Governance Summit 04 January 2016

Frankie Harriss, VPIEQA, ALO

Tact is the art of making a point without making an enemy. —Howard W. Newton

Outcomes

Participants will:

- Demonstrate understanding as to why committees must go through a formal administrative approval in order to change a committee's meeting date, time, and name.
- Demonstrate awareness of Standard IV.A Decision Making Roles and Processes.
- Discuss *Participatory Governance Board Policy 2200* and *Administrative Procedure 2200* and offer recommendations towards improvement.
- Discuss and recommend *alternative pathways* for faculty service to the college in lieu of committee service.
- Demonstrate knowledge of the committee appointment process.
- Demonstrate awareness of committee's assigned *Ex Officio* officer and that officer's role.
- Define *participatory governance* and discuss ways to improve individual, committee, and institutional efforts.
- Define purposeful dialogue.
- Be able to locate and apply the *Strengthening Purposeful Dialogue* handbook.
- Articulate institutional priorities that should drive committee decisions.
- Demonstrate awareness of where to locate the college mission, strategic plan, Integrated Educational Master Plan (IEMP), policies, and procedures.
- Articulate to whom committee decisions and recommendations should be communicated for informational purposes and for administrative consideration, action, and feedback.
- Discuss and recommend ways to improve board and administrative feedback to the college community.
- Explain the role of the chairperson.
- Articulate strategies for the chairperson to run effective meetings.
- Discuss and recommend strategies for improving and for communicating committee minutes.
- Articulate the importance of posting minutes to the COM-FSM wiki in a timely manner.
- Commit to improving practices for more efficient, effective, enjoyable meetings.

Why can't we readily change our committee meeting day and time?

Meeting Days & Times

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Committee Minutes

Council of Chairs

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COM-FSM > Committee Minutes

✎Committee Minutes

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Click this link to see Standing Committeee Meeting Times

Click on links below to see minutes for each committee.

Board of Regents

Cabinet

Executive Committee

Management Team

Council of Chairs

Curriculum and Assessment Committee

Facilities and Campus Environment

Finance Committee

Information and Communications Technology Committee

Recruitment, Admissions, and Retention Committee

Human Resources Committee

Planning and Resources Committee

Assessment have much work to do and shall need to meet bi-weekly.

Monday	Tuesday	Wednesday	Thursday	Friday
Curriculum and Assessment Committee (CAC) 1 – 2PM	Management Team 2-3PM (set membership: directors and Deans)	Recruitment, Admissions, Retention Committee (RAR) 1-2PM		Cabinet 9AM-12Noon (President and Vice Presidents only). Facilities and Campus Environment Committee 1-2PM Student Success Committee 1-2PM (on a Friday FCE does not meet) Executive Committee (EC) 2-3PM (Set membership, you have representatives through Council of Chairs, Management Team, Faculty/Staff Senate President, and Student Body Association) *EC schedule might change based on member schedules for AY 15-16
	Information and Communications Technology Committee 3-4PM		Human Resources Committee 3 – 4PM	
Finance Committee 4-5PM				

Has your committee chair or secretary sent meeting dates & times to Paulo jpsantos@comfsm.fm to post to the college calendar?

Why can't we readily change our committee name?

Committee names and Participatory Governance Structure is described in the college catalog, policies, Procedures, reports, and other institutional documents that also must be updated when changes occur to ensure clarity, accuracy, and integrity of information provided to the college community.

- I.C.1. The institution assures the clarity, accuracy, and integrity of information provided to students and prospective students, personnel, and all persons or organizations related to its mission statement, learning outcomes, educational programs, and student support services. The institution gives accurate information to students and the public about its accreditation status with all of its accreditors. (ER 20)

- I.C.2. The institution provides a print or online catalog for students and prospective students with precise, accurate, and current information on all facts, requirements, policies, and procedures listed in the "Catalog Requirements" (see endnote). (ER 20)

- I.C.5. The institution regularly reviews institutional policies, procedures, and publications to assure integrity in all representations of its mission, programs, and services.

What is Participatory (Shared) Governance?

Please take 10 minutes to read the article provided:

Olson, G. A. (2009, July 23). Exactly what is 'shared governance'? *The Chronicle of Higher Education*.

Retrieved from http://chronicle.com/article/Exactly-What-Is-Shared/47065/

- Then…

Fish Bowl Think Aloud

- **Select four Participants to be in the fish bowl** they think out loud and discuss by paraphrasing what they feel the key points are to the article on shared governance.

- **Other participants** listen and mentally compare their knowledge and ideas. You might write down questions you have for follow-on discussion.

- **Continuous reflection** to organize thoughts, compare thinking, and assess our knowledge and understanding.

- **Open discussion to entire group for consensus on what governance is and is not**.

Keeley, P. (2008). *Science formative assessment:*
75 practical strategies for linking assessment,
instruction, and learning.
Thousand Oaks, CA: Corwin Press. pp. 91-93

Report out key points

What is Participatory (Shared) Governance?

Reading

Olson, G. A. (2009, July 23). Exactly what is 'shared governance'? *The Chronicle of Higher Education*. Retrieved from http://chronicle.com/article/Exactly-What-Is-Shared/47065/

Key Points:

- "committees cannot be held accountable"
- "certain constituencies are given primary responsibility over decision making in certain areas"
- "a committee vote is not the final word…must be approved by an accountable officer"
- "True shared governance attempts to balance maximum participation in decision making with clear accountability"
- "key to genuine shared governance is broad and unending communication"

Purposeful Dialogue

Communications Policy Working Group (2014, February, 3). *Strengthening Purposeful Dialogue*. Retrieved from http://www.comfsm.fm/publications/handbook/Strengthening-Purposeful-Dialogue.pdf

Ex Officio Members

- Committees cannot be held responsible for decisions. Individual administrators can and will be held responsible.

- **Ex Officio members** appointed by Cabinet (Cabinet Minutes 14 July 2014)

  - Ex Officio = by virtue of one's position, office, or status;

  - In this case, appointed by Cabinet;

  - In this case, no right to make motions or vote, as this individual has authority to act through his/her assigned administrative duties (gets to take administrative decisions and is held accountable);

  - Is not counted as part of quorum;

  - Is not obligated to participate in the same way as members; and

  - Should help keep the committee focused during the year on relevant, important college decisions, processes, plans, priorities, and towards improving institutional effectiveness and student success. Should serve as a source of historical knowledge, continuity, and expertise on policies and procedures.

Standard IV.A

<u>You need the following documents</u>:

- Accreditation **Standard IV: Leadership and Governance**

- **Board Policy No. 2200** (BP 2200): *Participatory Governance*

- **Administrative Procedure No. 2200** (AP 2200): *Participatory Governance*

Questions to Discuss

- **Does BP 2200 and AP 2200 help us meet Standard IV.A? How?**

- **Can we improve BP 2200 and AP 2200, and how do you recommend they be improved?**

- **How are committee members assigned? Faculty? Staff?**

- **On how many committees are faculty required to serve? Staff?**

- **Do new faculty serve on committees?**

- **Can you recommend alternative pathways for faculty service to the college in lieu of committee service?**

- **How frequently can one switch their committee of service?**

- **Who has responsibility for monitoring attendance?**

- **How do we determine who has/has not been attending?**

- **What is the maximum recommended number of division (unit) representatives to a committee?**

- **How are divisions (units) supposed to communicate committee work?**

Recent Changes in Collaboration with Committees

- Memo President/CoC to EC

- http://www.comfsm.fm/accreditation/2016/Self_Evaluation/StandardIV/a/Council-of-Chairs.pdf

Purposeful Dialogue
Communications Policy Working Group (2014, February, 3). *Strengthening Purposeful Dialogue*.
Retrieved from http://www.comfsm.fm/publications/handbook/Strengthening-Purposeful-Dialogue.pdf
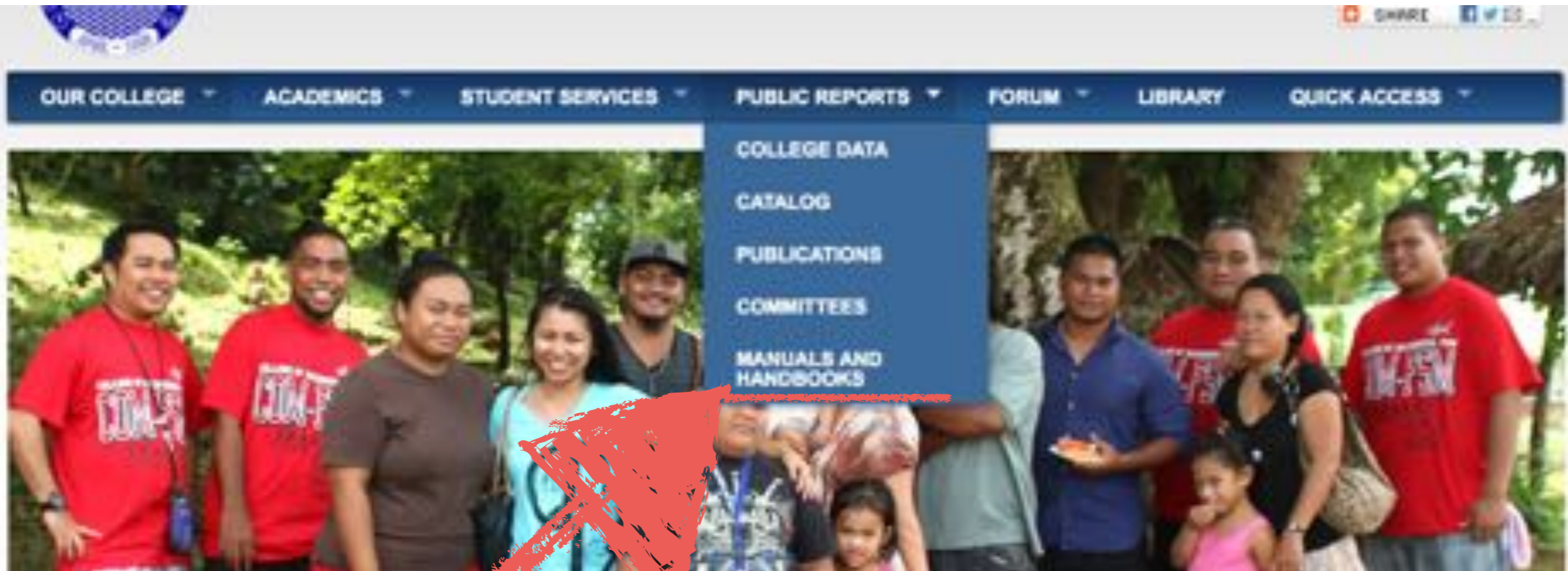
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Manuals and Handbooks

Manuals

- Program Assessment and Program Review Procedures Manual
- Publications Manual

Handbooks

- 2015-2016 Student Financial Aid Handbook
- Strengthening Purposeful Dialogue
- 2015 Student Guide
- 2014 Student Guide
- 2013 Student Guide
- 2011-2012 Student Guide
- 2015-2016 Student Handbook
- 2014-2015 Student Handbook
- 2013-2014 Student Handbook
- 2012-2013 Student Handbook
- Budget Procedures Handbook
- Curriculum and Assessment Handbook
- Faculty Handbook 2015
- Faculty Handbook 2014

Purposeful Dialogue

Purposeful Dialogue

Communications Policy Working Group (2014, February, 3). *Strengthening Purposeful Dialogue.* Retrieved from http://www.comfsm.fm/publications/handbook/Strengthening-Purposeful-Dialogue.pdf

COM-FSM Definition of Purposeful Dialogue

- Purposeful dialogue is a model of institutional communication characterized by the following:
    - being genuinely participatory,
    - multi-directional and ongoing,
    - professional in tone,
    - centered on use of evidence
    - and focused on achieving published mission and goals.
        —Endorsed by Executive Committee 08/17/2013

Purposeful Dialogue

Nine Guiding Principles:

1. Have a goal for your communication.

2. You may need more than one mode of communication.

3. Be sure you understand the situation before you respond.

4. Exercise patience and be sure that all voices have their chance to be heard.

5. Be aware of how working in a multi-cultural setting can affect communications.

6. Take responsibility and ownership for what you communicate.

7. Provide opportunities for communication as a way to improve institutional effectiveness.

8. Think before you press "send."

9. Planning ahead means thinking about the big picture.

Purposeful Dialogue

(1) Read pp. 10-16

(2) Complete the *Checklist for Building Communication Relationships* (p. 12)

(3) With a partner (or trio), pick 1 of the 3 stories you read

(4) **P**aired **V**erbal **F**luency (P-V-F):

- Partner discussion and reflection: Partners take turns in timed rounds, talking "off the top of their heads" about the selected story.

- While one person talks, the other listens until time is called, and then partners switch roles.

Keeley, P. (2008). *Science formative assessment: 75 practical strategies for linking assessment, instruction, and learning*. Thousand Oaks, CA: Corwin Press. pp. 161-162

Purposeful Dialogue

- Which of these strategies will you utilize to improve purposeful dialogue in your committees?

- Have you thought of other strategies you might use that were not provided?

- Upon whom do your strategies rely?

- How will you remind yourself to embed purposeful dialogue to improve communications?

- Do these strategies apply to your division/unit?

Decision Making

- What should be driving committee decision making?

Decision Making

- Mission

- Strategic Plan

- IEMP - Integrated Educational Master Plan

- Student learning and achievement = success

- Academic Quality

- Policies & Procedures

- Data (quantitative & qualitative)

- Improving Institutional Effectiveness (all of the above)

Do your committee minutes reflect discussions and decisions grounded in institutional priorities and data?

Decision Making: Mission

Decision Making: Strategic Plan

Decision Making : IEMP

Decision Making : Policies & Procedures

Decision Making : Policies & Procedures

Home

Information Technology

Board Policy No.	Title	Related Administrative Procedure No.
BP6000	Technology Fee	
BP6010	Intellectual Property	
BP6100	Computer Software	
BP6200	Computer Resources:Lab Conduct and Responsibilities	AP6200
BP6300	Administrative Data	AP6300
BP6400	Internet	AP6400
BP6500	Violations of Responsibility	AP6500
BP6600	Computer Hardware Procurement	AP6600
BP6700	Inventory Policy	
BP6800	Information Technology Equipment Policy	AP6800
BP6810	Portable Computer Equipment	

Decision Making

- To whom do you communicate committee decisions and recommendations?

- If you are not certain, who do you ask for clarity?

Meeting Fundamentals

- Chairperson's job

- "Master or Servant?"

- "…best chairmen I have ever served under makes it a rule to restrict her interventions to a single sentence, at most two. She forbids herself ever to contribute a paragraph to a meeting she is chairing. It is a harsh rule, but you would be hard put to find a regular attender of her meetings who thought it was a bad one."

Jay, A. (1999). How to Run a Meeting. In *Harvard Business Review on Effective Communication*. Boston: Harvard Business School Press. p. 43

Meeting Fundamentals

Conducting Your Meeting: Chairperson

- **Dealing with the subject**

- **Dealing with the people**

- **Following the meeting**

Jay, A. (1999). How to Run a Meeting. In *Harvard Business Review on Effective Communication*. Boston: Harvard Business School Press. pp. 49-57

Articulate strategies for the chairperson to run effective meetings.

Discuss and recommend strategies for improving and for communicating committee minutes.

Why is it important to post minutes to the COM-FSM wiki in a timely manner.

Minutes

What are your rules or timeframe for circulating minutes?

What is your timeframe for approving minutes?

Do you use a *Draft* watermark for draft minutes?

What is your timeframe for posting minutes?

Where do we post minutes?

How do folks know when you post minutes?

Improvements for communicating minutes?

MYSHA...

WEBMAIL

WIKI

TRACDAT

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Main pages

COM-FSM > Committee Minutes

Committee Minutes

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Click this link to see Standing Committeee Meeting Times

Click on links below to see minutes for each committee.

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- Academic Programs
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- **Committee Minutes**
  - Council of Chairs
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  - Division Chairs
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Board of Regents

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Minutes

Do you know the location of other minutes?
BOR?
Departments?

What other hot topics need discussed?

Do you have questions that are not answered?

Topics you feel need addressed?

Be sure to put these on the back of your assessment form.