



Cowley College Shared Governance

A Guide to Communication and the Decision-Making Process



*Compiled by the Shared Governance Strategic Leadership Team
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2018-19

As part of the Strategic Initiatives and Goals 2018-2021, a cross representational team of staff and faculty at Cowley College has been tasked with creating a Shared Governance document.

Mission, Vision, Values, and Strategic Theme

Mission Statement

Cowley College is committed to providing opportunities for learning excellence, personal achievement, and community engagement.

Vision Statement

Champion the relevance of two-year colleges in higher education through holistic learning and workforce development opportunities.

Core Values

Cowley College is dedicated to the continual pursuit of excellence by embracing our Core Values, the fundamental principles that guide our actions.

People

- We emphasize the importance of human relationships, diversity, and a sense of community.
- We provide student-centered instruction.
- We provide a safe, learning environment where joy, humor, and teamwork are embraced.
- We encourage open communication and the sharing of ideas.

Accountability

- Our students will receive a quality education.
- The College will provide students the opportunity to take an active role in their success.
- All employees are responsible and committed to excellence.
- We are accountable to the community to educate students and to sustain and improve society.

Integrity

- We regard honesty, trust, and respect as essential principles in our academic, personal and professional standards.

Leadership

- We provide a positive atmosphere that fosters personal and professional growth.
- We empower students and employees to be innovative and visionary.
- We are an ethical leader in the field of education.

Strategic Theme

With integrity and passion, Cowley College advances its mission and vision by supporting the attainment and demonstration of life skills in the areas of critical thinking and problem solving, communications, citizenship, computation, and technology.

I. **Strategic Initiatives and Goals 2018-2021**

A. Institutional Priority 1 **Student Success**: Cowley College is focused on the design, deployment, and effectiveness of teaching-learning processes.

1.Goal 1.1 - Increase overall first-year academic achievement for students in developmental courses.

a. SI 1.1a. Development of resources to help remedial students.

b. SI 1.1b. Increasing the effectiveness of the teaching-learning process by targeted support of classroom instruction with relevant professional development offerings and training.

2.Goal 1.2 - Increase the number of certificates and degrees awarded.

a. SI 1.2a. Outline Consistent training and communication of advising processes.

3.Goal 1.3 - Increase the percentage of students who completed, became employed or transferred.

a. SI 1.3a. Develop a process for providing internship opportunities for students through establishing relationships with community partners.

B. Institutional Priority 2 **Student/Stakeholder Needs**: Cowley College is focused on determining, understanding and meeting needs of current and prospective students' and other key stakeholders such as alumni and community partners.

1.Goal 2.1 Increase the enrollment and retention rate of select student groups (Increase first to second year persistence rates of college ready cohort).

a. SI 2.1a. Develop and implement a cultural diversity and inclusion plan for students and local stakeholders.

b. SI 2.1b. Develop comprehensive support programs for international students.

c. SI 2.1c. Improve campus and on-line accessibility to be compliant.

2.Goal 2.2 Increase the persistence rates (fall-to-fall) for students in developmental courses.

a. SI 2.2a. Refine the retention module use, outline processes and identify key factors effecting retention process.

C. Institutional Priority 3 **Valuing People**: Cowley College is committed to the hiring, development, evaluation of faculty, staff and administrators and creating a culture of mutual respect, appreciation and support that recognizes and encourages all employees as they continuously increase personal and professional development.

1.Goal 3.1 Improve communication as a shared function & responsibility for all employees.

a. SI 3.1a. Develop a process for increasing internal communications.

2.Goal 3.2 Develop and maintain on-boarding processes and training that increase employee confidence and competence.

a. SI 3.2a. Employee On-boarding. Cowley Connection: Creating a Successful On-boarding Experience.

- b. SI 3.2b. Develop a process of providing for professional development of employees that meets the needs and growth interests of the College.
 - 3.Goal 3.3 Increase the culture of respect and appreciation among employees.
 - a. SI 3.3a. Establish and maintain an effective and consistent employee recognition program.
- D. Institutional Priority 4 **Knowledge Management**: Cowley College is focused on the management of the technological and information infrastructure designed to provide an environment to support learning, including how data, information, and performance results are used in decision-making processes at all levels and in all parts of the institution.
 - 1.Goal 4.1 Develop processes for providing valid data to drive decision-making and compliance reports.
 - a. SI 4.1a. Identify appropriate data collection methods and measures for continuous quality improvement activities.
 - b. SI 4.1b. Capitalize on current assessment activities to include a clear decision-making process for approving and implementing recommendations.
 - c. SI 4.1c. Develop a written assessment plan that describes when, how and how frequently data is collected.
 - d. SI 4.1d. Create a communication plan to include annual reports and collaborative discussions about evidence and its use to drive continuous quality improvement activities.
- E. Institutional Priority 5 **Resource Stewardship**: Cowley College is focused on how the resource base of an institution supports and improves its educational programs and operations.
 - 1. Goal 5.1 Align resources with College goals to reach FTE sustainability.
 - a. SI 5.1a. Develop and utilize a facilities Master Plan to examine existing and potential facilities resources.
 - b. SI 5.1b. Establish the identity of Cowley campus and locations by strengthening or developing academic and/or service programs to increase enrollment.
 - c. SI 5.1c. Review current scholarship practices to determine the effectiveness on student recruitment.
 - d. SI 5.1d. Enrollment 123.
 - 2.Goal 5.2 Increase Foundation effectiveness through improved tools and processes.
 - a. SI 5.2a. Improve Foundation donor information through the migration and update of the donor database to Raiser’s Edge current cloud based technology.
 - b. SI 5.2b. Develop a Foundation Board Member manual to inform current and new board members on policies and board expectations.
 - c. SI 5.2c. Identify and deploy an effective donor communication strategy.

- F. Institutional Priority 6: **Plan and Lead**: Cowley College is focused on its mission and lives its vision through direction setting, goal development, strategic actions, threat mitigation, and leverage opportunities.
 - 1. Goal 6.1: Address employee needs and concerns during decision-making processes
 - a. SI 6.1 a. Develop a *shared governance structure* that reflects best practice.

- II. **History:** In efforts to increase employee satisfaction and more efficacious communication at Cowley College, the Cowley Education Association worked on creating a shared governance statement as part of the Master Agreement during 2016 negotiations. Because no consensus was met, a committee was created to research and define what shared governance would look like at Cowley College. In 2017, the committee submitted their definition to the negotiations team again, and after some alterations by the representatives of the Board/Administrative team, the Vice President of Academic Affairs surveyed all employees for feedback on the definition, and the results were overwhelmingly in support. Therefore, the definition was made part of the Master Agreement, and a Strategic Leadership Team was created in 2018 to look further into the process and to create a document that would serve the college as a whole.
- III. **Definition:** In support of the vision, mission, values, and guiding principles of Cowley College; the Board, administration, staff and faculty recognize their joint responsibility for open communication and the mutual benefits which are derived from a philosophy of shared governance, agreeing that those affected by policy or procedure should participate in its development. All parties previously mentioned agree to work together in the process of continuous quality improvement in developing policy and procedure recommendations and also recognize the value of sharing in decision-making processes which impact employees, students and future planning of the College. This mutual commitment to shared governance processes does not supersede the legal obligations of the Board or its designees to make final policy and procedure decisions.

- IV. **Communication Statement:** Communication is an important tool in transferring information, maintaining understanding and achieving productivity. Cowley College shares information with employees in a variety of ways.
- A. The main medium for communication among college employees is via the Cowley email.
 - B. The Academic Catalog provides detailed information about each of our academic degrees and programs and is maintained by the Registrar and Associate Vice President of Academics.
 - C. Tiger Connect serves as a portal to display diverse information. One of the most important tabs for information is the Intranet tab that contains a wealth of information such as
 - 1. The “Administrator of the Day” list, Administrative Council minutes, Academic Council minutes, contact information, and staff assignments
 - 2. Various forms pertaining to the Business Office, Human Resources, and the Instructional Office
 - 3. Maintenance, Travel and Supply Requests are housed there.
 - 4. The Institutional Effectiveness link is where accreditation, research and survey information is shared.
 - 5. Marketing Resources
 - 6. Meeting Minutes and Newsletters of departments and the Board of Trustees
 - 7. The Strategic Planning folder contains information regarding different action plans being developed among various committees.
 - 8. The “Submit Early Alert” link for students of concern.
 - D. *Tiger Tweets & Take Aways* is a weekly communiqué to employees containing a few strategic happenings at the College. The Tweets are brief, and the Take Aways are a little more detailed.
 - E. The President leads a fall and spring series of “Tiger Talks,” open meetings where current college issues are discussed.
 - F. Each fall and spring semester, employees attend an in-service for college updates.
 - G. A “Tell it to the President” link exists for reporting issues of concern.
 - H. Policies and Procedures may be found on the college website.
 - I. Further news releases and information are communicated via the Cowley website, CowleyGo mobile app, Facebook, Twitter, and local/social media outlets.

Organizational Chart

The Board of Trustee Handbook contains the most recent organizational chart, which can be found at <https://www.cowley.edu/about/board/handbook/board-handbook.pdf>

Disclaimer: Though the shared governance team strives to keep the information in this document up-to-date, this information is subject to change. For the official chart of record, contact the clerk of the board.

** Specific individuals who serve on varying councils and teams are listed in Tiger Connect under the Intranet.*

If the College President is unavailable for an extended period, a proxy will be identified as the Administrator of the Day. The board clerk will email an announcement.

Inclement Weather

The goal of the Administrative Team is to make decisions regarding closings due to inclement weather by 6 a.m.

All media outlets and messaging will be notified by 6:30 a.m.

The President or designee receives confirmation by 6:45 a.m.

For the inclement weather policy see <https://www.cowley.edu/campus/weatherpolicy.html>

Students, faculty, and staff can sign up to receive alert messages via email, text message, and/or voice message to be aware of weather developments, campus closings, security alerts, and other notifications provided by the college. For more information see <https://www.cowley.edu/campus/docs/alerts.pdf>

Onboarding

The purpose of an onboarding program is to develop and enhance newly hired or transferred employees' skills, knowledge and performance to become effective contributors to Cowley College.

Many opportunities exist for college employees to participate in the decision-making processes. Cowley College leadership encourages every employee to join and participate actively with at least one of the many teams or committees that exist at the college. Employees' participation enhances the shared governance culture at the college. The Director of Human Resources will provide the Shared Governance document to all new hires as a part of the onboarding process.

Identification of Groups

Cowley College leadership highly encourages employees' active participation on committees when selected. Employees' participation enhances the shared-governance culture here at Cowley College.

A. The Shared Governance Team –

1. The purpose of the team is to ensure and assess shared governance structure and best practices.
2. The team will be comprised of a cross-sectional representation of staff, faculty and directors from every campus to ensure quality and coverage of information shared. Specifically, the team will consist of an Administrative Council Member, a representative from each campus location, at least two faculty members, and at least two staff members. Gender and a cross-sectional representation of years of service to the college will be considered by the chair in the makeup of this group.
3. A chair will be elected and voted upon in the spring. His or her term will extend through the academic year from August to July for three years.
4. Assessment – The Shared Governance Team will assess the efficacy of the shared governance document and practices via survey and meeting discussions every year.

5. The Shared Governance document can be found at <https://www.cowley.edu/policy/index.html>, and the proposal form is located in Tiger Connect/Intranet/Forms.

B. Administrative Council

1. The purpose of the Administrative Council Team is to advocate for collaboration by sharing timely information, establishing understanding, building consensus, and increasing our return-on-investment while embodying the College's core values of People, Accountability, Integrity, and Leadership.

C. The Hiring Committee

1. The purpose of the hiring/selection committee is to engage a shared-governance selection/hiring process for vacant positions of Cowley College.
2. Upon posting of a specific job opening available on one of the campus sites, a Hiring Committee is selected that will work cooperatively to recommend a candidate for the position to the Board of Trustees.
3. This committee will be modeled from a cross-representation of campus employees including, but not limited to, faculty, administrative leadership, salary, and hourly employees, and a balance of male and female employees to bring about diversity of minds in selecting and recommending various and numerous applicants for vacant positions at Cowley College. The committee recognizes it does not have the final decision of who is hired, and the hiring manager, Administrative Council member of position, and Board of Trustees reserve the rights to hire or not hire the committee's recommendation.

D. The Benefits Committee

1. The benefits committee endeavors to provide a health insurance and benefit plan that best meets the essential health, medical, and wellness needs of Cowley College employees at an affordable price.
2. The purpose of the committee is to obtain and share as much information about various and numerous health insurance plans and costs in order to make the best decision of types of health and benefit plans employees desire.
3. This committee involves faculty, administrative leadership, salary, and hourly employees of the college, and it shares resources of knowledge to their employee-level colleagues.
4. Members of this committee serve a two-year term in order to give all employees an opportunity to serve.

E. Academic Affairs

1. The Academic Affairs Council has been established to provide advice and assistance to the President and Chief Academic Officer in the development of policies relating to faculty affairs. The Academic Affairs Council is committed to creating and maintaining a wholesome and effective learning environment where academic excellence is emphasized.
2. The major responsibilities of the Academic Affairs Council include academic planning and accountability, curriculum development and deployment, academic policies and priorities, articulation agreements, state, national, and specialized accreditations, long-ranging planning and strategic leadership.
3. Faculty concerns may be submitted to any member of the Academic Affairs Council for consideration or referral to another Council.

4. This Council is composed of the Chief Academic Officer, the chair of each department and other academic personnel as appointed by the Chief Academic Officer.
5. At the beginning of each fall semester and end of each spring semester, Academic Affairs will add the shared governance process to a meeting agenda for discussion and promotion of communications that will be passed on to individuals' area personnel.

F. Communications Team

1. The purpose of the team is to advocate for collaboration by sharing information in a timely fashion, establishing understanding, building consensus, and assessing productivity.
2. The team consists of the board clerk, the faculty liaison and the Administrative Council.

G. All College Professional Development Council

1. Cowley College considers Professional Development critical to the professional and personal growth of all employees. The college provides employees with authentic experiences to advance professional expertise and strengthen workplace relationships. Understanding the benefits of personal well-being, the college seeks meaningful opportunities which support progress toward the ideal self. Goals and objectives are established in the spirit of the college's pursuit of excellence through its Core Values.
2. The committee will consist of four staff members and four faculty members (one of which is the committee chair), each from a different department of the college.
3. Members will serve for one academic year and will organize the two professional development days for fall and spring.
4. Each committee will review the strategies from the previous year, evaluate feedback from the PD Days, and collect ideas for future PD Days. For more information see <https://www.cowley.edu/about/professional-development/process.html>

H. Calendar Committee

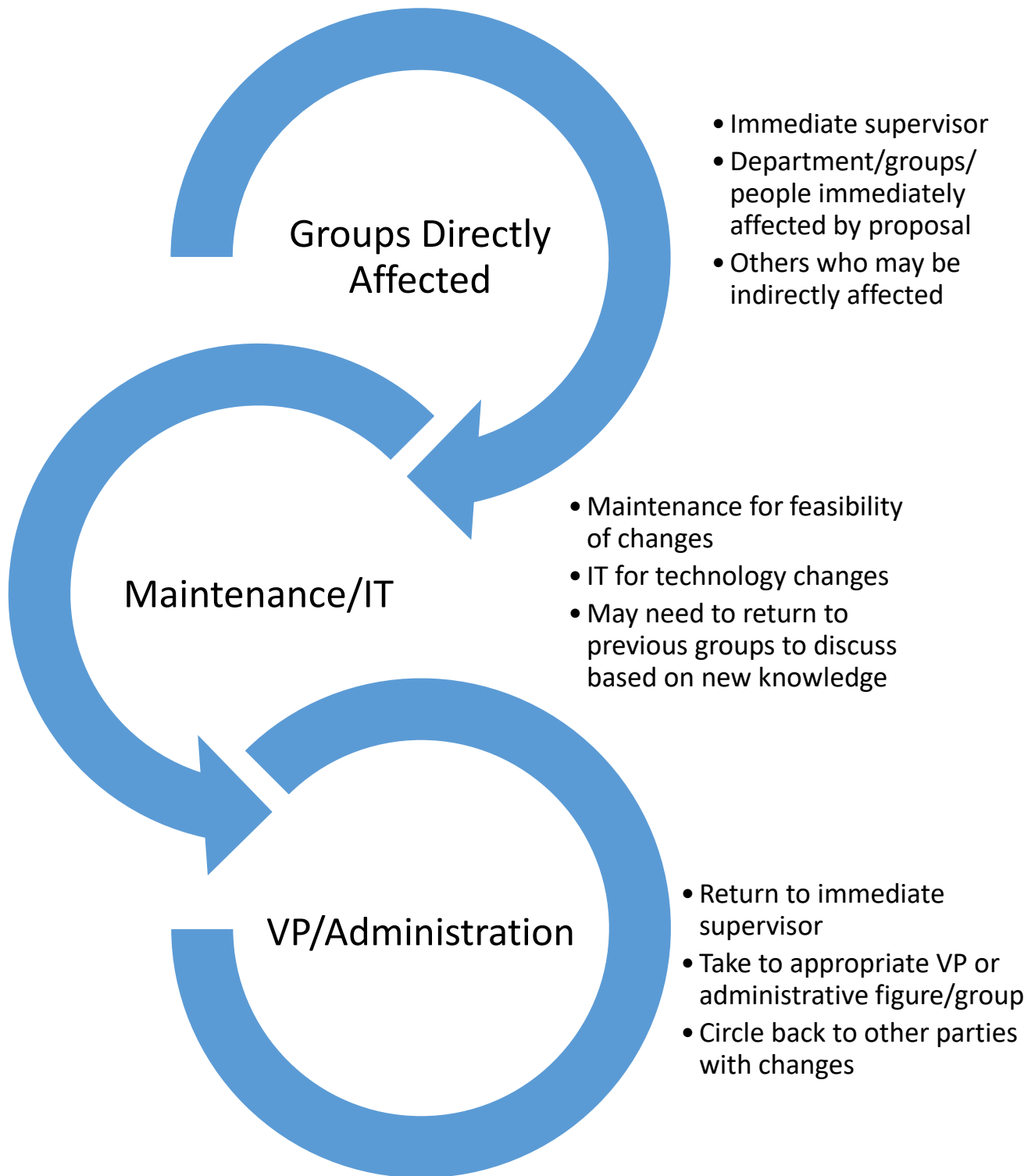
1. The purpose of this committee is to ensure that the institution has an approved operating calendar in which to plan semester sessions and schedules, faculty workdays, paid holidays for employees and dates the institution is closed.
2. This committee typically consists of the Associate Vice President of Academics and the Registrar.
3. A short-term committee consisting of the previously mentioned plus staff and faculty may be put into place by the Associate Vice President of Academics and Secondary Partnerships when a calendar is under review for major changes.
4. The Vice President of Academic Affairs shall present the proposed calendar to the administrative and academic affairs councils for review. Feedback from those groups will be used by the academic affairs office to develop the final and published calendar.

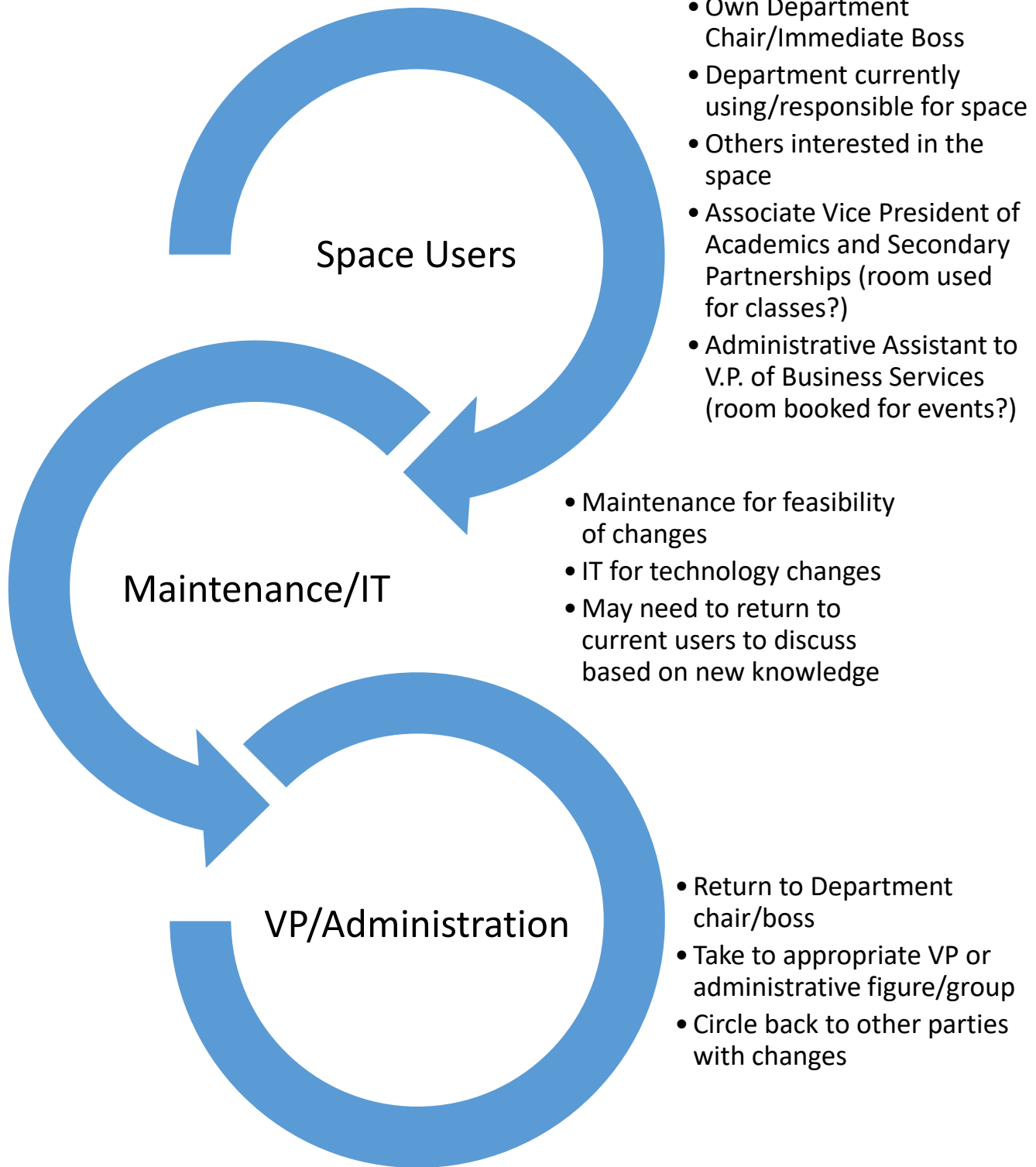
Decision Making Protocol and Process

Procedure

In order to assist employees in determining proper processes when initiating change, the Shared Governance document provides example flow charts.

1. In the event an employee would like to
 - a) Propose transforming a space or using a different space on a regular basis
 - b) Propose a new policy or alteration of an existing one
 - c) Propose adding a new program or club
 - d) Propose a purchase or change that impacts employees beyond the initiator's area
 - e) Or make a program or departmental purchase exceeding \$10,000,
2. The first order of business would be to discuss the idea with an immediate supervisor.
3. When the proposal or request involves purchasing, the employee should consult the Administrative Affairs AP Policies and Procedures 132.00/137.00 Purchasing/Procurement Procedure <https://www.cowley.edu/policy/ap/files/PROCUREMENT-PROCEDURE-REVISED-02182019.pdf> and the Administrative Affairs Purchasing Policies and Procedures 132, <https://www.cowley.edu/policy/policy132.html>.
4. To determine if the proposal may impact others outside of the employee's immediate department and to help ensure that all potentially impacted parties have been consulted in the decision-making process, the following flow chart and Proposal/Request Review Form should be consulted.
5. To move forward with the proposal or purchase, the Proposal/Request Review Form should be completed to receive feedback from affected parties.
6. Once feedback has been collected, the employee should circle back to the immediate supervisor to put the plan into action or to discuss next steps, following the college's established policies and procedures.
 - a) Depending on the proposal, the employee should be prepared to present and/or answer questions at the Administrative Council or Board of Trustees meetings.
 - b) Purchases of \$10,000 or more would have to be approved by the Administrative Council.
 - c) If revisions to the original proposal occur, the employee should notify all parties again for additional feedback.
 - d) Employees can refer to the proper member on the organizational chart for issues regarding fairness in the process.
7. Upon project completion (the adoption of a new policy, procedure or use of space), the employee
 - a) will share the collected forms with the Executive Director of Institutional Effectiveness who will record the information to an electronic repository, where they will be stored for 5 years.
 - b) will share a summary report to the President's assistant who will publish the information for the weekly Tiger Tweets & Take Aways.





Proposal/Request Review Form

This part to be completed by groups/offices/individuals initiating a proposal, or purchase request. This will help ensure that all potentially impacted parties have been consulted in the decision-making process.

Proposal/Major Change/Purchase Request: _____

Group/Office/Individual Submitting: _____

Immediate Area Supervisor: _____

Description: (include general information, why change or proposal is needed; attach documents if needed)

Groups Impacted: (check all groups/offices potentially impacted by new proposal or purchase)

This review document will be sent to all groups/offices/individuals checked below.

- | | | |
|--|---|---|
| <input type="checkbox"/> Administrative Council | <input type="checkbox"/> Foundation/Scholarships | <input type="checkbox"/> Student Accessibility/Title IX |
| <input type="checkbox"/> Admissions/enrollment representatives | <input type="checkbox"/> Human Resources | <input type="checkbox"/> Student Affairs |
| <input type="checkbox"/> Athletics | <input type="checkbox"/> Impact | <input type="checkbox"/> Student Senate |
| <input type="checkbox"/> Bookstore | <input type="checkbox"/> IT/Webmaster | <input type="checkbox"/> Wellington Campus Coordinator |
| <input type="checkbox"/> Business office | <input type="checkbox"/> Library | <input type="checkbox"/> Wichita Campus Coordinator |
| <input type="checkbox"/> Campus Security | <input type="checkbox"/> Maintenance/Grounds | <input type="checkbox"/> Winfield Campus Coordinator |
| <input type="checkbox"/> Department chairs | <input type="checkbox"/> Marketing | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Faculty | <input type="checkbox"/> Mulvane Campus Coordinator | _____ |
| <input type="checkbox"/> Financial aid | <input type="checkbox"/> Public Relations | |
| | <input type="checkbox"/> Registrar | |

This part to be completed by groups/offices/individuals checked above. Upon completing the form, it will be routed to the party initiating the review, who will forward to the Executive Director of Institutional Effectiveness for recording to the electronic repository.

Group/Office/Individual Reviewing: _____

Decision: (check the box corresponding to decision)

- Support as is**
- Support with revisions**
- Do not support**

Comments: (provide reasons/information for the decision reached)
