

## **2018 Assessment of UCC Shared Governance Report August 2018**

College Council has the responsibility to conduct an annual assessment of campus governance. College Council created surveys that were based upon assessment criteria in the College Council charter. Surveys were sent to each governance body with instructions to complete one survey per council/committee preferably utilizing the input of all members of each council/committee. Six questions were posed, and council/committee members were asked to rate their council's/committee's performance on each item and provide comments. An optional section was provided for additional comments. Results of the survey are provided in the addendum.

Governance groups completing the surveys in June 2018:

- College Council
- Academic Council
- Communications Council
- Diversity, Equity, and Inclusion Council
- Facilities Council
- Institutional Effectiveness Council
- Student Services Council
- Technology Council
- Policy Committee

Based on the results of the survey, comments by governance councils/committees when making reports to the College Council, and discussions by members of the College Council during its scheduled meetings, the following successes and recommendations for improvement emerged.

1. **Clarity of purpose.** In the first year of the new governance model, councils have made good progress in creating charters that defined members, scope of work, decision-making, communication, and how to conduct meetings. However, additional clarity is needed regarding the role of governance, decision-making authority, membership flexibility, distinction between governance and operations, and the meaning of "shared" in shared governance. To address the concerns:
  - A governance session is scheduled for the September 2018 all-campus in-service to provide clarity to governance council members as well as to set the year's goals for each council/committee; members of the College Council along with the College President will provide the in-service session.
2. **Types of councils/committees.** The structure that was adopted in Fall 2017 requires some modification in order to operate more efficiently and meet the College's needs. As such, the following changes have already been implemented or are being put in place for Fall 2018:
  - Academic Council and Student Services Council are administrative (operational) councils, each of which will have a committee that deals with policies (governance).

3. **Communication.** By the end of the academic year, most councils/committees had posted their charter, membership, and minutes/notes on the College intranet Governance site. Two of the councils, by design and charge, had consistent interaction with campus constituent groups. College Council, the governance council that advises the College President, is required by its charter to communicate with constituent groups when approving Board Policies and Administrative Procedures; during 2017-2018 there were 39 policies recommended by the College Council to the Board of Education for approval. The Institutional Effectiveness Council was charged with leading and coordinating the creation of a new strategic plan; their work included multiple, communications to campus members, and surveys of the campus and community. It is anticipated that further clarity of roles and responsibilities will result in more frequent, meaningful outreach to campus groups. In addition, Communication between the governance councils/committees and the College Council needs to be more robust. Possible solutions to be discussed in September 2018 are:
  - During in-service, emphasize that every governance group is responsible for timely postings of its charter, members, and minutes/note to the Governance page of the intranet. Discuss when notices need to go to the campus and when campus feedback may be needed before making recommendations or decisions.
  - Request each council/committee to share with College Council a “summary of progress” at the end of each term during the regular academic year. Councils could either have a joint meeting for sharing or submit a written summary to College Council as a part of its report.

**OR**

  - Reserve the College Council’s agenda during the last three weeks of each term for other council/committee updates. Such a schedule would necessitate having minimal policy work during those meetings. Guidance, possibly a template, should be provided for the reports.
4. **Discussion.** Council/committee meetings varied in the manner that they engaged in substantive dialogue. Posted notes reflect the meaningful discussions and progress made by councils and committees. In a couple cases, some members perceived their council’s agenda to have predetermined outcomes that made members’ input less than valued. During the in-service session on governance and throughout the year, an intentional effort must be made to communicate the need to:
  - Create a culture of open communication without being bureaucratic.
  - Encourage questions, broader thinking, and asking questions; present problems and invite effort to solve together.
  - Have everyone take responsibility to have their own voices heard and to listen to the voices of others.
5. **Policy approval.** The campus understands that policies require a style and structure, multiple layers of review, and final approval by the Board of Education. The pathway for approval of policies is detailed in an online flowchart, but the role of the Senior Leadership Team and the process for modifying proposed policies remain unclear. The Policy Committee recommended elimination of the Policy Committee. The committee was created prior to the creation of the current model of governance and was instrumental in setting up guidelines and processes for writing and approving policies and procedures. The new governance structure, coupled with the OCCA Policy Service

purchased by the College, has a policy approval process that allows the elimination of the Policy Committee. Action needed includes:

- A new flowchart and guidelines for incorporating the OCCA Policy Service need to be made available on the intranet and explained during in-service.
6. **Council membership.** The charter template suggested the long-time practice of 2+2+2+2 membership (2 each from faculty, classified staff, administrators, and students). Though this model has proven to be effective for some groups, others need a different structure in order to have the requisite expertise to conduct their business. In addition, councils often found it difficult to find students who could attend the councils. As a solution, two actions will be recommended at the fall in-service:
- Modify the charters so that membership reflects the needs of each council/committee. Attention must still be given to including a diversity of perspectives. Provide guidelines for including students in conversations. Charters may indicate that experts for specific topics may be brought to meetings, as necessary.
  - Meet with ASUCC leadership to determine better ways to solicit and assure student participation.
7. **Meeting times:** Most councils determined times to meet that allowed members to work efficiently within the allotted time frame to complete their work. At least one council is still grappling with meeting times and frequency that are appropriate for its purpose and that fits into members' schedules. Some concern arose that the summer break in meetings may result in loss of momentum. Council/committee meetings times may be flexed each term to match the availability of members.
8. **Achievements:** Some councils made significant progress that clearly benefitted campus. Other councils and committees are anticipating more substantive achievements in the coming year. The in-service in September is intended to provide clarity and vision for a successful year.

## ADDENDUM: Compiled Results of 2018 UCC Shared Governance Survey

### 1. Clarity of roles, responsibilities, and processes

**RATINGS: 1 = Yuk; 4 = Wow**

College Council (CC)	3
Academic Council (AC)	N/A
Communications Council (CmC)	3
Diversity, Equity, and Inclusion Council (DEIC)	2.5
Facilities Council (FC)	3
Institutional Effectiveness Council (IEC)	3
Student Services Council (SSC)	2
Technology Council (TC)	2
Policy Committee (PC)	N/A

**COMMENTS:**

<p><b>College Council (CC)</b>                  Creation of the charter clarified roles. Most of the year was spent in policy approvals and overseeing the startup of a new governance system. As the year progressed, we were able to review and endorse charters as well as start scheduling presentations from the various governance councils. It became clear that more direction and support is needed for making the governance system work more effectively. This assessment of governance, a role defined in our charter, is our final act of the academic year.</p>
<p><b>Academic Council (AC)</b></p>
<p><b>Communications Council (CmC)</b>                  Developing a charter has helped us to define our roles and responsibilities. However, there is ongoing discussion with regards to the scope of our work and if we are involved in the implementation of our recommendations. Our charter is pretty well defined so we can always go back to it as an anchor. But we also realize that the charter can be modified if needed.</p>
<p><b>Diversity, Equity, and Inclusion Council (DEIC)</b>                  The members of the DEI met regularly in Winter and Spring term, creating a Charter, proposing a budget, and engaging in some activities intended to self-assess UCC’s current diversity standings. They also informed the Cultural Competency report due to SLT. However—in order to fully implement Oregon legislation, and build a culture of inclusion, diversity, and equity at UCC, more than a DEI council is going to be necessary. It seems like there is still a wide range of activities, trainings, and people working either individually or in groups or committees who are not yet connected to the DEI Council. Also, we have only had 1 regular faculty member attend the meetings—so we have a lot of people who have expressed interest, but not necessarily who show up to attend meetings. As a governance council, we have struggled to define a “voting member” and a “non-voting” or “ex-officio” member of the Council; we have struggled with inclusion and having a broad voice; we also continue to struggle to ensure equitable representation in the meeting, without making the mistake of defining representation as tokenism.</p>
<p><b>Facilities Council (FC)</b></p>

I feel good about the progress of this council. We have integrated Strategic Energy Management into Facilities Council.
<b>Institutional Effectiveness Council (IEC)</b> Initial year has been spent in planning; role, responsibilities & processes haven't been tested. Only assessing what we've done so far for full survey. Next year should allow more time to address other duties.
<b>Student Services Council (SSC)</b> While intended to serve as a clearinghouse for policy and procedure; the Dean of Student Students needed a committee that was more operational than governance-oriented. Thus, the voluntary members from a wide variety of campus departments were not folks who she could delegate work to, and this created a Council that could be neither operational, nor advisory, due to a lack of awareness of every day processes and procedures.
<b>Technology Council (TC)</b> More clarity with roles, responsibilities, and processes. Half the council quit after the second meeting. Several relayed that because we were meeting more than once a quarter they would not be able to participate and that we should meet less often. I felt that we had pressing business and needed to move rapidly to achieve goals.
<b>Policy Committee (PC)</b>

**SUMMARY:** The first year of the new governance model was largely spent creating charters for each group that defined members, scope of work, decision-making, communication, and how to conduct meetings. Though progress was made, there is a sense that additional clarity is needed to help campus members understand the role of governance, what “shared” means in governance, and the connection of governance to everyday operations. The pathway for approval of policies, though detailed in an online flowchart, remains unclear to some, especially the role of SLT and the process for modifying proposed policies. However, it is clear that policies require a certain style and structure, multiple layers of review, and final approval by the Board of Education. The types of councils need some modification to better reflect the needs of the campus. There is a recommendation to begin the academic year with goal setting for each council.

## 2. Wide and explicit communication with campus constituencies

**RATINGS: 1 = Yuk; 4 = Wow**

College Council (CC)	3.5
Academic Council (AC)	N/A
Communications Council (CmC)	2
Diversity, Equity, and Inclusion Council (DEIC)	2
Facilities Council (FC)	3
Institutional Effectiveness Council (IEC)	3
Student Services Council (SSC)	2
Technology Council (TC)	2
Policy Committee (PC)	N/A

**COMMENTS:**

<p><b>College Council (CC)</b> Minutes were posted on the intranet page. Proposed policies and procedures were sent to constituent groups for feedback between readings; feedback often resulted in modification of the proposals.</p>
<p><b>Academic Council (AC)</b></p>
<p><b>Communications Council (CmC)</b> We have not reached out to the campus constituencies yet.</p>
<p><b>Diversity, Equity, and Inclusion Council (DEIC)</b> This group of people from around campus is a coalition of the willing; however, wide and explicit communication with campus constituencies is still limited (although we were able to recruit membership from HR and a campus partner)</p>
<p><b>Facilities Council (FC)</b> Communications are being published through the intranet and our council is comprised of faculty, classified, and students. Facilities Council consists of professionals from IT, Engineering, Facilities Maintenance Technicians, Procurement Specialists, and Student Government.</p>
<p><b>Institutional Effectiveness Council (IEC)</b> We've held three open forums, completed a SWOT analysis, sent electronic feedback forms (to students, employees, and committees), and provided Board updates. Yet, we identified lack of broadcasting information back to constituencies. Have not made decisions without feedback prior to deciding.</p>
<p><b>Student Services Council (SSC)</b> While members were able to communicate with their constituencies, the Council frequently lacked student participants (required by the charter) and thus, council business could not move forward; additionally, the faculty members alternated because of their teaching schedules. Communication could be conducted by e-mail, but only by those who were in attendance to begin with.</p>
<p><b>Technology Council (TC)</b> Lack of participation in open forums. Unclear expectations about member responsibilities for communication. The council itself was not providing feedback from the constituencies of classified, student, and faculty. When it was suggested that we have an open forum I proceeded to arrange that event, including having it entered in the Umpqua updates. No one came. Later at an administrator meeting several administrators made statements to the effect that they do not read the Umpqua updates and that I should have emailed them individually or as a group. I felt this wasted my time in a number of ways.</p>
<p><b>Policy Committee (PC)</b></p>

**SUMMARY:** Early accomplishments included creation of charters and populating the councils' membership, so councils were not always at a point that required greater communication. A webpage on the intranet was created for governance, and five of the groups were successful in posting charters, membership, and minutes. Some minutes were also posted to Umpqua Updates. College Council, the governance council that advises the college president, is required by its charter to communicate with constituent groups when approving Board Policies and Administrative Procedures; during 2017-2018 there were XX policies and procedures recommended to the Board of Education for approval. The

Institutional Effectiveness Council was charged with leading and coordinating the creation of a new strategic plan; their work resulted in multiple forums and communications to campus members. It is anticipated that further clarity of roles and responsibilities will result in more and meaningful outreach to campus groups.

### 3. Participation of employees and students in problem-solving and decision-making

**RATINGS: 1 = Yuk; 4 = Wow**

College Council (CC)	3
Academic Council (AC)	N/A
Communications Council (CmC)	3
Diversity, Equity, and Inclusion Council (DEIC)	2.5
Facilities Council (FC)	3
Institutional Effectiveness Council (IEC)	3
Student Services Council (SSC)	1
Technology Council (TC)	3
Policy Committee (PC)	N/A

#### COMMENTS:

<p><b>College Council (CC)</b> All constituent groups were required to participate in meetings in order to vote on policies and procedures. Issues were regularly discussed and feedback was solicited from the campus. Timelines for feedback were sometimes varied according to the nature of the policies and procedures under consideration. Methods of getting more widespread student feedback need to be explored. Work of the council was primarily focused on policy and procedure approval and efforts need to be made to address other duties of the council.</p>
<p><b>Academic Council (AC)</b></p>
<p><b>Communications Council (CmC)</b> We have had a number of students come and go. It has been challenging to work with student schedules for setting meeting times. However, we often get good participation from student members</p>
<p><b>Diversity, Equity, and Inclusion Council (DEIC)</b> Every member participating in the Council this year also had an equitable role in problem-solving and decision-making, except for during the final budget process, which was handled between the Provost and the Diversity Officer. The proposed budget and the final budget were both communicated with the DEI Council.</p>
<p><b>Facilities Council (FC)</b> Facilities Council consists of professionals from IT, Engineering, Facilities Maintenance Technicians, Procurement Specialists, and Student Government. Open communication is encouraged and experts are at the table to assist in decision making and problem solving.</p>
<p><b>Institutional Effectiveness Council (IEC)</b> Did open forums, electronic feedback, email communication, surveys and individual communication with coworkers. Meetings have been weekly and rarely were all members in</p>

attendance. Those present were consistently engaged in problem solving and decision making. It is challenging for students to attend meetings; attendance has been sporadic.
<p><b>Student Services Council (SSC)</b></p> <p>The required members of the council were not often in attendance and when agenda items needed to be voted on, we were unable too. Further, the membership were not necessarily well-versed in the Student Services divisional operations, and were not necessarily well-equipped to assist in problem-solving and decision-making on behalf of the division.</p>
<p><b>Technology Council (TC)</b></p> <p>Members participated in decision-making. Members' expectations of time needed for council work varied. I had an idea and brought it to the council and people were unsure of how to implement it or why we would even want to implement it. Later in an offline conversation, one of the council members brought a great idea forward that would be perfect for Technology Council but she did not connect the idea of classroom technology updates with technology council. Next fall I will be bringing the idea of a pilot program for classroom updates to technology council to work on.</p>
<p><b>Policy Committee (PC)</b></p>

**SUMMARY:** Most of the councils began meaningful conversations about their respective areas of governance. Lack of consistent attendance at meetings hampered the ability of some groups to make progress. The work of some councils resulted in open forums with campus members to solicit feedback. Policy and procedure approvals required consistent input by campus members.

**4. Decision-making at the appropriate level by the appropriate group with the requisite expertise**

**RATINGS: 1 = Yuk; 4 = Wow**

College Council (CC)	3
Academic Council (AC)	N/A
Communications Council (CmC)	3
Diversity, Equity, and Inclusion Council (DEIC)	2
Facilities Council (FC)	4
Institutional Effectiveness Council (IEC)	2
Student Services Council (SSC)	1
Technology Council (TC)	3
Policy Committee (PC)	N/A

**COMMENTS:**

<p><b>College Council (CC)</b></p> <p>Membership was well-informed and had appropriate contact with represented campus members. When necessary, experts were consulted for more information.</p>
<p><b>Academic Council (AC)</b></p>
<p><b>Communications Council (CmC)</b></p>



We have a good variety of expertise on the council. However, we have not gotten into the meat of our work yet. We just recently finished our charter.
<b>Diversity, Equity, and Inclusion Council (DEIC)</b> As a Council, we didn't make a whole lot of decisions on DEI this year, except to establish a baseline of a council.
<b>Facilities Council (FC)</b> Facilities Council is facilitated through the Director of Facilities and Security who both reports directly to the President and serves on the Senior Leadership Team. Decisions can be made at this level with a clear understanding of the process.
<b>Institutional Effectiveness Council (IEC)</b> Tiffany was present at appropriate times. Emery has been used as a resource. IR person was a part before her resignation from the college. Each member on the Council has something they bring to the table. At the first meetings, there were many more people, but several administrators have not continued their participation. We're missing voices that could speak into the issues being discussed. It may be advantageous to increase membership to have the requisite expertise and since we average only 50-60% of attendance. Suggested additions to membership include IR, Finance, Communications, Finance, and students. Preferably, students would not serve on any other committees.
<b>Student Services Council (SSC)</b> Because the council was populated with equal representation from all areas of campus, the employees directly involved with student services were unable to have a voice on student services issues.
<b>Technology Council (TC)</b> Members worked well with specific tasks. The council itself has a great pool of knowledge to draw from. I felt that ideas and solutions were slim. This may be because the council is new and people are still unsure of how the council should work or what it should be doing.
<b>Policy Committee (PC)</b>

**SUMMARY:** The newness of the governance model resulted in unclear expectations regarding decision-making authority. The membership of most councils included an adequate number of experts for conducting business. Some groups invited experts to meetings, as necessary.

## 5. Efficiency and timeliness

**RATINGS: 1 = Yuk; 4 = Wow**

College Council (CC)	3
Academic Council (AC)	N/A
Communications Council (CmC)	2
Diversity, Equity, and Inclusion Council (DEIC)	3
Facilities Council (FC)	3
Institutional Effectiveness Council (IEC)	3
Student Services Council (SSC)	3
Technology Council (TC)	2.5

Policy Committee (PC)	N/A
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**COMMENTS:**

<b>College Council (CC)</b> The Council met weekly for an hour. The frequency and allotted time allowed us to move policies and procedures through in a timely manner. On occasion, low attendance created a challenge.
<b>Academic Council (AC)</b>
<b>Communications Council (CmC)</b> Our main goal as a group was to finish our charter by the due date. We accomplished that. Now that summer term has come around, it looks like it will be challenging to continue progressing at the same pace.
<b>Diversity, Equity, and Inclusion Council (DEIC)</b> The Council was able to complete the charter and present on their progress to College Council as requested.
<b>Facilities Council (FC)</b> Facilities Council is facilitated through the Director of Facilities and Security who both reports directly to the President and serves on the Senior Leadership Team. Typically, decisions are able to work through the process quickly and efficiently and communicated throughout campus leadership.
<b>Institutional Effectiveness Council (IEC)</b> We like one hour meetings. The agenda has been completed at meetings. A lot has been accomplished in each hour.
<b>Student Services Council (SSC)</b> As a council, we kept our deadlines and responded in the appropriate time frame for the charter and for updates, as requested by College Council.
<b>Technology Council (TC)</b> Members had different expectations of time needed for council work. In order to get the required representatives to attend, the meeting has to be held at noon due to reasons of scheduling. Half the council quit when it became apparent that work would have to be done in regards to policy.
<b>Policy Committee (PC)</b>

**SUMMARY:** Most councils determined times to meet that allowed members to work efficiently within the allotted time frame to complete their work. At least one council is still grappling with meeting times and frequency that are appropriate for their purpose and that fits into members' schedules. The policy and procedure process sometimes seemed unclear and cumbersome. Some concern arose that the summer break in meetings may result in loss of momentum.

**6. Contribution to the effective guidance of the campus**

**RATINGS: 1 = Yuk; 4 = Wow**

College Council (CC)	3
Academic Council (AC)	N/A

Communications Council (CmC)	2
Diversity, Equity, and Inclusion Council (DEIC)	1
Facilities Council (FC)	3
Institutional Effectiveness Council (IEC)	3
Student Services Council (SSC)	1
Technology Council (TC)	3
Policy Committee (PC)	N/A

**COMMENTS:**

<p><b>College Council (CC)</b> Though the council needs to shift attention to other duties as described in the charter, the work with policies and procedures was important for the campus.</p>
<p><b>Academic Council (AC)</b></p>
<p><b>Communications Council (CmC)</b> We are just about to get into the bulk of our work so how we contribute to the effective guidance of campus will remain to be seen.</p>
<p><b>Diversity, Equity, and Inclusion Council (DEIC)</b> Guidance to the campus was limited this year; next year will see broader implementation of cultural competency standards.</p>
<p><b>Facilities Council (FC)</b> Facilities Council consists of professionals from IT, Engineering, Facilities Maintenance Technicians, Procurement Specialists, and Student Government. This group of highly qualified participants allow an inclusive participatory process for planning initiatives and implementation. We feel confident this group of skilled professionals can provide effective guidance to leadership in the decision making process.</p>
<p><b>Institutional Effectiveness Council (IEC)</b> “Contribution” is key word. We believe what we’re doing is the necessary preliminary effort for future guidance. We are still gathering information.</p>
<p><b>Student Services Council (SSC)</b> What is needed at this time is an operational committee with the key people from student services. The Dean has provided a process for ensuring that policies and procedures receive feedback from appropriate stakeholders on campus.</p>
<p><b>Technology Council (TC)</b> Council needs to set goals for each academic year. We did move the policy forward. I would like to see how the council does in the fall with the classroom upgrade plans. I feel that would be a better use of the council’s time and energy and might be more fruitful.</p>
<p><b>Policy Committee (PC)</b></p>

**SUMMARY:** Some councils made significant progress that clearly benefitted campus. Other councils are anticipating more substantive achievements in the coming year.

**7. Additional comments**

<p><b>College Council (CC)</b> <i>No comments</i></p>
<p><b>Academic Council (AC)</b> It was recommended to me last early in spring term by faculty leadership to make the Academic Policy committee part of Academic Council because that how IC functioned in the past. Base on faculty feedback and the lack of interest in academic policy, I recommend the Academic Policy committee become a standing committee of Academic Council. All program planning, curriculum revisions and policy development and approval will need to go through Academic Council. I have about 8 academic policies that need attention. My hope is to secure faculty who are teaching summer school to help me with these policies and have them ready for our first AC meeting in the fall. At the first AC meeting I hope to secure membership for the Academic Policy committee. My hope is to populate the Academic Policy committee with at least four faculty, two academic deans, and two classified employees from the student services area.</p>
<p><b>Communications Council (CmC)</b> Summer is a challenging time to keep the council moving forward. We were hoping to work on some lighter projects that are 'fun'. With students and faculty out of the loop and vacations in full swing, it will be hard to make progress.</p>
<p><b>Diversity, Equity, and Inclusion Council (DEIC)</b> <i>No comments</i></p>
<p><b>Facilities Council (FC)</b> Although Facilities Council is relatively new, we are excited to work with a group of skilled professionals for broadening communications, brainstorming, policy and procedures and planning.</p>
<p><b>Institutional Effectiveness Council (IEC)</b> Wow! Does this Council add value to the college and moving forward? Conversations have been good.</p>
<p><b>Student Services Council (SSC)</b> This council has been disbanded until an operational council is functional, at which time this council can be reconsidered.</p>
<p><b>Technology Council (TC)</b> <i>No comments</i></p>
<p><b>Policy Committee (PC)</b> The Policy Committee no longer needs to exist, provided each of the governance councils is provided the templates and guidelines for creating/updating Board Policies and Procedures. With the new governance structure, there is unnecessary redundancy. Modification to the online approval process needs to be made.</p>

**SUMMARY:** The work of at least two councils is closely related to operational work. The demands on the time of employees to attend separate meetings for governance and operations cause inefficiencies. Some restructuring will occur during the fall to assure that all governance work is achieved while also making the best use of campus members' time. The Policy Committee can be removed at this time due to the new governance structure.