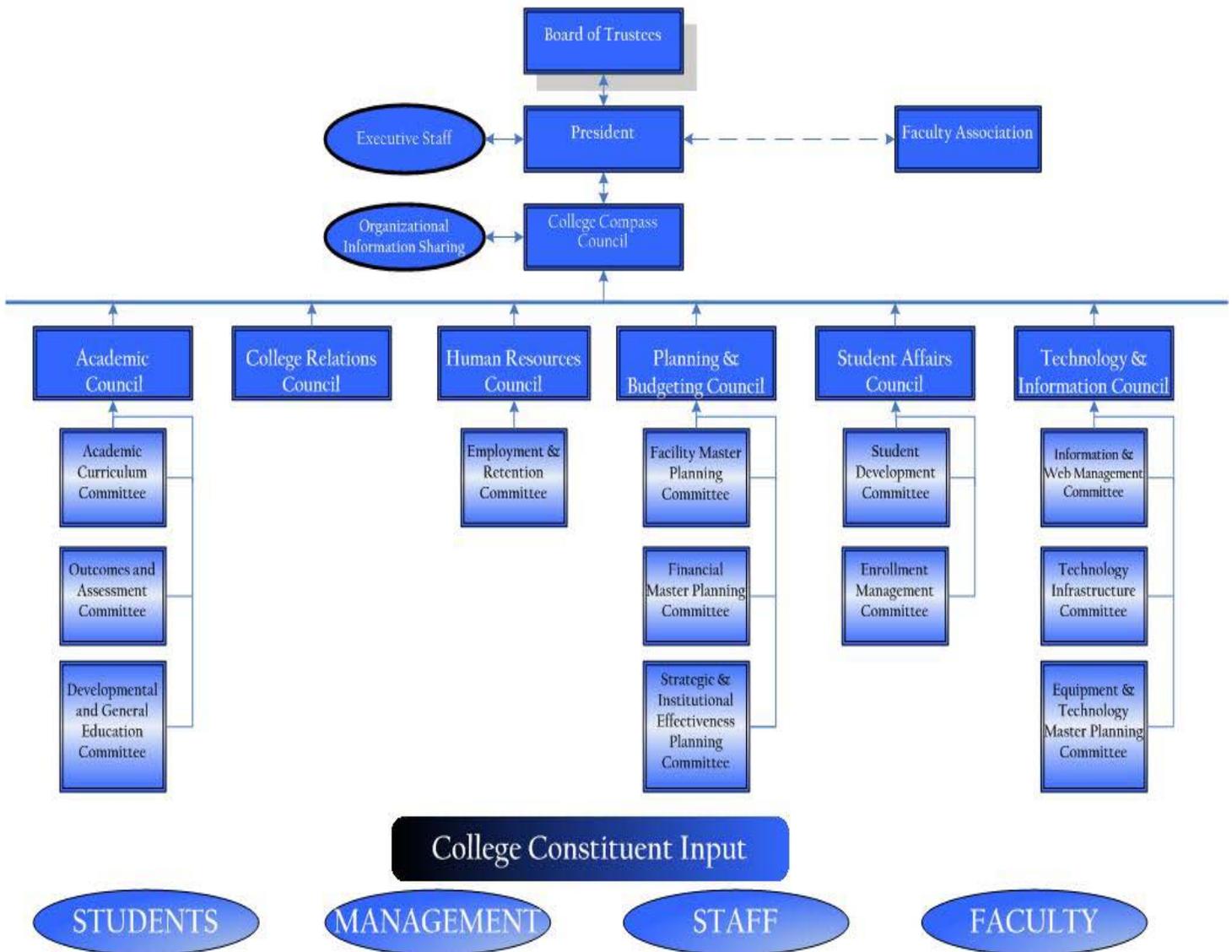
H. Faculty Association Governing Body

The Faculty Association serves as a governing body for the faculty and their role in the academic enterprise. Through the already established Faculty Association by-laws and committees, the faculty will represent the voice of faculty on matters as stated within their policies and by-laws.

Appendix A: Governance Structure: Communication & Decision Lines

SHARED GOVERNANCE STRUCTURE

Communication & Decision Lines



Approved 10/9/2008