



*Shared
Governance*

Shared Governance Manual

2025-2026 Edition

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Introduction

Shared Governance (SG), authorized by the Board of Trustees, is an internal process designed to promote institutional efficiency and advance the College's strategic priorities. Rooted in the College's core values, SG supports the vision and facilitates progress toward fulfilling the mission. It provides a structured opportunity for the College community to influence decision-making by ensuring that representative groups collaborate effectively and offer thoughtful, timely recommendations to the President and Cabinet.

I. Definition

Shared Governance at Rhodes State College (RSC) is defined as an inclusive process, which engages the College community with the purpose of influencing decision-making on matters of planning, policy, and programs.

II. Core Principles

A. Seven Guiding Principles

Shared governance at RSC is centered around seven (7) guiding principles which serve to define a mutually beneficial and sustainable relationship among students, faculty, staff, College leadership, and the Board of Trustees. The guiding principles are:

1. Informed and broad representation;
2. Transparency and clarity;
3. Open information flow and clear lines of communication to institutional stakeholders;
4. Diverse involvement;
5. Mutual respect and trust;
6. Accountability; and
7. Deliberations, which advance the interest of the College.

III. Features of SG

A. Stakeholder Representation

The structure of SG supports the President and Cabinet by providing an organized forum for all stakeholder groups to be informed about issues and to influence the decision-making process. Shared governance ensures representation and engagement of the following groups:

1. Faculty – include regular faculty as outlined in the Faculty Handbook (Section A, Article III) *[NOTE: The Faculty Association and its Committees will function as established, with a coordinated communication]*
2. Staff – include administrative directors, professional, technical and support staff.
3. Students – include students enrolled at RSC either full-time or part-time.

B. Stakeholder Appointment and Involvement

Each stakeholder group appoints representatives with broad perspectives and the expertise necessary to assist with the work of each Council/Committee to which they are assigned. Faculty, staff, and students participate within the SG structure through two avenues:

1. Nomination or appointment of group representatives to serve on College Senate, or one of three (3) Councils, or four (4) standing Operational Committees; and
2. Submission of proposals and/or recommendations to Councils (Planning, Policy, or Program) for review.

C. Roles and Responsibilities

Shared governance clarifies the roles and responsibilities of the faculty, staff, students, Cabinet, President, and Board of Trustees, and places authority within the appropriate organizational levels. Regardless of the role, it is expected that all participants will place the greater good of the College above any individual or group interest.

D. Scope of Work

The nature and scope of SG applies to the entire College. Planning, policy, and program matters will be reviewed via the SG process. The scope of work is clarified as:

1. **Planning:** The process of defining and developing institutional priorities and the desired goals **or** objectives, which lead to mission achievement, institutional effectiveness and continuous improvement.
2. **Policy:** Adopted principles, rules, and/or regulations, which guide the College management and course of action.
3. **Program:** Academic degrees, certificates, or other significant curricular changes as determined by the Office of Academic Affairs.

E. Work Outside the Scope of SG

The nature and scope of SG **does not** extend to operational or procedural activities related to the routine responsibilities of departments or divisions, nor to matters involving compliance with the U.S. Department of Education, the Ohio Revised Code, the Ohio Department of Higher Education, the Higher Learning Commission, other accrediting bodies, or the Policies of the Board of Trustees.

IV. Revised SG Model

The Shared Governance (SG) model is structured around the collective work of the College rather than individual functional areas, and operates under the authority of the President and Cabinet. The current SG model, revised in 2019, reduced the number of Councils, Committees, and overall membership to promote greater efficiency. The model consists of a College Senate, three Councils, and four standing operational Committees, each with a clearly defined charge (**Section XIV**).

A. The College Senate

College Senate serves as the overarching SG body with responsibility for managing Shared Governance matters and making informed recommendations to the President.

B. Councils and Operational Committees of the Senate

Councils and Operational Committees (**Table 1**) are responsible for recommending proposals regarding planning, policy, and programs within their specified SG scope of work.

Table 1. Councils and Operational Committees of the Senate

Councils	Corresponding Operational Committees
1. Planning Council	a. Administrative Unit Outcomes & Assessment Committee
2. Policy Council	a. Ad hoc Policy Committee (as needed)
3. Program Council	a. Academic Outcomes & Assessment Committee b. Curriculum Committee

V. Roles & Responsibilities within SG

The Board of Trustees holds the President accountable for decisions (**Board Policy No. 2.2**). However, SG establishes a process in which timely recommendations for decision-making are guided by involvement from representative stakeholder groups. Additionally, SG creates a space for transparency and the ability for all stakeholders to engage in recommendations and decision-making across the College.

A. Role of the Board of Trustees

Statutory authority for the SG of James A. Rhodes State College is vested in the Board of Trustees per ORC 3357 (**Board Policy No. 2.2**). Shared governance recognizes the role and authority of the Board of Trustees as responsible to the community for the general supervision and control of the College (**Board Policy No. 2.1**).

B. Role of the President

Shared governance 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 No. 2.2**). The President's role is defined in the Policies of the Board of Trustees (**Board Policy No. 3.1-4.6**). For matters of SG, the President will:

1. Serve as an ex officio member of College Senate;
2. Advance the interest of the institution in all matters;
3. Receive, review, and take further action regarding recommendations from College Senate;
4. Present recommended plans, policies, and programs for Board of Trustee consideration; and
5. Communicate SG actions to stakeholders, upon Board of Trustees approval.

C. Role of the Cabinet

The Cabinet consists of the President and Executive Leadership team (i.e., Vice Presidents and Special Assistants). Cabinet will manage and direct College operations and implement decisions regarding College plans, budgets, and programs at the administrative level. For matters of SG, Cabinet will:

1. Participate in SG to inform and align actions for the best interest of the College;
2. Recommend individuals to fill open seat(s) on Councils/Operational Committees;
3. Review and make recommendations to the President regarding SG;
4. Communicate SG actions to stakeholders; and
5. Participate in SG training and professional development.

[NOTE: only the Cabinet member named as College Senate Chair and those appointed as ex officio members to a Council are members of College Senate.]

D. Role of Faculty

Faculty refers to regular, full-time faculty members of RSC as defined in the *Faculty Handbook* (**Section A, Article III**). Collectively, faculty are members of the Rhodes State College Faculty Association (RSCFA), whose purpose is to promote: "open communication with each other and College administration; faculty welfare; quality instruction; and recognition of student achievement" (**Section A, Article II**).

The RSCFA and its sub-committees will function according to their bylaws, communicate with the President and Cabinet, and actively engage in SG. For SG matters, faculty will:

1. Share testimony in their area of operational, instructional, and technical expertise, providing unique perspective and insight to assist in guiding decision-making and/or recommendations;

2. Serve as members on Councils/Operational Committees and attend meetings;
3. Share knowledge and expertise regarding internal and external processes and procedures aligned with local, state, and federal regulations;
4. Advance the interests of the College;
5. Review and make recommendations regarding planning, policy, and programs;
6. Communicate SG actions to faculty and within their department/division; and
7. Participate in SG training and professional development.

E. Role of Staff

Staff refers to the collective group of employees who represent administrative, professional, technical, and support staff. For SG matters, staff will:

1. Share testimony in their area of operational, instructional, and technical expertise, providing unique perspective and insight to assist in guiding decision-making and/or recommendations;
2. Serve as members on Councils or Operational Committees and attending meetings, when appointed or named by College leadership;
3. Share knowledge and expertise regarding internal and external processes and procedures aligned with local, state, and federal regulations;
4. Advance the interests of the College;
5. Review and make recommendations regarding planning, policy, and programs;
6. Communicate SG actions to colleagues; and
7. Participate in SG training and professional development.

F. Role of Students

Students involved in SG are those who are enrolled at the College. For SG matters, students will:

1. Provide valuable insight and perspective regarding student needs through broad and shared testimony;
2. Contribute to the College's collective knowledge by bringing forward matters that impact students;
3. Attend College Senate and Council meetings to which they are appointed *[NOTE: if the student cannot attend a meeting, the Chair must be notified]*;
4. Work with the Senior Director of Student Success, Enrollment Management and Student Affairs to communicate related SG action to the student body; and
5. Participate in SG training.

G. Role of the College Senate

The purpose and general responsibility of the College Senate is to serve in an advisory capacity to the President in advancing the interests of the institution. The roles are as follows:

1. College Senate Chair/Vice Chair – The Chair of College Senate is a Cabinet member named by the President. In the absence of the Senate Chair, the Vice Chair assumes these responsibilities. The Senate Chair/Vice Chair will:
 - a. Preside over and facilitate Senate meetings with the goal of gaining consensus;
 - b. Distribute the Senate agenda and supplemental materials prior to scheduled meetings;
 - c. Save meeting minutes to the specified SG records repository;
 - d. Support Council/Committee Chairs and Vice Chairs to assure meetings are effective and align with stated charge; and
 - e. Monitor and communicate SG progress.

2. **Members** – Members of College Senate are expected to: attend, actively participate, and review all materials in preparation for all College Senate meetings.

H. Role of SG Councils

The purpose and general responsibility of Councils is to review and make recommendations to the College Senate regarding College planning, policies, and programs requiring Board of Trustees approval. The roles are as follows:

1. **Chair/Vice Chair** – Submit meeting schedules (fall and spring terms) with anticipated action items to College Senate Chair, preside over Council meetings, distribute Council agenda and supplemental materials prior to all meetings, communicate information to membership, provide periodic updates to College Senate, and notify corresponding appointing bodies of members whose terms will end.
2. **Members** – Members of Councils are expected to: attend, actively participate and review all materials in preparation for all meetings. **If a member cannot attend a meeting the Chair must be notified in advance.** In the event of a conflict between the appointed Council and attending another Council/Operational Committee meeting to provide testimony, the appointed Council meeting takes precedence.

I. Role of SG Operational Committees

The purpose and general responsibility of Operational Committees (in consultation with the Cabinet) are to research day-to-day activities and initiatives related to academic assessment, program review, administrative unit effectiveness, and curriculum development. The roles are as follows:

1. **Chair/Vice Chair** – Submit meeting schedules (fall and spring terms) with anticipated action items to College Senate Chair, preside over Operational Committee meetings, distribute Committee agenda and supplemental materials prior to all meetings, and notify corresponding appointing bodies of members whose terms will end. The Chair/Vice Chair is also expected to attend and provide periodic updates to College Senate.
2. **Members** – Members of Operational Committees are expected to: attend, actively participate, and review all materials in preparation for all meetings. **If a member cannot attend a meeting the Chair must be notified in advance.** In the event there is a conflict between attending the meeting of one's appointed Committee or attending another Council/Committee meeting (to provide testimony), the appointed Committee meeting takes precedence.

VI. Membership

College Senate, Council, and Operational Committee membership is formed based on the institutional structure and stakeholder groups (**Appendix A**). The Senate, Councils/Operational Committees are assigned members consistent with their stated charge. The SG membership list can be found on the RSC website: www.rhodesstate.edu/Shared Governance Membership

A. Membership Designation & Appointments

The Senate, Council, and Operational Committee members are designated as one of the following (Table 2):

1. **Voting member** – Considered to be an active Senate, Council, or Operational Committee member that is approved for one vote and to be included in the consensus decision-making process.
2. **Non-voting member** – An attending member who does not vote (i.e., Ex-officio, guest).

3. Named member – A member named by the President, recommended by Cabinet or by virtue of his/her position (e.g., RSCFA President, Dean, Director, staff representative, etc.).
4. Appointed Member – A member who is appointed by a representative stakeholder group to serve as the voice of that group (e.g., RSCFA, staff group, student body, etc.).

Stakeholder group appointments and named positions include the following (**Tables 2a and 2b**):

- RSCFA *appoints* faculty representatives;
- Student representatives can be nominated (**Appendix D**) by faculty, staff, administrators, or other students;
- Staff representatives and Directors are named by the President and Cabinet;
- The President names the College Senate Chair;
- Cabinet recommends Council Chairs/Vice Chairs for President approval; and
- The President and Cabinet name individual members of Councils/Operational Committees according to designated positions at the College.

No later than April 15 each academic year, Council/Operational Committee Chairs will notify the College Senate Chair and corresponding appointing bodies of members whose terms will end in order to fill potential vacancies prior to the next academic year.

Table 2a. Membership Designations & Appointments

Membership Seat	Appointing Body	Membership Designation
College Senate	<ul style="list-style-type: none"> <input type="checkbox"/> President/Cabinet <input type="checkbox"/> RSCFA <input type="checkbox"/> Staff Group 	<ul style="list-style-type: none"> <input type="checkbox"/> Named <input type="checkbox"/> Appointed <input type="checkbox"/> Named
Councils	<ul style="list-style-type: none"> <input type="checkbox"/> President/Cabinet <input type="checkbox"/> RSCFA <input type="checkbox"/> Staff Group <input type="checkbox"/> Students 	<ul style="list-style-type: none"> <input type="checkbox"/> Named <input type="checkbox"/> Appointed <input type="checkbox"/> Named <input type="checkbox"/> Appointed
Council Chair/Vice Chair	<input type="checkbox"/> President/Cabinet	<input type="checkbox"/> Named

Table 2b. Membership Designations & Appointments

Membership Seat	Appointing Body	Membership
Operational Committees	<input type="checkbox"/> President/Cabinet	<input type="checkbox"/> Named
Operational Committee Vice Chairs	<input type="checkbox"/> President/Cabinet	<input type="checkbox"/> Named

B. Membership Resignation & Replacement

Shared governance Council and Operational Committee members may be replaced if a member is unable to meet the commitment to serve. The process for member resignation or removal from a Council/Operational Committee is as follows:

1. Member Resignation – the member submits notification to the Council/Operational Committee Chair, with a copy to the Appointing Body (**Table 2**) and College Senate Chair/Vice Chair.
2. Member Replacement – if a member needs to be replaced before the end of their term, the Council/Operational Committee Chair and the Appointing Body will conduct the replacement.

C. Terms of Service

The terms of service for the Senate, Council and Operational Committee members vary in their rotation (**Tables 3a and 3b**).

Table 3a. College Senate & Councils Terms of Service

College Senate & Councils	Membership Designation	Term Limit
College Senate	<ul style="list-style-type: none"> ▪ Chair ▪ Vice Chair ▪ Named ▪ Appointed <ul style="list-style-type: none"> ○ Student(s) ▪ Ex officio 	<ul style="list-style-type: none"> ▪ Permanent ▪ 1 year ▪ 3 years ▪ 2 years ▪ 1 year ▪ Permanent
Planning Council	<ul style="list-style-type: none"> ▪ Chair ▪ Vice Chair ▪ Named ▪ Appointed <ul style="list-style-type: none"> ○ Student(s) ▪ Ex officio 	<ul style="list-style-type: none"> ▪ College Position* ▪ College Position* ▪ 3 years ▪ 3 years ▪ 1 year ▪ 3-year Rotation
Policy Council	<ul style="list-style-type: none"> ▪ Chair ▪ Vice Chair ▪ Named ▪ Appointed ▪ Ex officio 	<ul style="list-style-type: none"> ▪ College Position* ▪ 2 years ▪ 3 years ▪ 3 years ▪ Permanent
Program Council	<ul style="list-style-type: none"> ▪ Chair ▪ Vice Chair ▪ Named ▪ Appointed ▪ Ex-officio 	<ul style="list-style-type: none"> ▪ College Position* ▪ 2 years ▪ 3 years ▪ 3 years ▪ Permanent

Table 3b. Operational Committees Terms of Service

Operational Committees	Membership Designation	Term Limit
Academic Outcomes & Assessment Committee	<ul style="list-style-type: none"> ▪ Chair ▪ Co-Chair ▪ Appointed 	<ul style="list-style-type: none"> ▪ College Position¹ ▪ 3 years ▪ 3 years
Curriculum Committee	<ul style="list-style-type: none"> ▪ Chair ▪ Co-Chair ▪ Named ▪ Appointed² 	<ul style="list-style-type: none"> ▪ 2 years ▪ 2 years ▪ College Position¹ ▪ 3 years
Administrative Unit Outcomes & Assessment Committee	<ul style="list-style-type: none"> ▪ Chair ▪ Co-Chair ▪ Named ▪ Ex officio 	<ul style="list-style-type: none"> ▪ 2 years ▪ 2 years ▪ 3 years ▪ Permanent

NOTES: (1) Roles are based on position at the College (please see [Membership List](#)); (2) Curriculum Committee - RSCFA recommends a 3-year rotation with the following membership designations: Senior members are those who served 3+ years; junior members are those who served 2 years and freshman members are those who are serving for the first time.

VII. Service and Testimony

Input to SG can be provided through the following:

1. Direct membership on College Senate, Councils or Operational Committees;
2. Contact with members of College Senate, Councils or Operational Committees; or
3. Through solicited testimony (as needed) by the Committees/Operational Councils.

VIII. SG Process

Written recommendations (i.e., email request will suffice) may be submitted by a stakeholder group (i.e., students and faculty) and received by the respective Cabinet member. The SG process is as follows:

1. SG matters identified by stakeholder for consideration are to be submitted to their respective Cabinet member and include the following: background, statement of recommendation, rationale, and supporting data/information.
2. Cabinet will assign the issue to the appropriate Operational Committee or Council.
3. Once a determination has been made, the respective Cabinet member will notify the individual stakeholder(s) making the recommendation to inform them if it will be placed with an Operational Committee or Council.
 - a. The Cabinet member will also notify the Chair of the Operational Committee for placement on their meeting agenda.
 - b. The Senate Chair will notify the corresponding Council Chair for any matter moving to the SG Council level for placement on their meeting agenda.
4. Council or Operational Committee Chairs will work with their respective members to identify and document the matter with respect to planning, policy, or program. In addition, they will:
 - a. Discuss, clarify, and document key actions or next steps including the timeframe.
 - b. Research information and/or collect evidence relative to the matter, through the appropriate Council or Operational Committee membership and from those who are knowledgeable.
 - c. Solicit testimony from individuals and/or groups who have expertise related to the issue/problem *[NOTE: It is important to provide ample opportunity for input from stakeholders affected by a decision]*.
 - d. Once a final recommendation has been made:
 - Operational Committees – Submit a final recommendation to the appropriate Cabinet member who determines if it needs to be submitted into a Council.
 - Council – Reviews and submits a final recommendation to College Senate.
5. Senate Chair submits the recommendation (as reflected in the Senate minutes) to the President for final disposition and submission for Board consideration of approval.

Recommendations for Board of Trustees consideration will be forwarded as follows (**Table 4**):

Table 4. Recommendation for Board of Trustee Approval

Council or Operational Committee	Recommendation Forwarded to:	Recommendation Forwarded to:	President's Final Disposition Forwarded to:
Policy Council	Cabinet	College Senate	Board of Trustees
Program Council	Cabinet	College Senate	Board of Trustees
Planning Council	Cabinet	College Senate	Board of Trustees
Curriculum Committee	Program Council	College Senate	Board of Trustees

To ensure transparency at all stages of the SG review process, meeting minutes (inclusive of recommendations and decisions) will be maintained in the SG repository and communicated by the College Senate Chair.

IX. Documentation Process

The SG process is officially documented by the appropriate Council or Operational Committee and the College Senate. All documentation is accessible via the SG repository.

X. Failed Recommendation or Consensus

A recommendation may be returned to the respective Council or Operational Committee if the recommendation is rejected (in part or whole) at any point in the process. The explanation for the rejection must be recorded in the meeting minutes by the respective Council or College Senate.

XI. Meeting Management

A. Meeting Agenda

The following processes are in place to assist each Council or Operational Committee in managing meetings:

1. Chair and Vice Chair collaborate to develop proposed agenda (template provided in the repository);
2. Council/Operational Committee members may suggest agenda items by notifying the Chair, or in the case the Chair is absent, the Vice Chair, *normally* four (4) working days prior to the meeting;
3. The agenda and supporting materials for any action item shall be distributed to members no fewer than three (3) working days prior to the meeting;
4. No items may be added to an agenda within the three (3) working days prior to a meeting or during a meeting except in the case of an emerging issue as determined by a majority of the members; and
5. Meeting agendas shall be made available to the College Community via the SG repository (<G:\SHARED GOVERNANCE>).

B. Meeting Minutes

The following procedures will be followed for recording meeting minutes:

1. Meeting minutes shall, at a minimum, contain attendees and actions taken (template provided in the repository);
2. All meeting minutes shall be documented and drafts made available at least three (3) days prior to the next scheduled meeting; and
3. Approved meeting minutes shall be made available to the College Community via the SG repository (<G:\SHARED GOVERNANCE>).

C. Meeting Procedures

The procedures for effective SG meetings include the following:

1. College's *Core Values – Equity, Quality, Integrity, Innovation, Passion, and Compassion – shall be observed during all meetings;*
2. Parliamentary procedures with open communication shall be followed for conducting meetings;
3. *Robert's Rules of Order* may be consulted as appropriate;
4. A quorum shall be one (1) more than half the active membership;
5. Members are expected to attend regularly and to participate;
6. When voting, each active Council/Operational Committee member present shall have one vote. Ex officio members will have no vote; and
7. Recommendations of Councils/Operational Committees will be directed to the appropriate constituency group.

D. Meeting Frequency

The Senate Chair, in collaboration with the President, shall establish the schedule of meeting dates for College Senate. Councils/Operational Committees shall establish a meeting schedule at the beginning of each semester. Meeting cancellations shall be made by the Chair/Vice Chair.

E. Special Meetings or Rapid Response

The Senate Chair/Vice Chair, in consultation with the President, may call special meetings or rapid response meetings. A rapid response may or may not follow the five (5)-step SG process. Except on occasions requiring a rapid response, each member shall be given three (3) days' notice of a special meeting.

F. Conflict Resolution

In cases where disagreements arise or consensus cannot be achieved, the Senate Chair may call a meeting of stakeholder groups to resolve the issue.

XII. SG Records Retention & Repository

All documentation is available in the SG repository (<G:\SHARED GOVERNANCE>) and will be maintained according to the College's Records Retention policy.

XIII. SG Effectiveness**A. Evaluation of the SG Process**

To ensure timely recordkeeping, SG meeting minutes will be monitored and evaluated as follows:

- Operational Committee Minutes – reviewed by the respective Cabinet member serving as ex officio.
- Council Minutes – reviewed by the Chair and Vice Chair.
- College Senate Minutes – reviewed by the Senate Chair and/or Vice Chair.

Each year, the Office for Institutional Effectiveness Planning will schedule an annual survey so the College can provide feedback on the effectiveness of SG. At a minimum, every three (3) years, the College Senate and the Office for Institutional Effectiveness Planning will schedule and coordinate a survey of the SG process using the following criteria for Councils/Operational Committees members and the College as a whole: (a) planning; (b) organization; and (c) participation. Survey results will be evaluated, reviewed and shared with the College community.

B. SG Training

Shared Governance training will be provided College-wide (face-to-face or online) at least annually. All employees are encouraged to engage in SG training. However, all members serving on SG Councils/Committees are required to complete SG training at the beginning of fall term.

XIV. College Senate/Council/Operational Committee Charge**A. College Senate**

The purpose and general responsibility of the College Senate is to serve as an advisory body to the President in advancing the SG interests of the institution. Specifically, in matters of SG, the Senate will:

1. Understand the responsibilities, requirements, and approved templates of each Council;

2. Use the specified Policy Template and Checklist (<G:\SHARED GOVERNANCE\Policy Council\Policy Templates and Checklist>) to review recommendations from the Planning Council, Policy Council, and Program Council, and advise the President on related institutional recommendations for the Board of Trustees.
3. Communicate to the respective Councils:
 - a. Final recommendations; and
 - b. Date for presentation of final recommendations to the Board of Trustees;
4. Maintain official meeting minutes in the SG College Senate Folder located in (<G:\SG\College Senate>).

B. Planning Council

The purpose and general responsibility of the Planning Council is to review and make recommendations to the College Senate regarding College planning activities related to the strategic direction and accreditation of the institution. Specifically, in matters of SG, the Planning Council will:

1. Review and make recommendations regarding:
 - a. College strategic planning priorities, action plans, state-driven initiatives (i.e., the Completion Plan), and budgets;
 - b. institutional effectiveness plans including evaluation of the HLC Criteria for accreditation;
 - c. resources needed to manage the College's strategic direction and accreditation; and
 - d. external environmental scans, institutional SWOTs, mission/mission criteria, and key performance indicators.
2. Maintain official meeting minutes in the SG Planning Council Folder located in (<G:\SG\Planning Council>); and
3. Establish ad hoc committees as appropriate.

C. Policy Council

The purpose and general responsibility of the Policy Council is to review and make recommendations to College Senate regarding all current and new College policies and/or procedures which impact the ongoing operation of the College and require Board of Trustees approval. Specifically, in matters of SG the Policy Council will:

1. Review and make recommendations regarding the following Policy Chapters:
 - a. Chapter 2: Personnel policies and procedures;
 - b. Chapter 3: Academic policies and procedures (credit and non-credit);
 - c. Chapter 4: Student policies and procedures;
 - d. Chapter 5: Financial policies and procedures;
 - e. Chapter 6: Technology policies and procedures;
 - f. Chapter 7: General Administrative policies and procedures (i.e., Institutional Effectiveness, Records Retention, Safety and Security, other);
2. Maintain a three (3)-year schedule for institutional policy and procedure review, unless a local, state or federal mandate prompts an immediate policy change;
3. Review all policies and procedures to ensure adherence to the approved institutional policy template;
4. Ensure that policies adhere to local, state, federal rules/laws;
5. Maintain official meeting minutes in the SG Policy Council Folder located in (<G:\SG\Planning Council>); and

6. Establish ad hoc committees as appropriate.

D. Program Council

The purpose and general responsibility of the Program Council is to review and inform the College Senate regarding curricular and program proposals requiring Board of Trustees approval. Specifically, in matters of SG, the Program Council will:

1. Review and make recommendations regarding:
 - a. program viability;
 - b. proposals recommended by the Curriculum Committee for new degree programs and certificates; and
 - c. proposals recommended by the Curriculum Committee for the inactivation of degree programs and/or certificates.
2. Maintain official meeting minutes in the SG Program Council Folder located in (<G:\SG\Planning Council>); and
3. Establish ad hoc committees as appropriate.

E. Academic Outcomes & Assessment (O&A) Committee

The Academic Outcomes and Assessment Committee is responsible for developing a culture of assessment through: thoughtful assessment initiatives, informative professional development training, development of assessment schedules, timely information dissemination of assessment results, and recommendations to the VP, Academic Affairs (VPA) and VP for Institutional Effectiveness Planning (VPIEP). Specifically, the Academic Outcomes and Assessment Committee will:

1. Support a learning-centered, data-driven culture that uses student learning outcomes to inform continuous improvement of the teaching/learning process.
2. Assist, review, and provide feedback on the mapping of assessment methods and learning outcomes across course, program, and institutional levels to ensure alignment.
3. Review, provide tools, rubrics and forms for collecting and evaluating assessment data, and recommend criteria for writing, measuring, and reporting student learning outcomes.
4. Periodically review the Core Skills and Abilities, associated learning outcomes, and the model for assessing general education, and monitor its implementation.
5. Maintain awareness of best practices and trends in the assessment of student learning and research issues affecting the quality of assessment.
6. Provide training to faculty on the assessment of student learning.
7. Collaborate with Academic Deans and Administrative Unit Outcomes Assessment Committee to the oversight of assessment and provide information on assessment activity, concerns, and improvements to the VPA and VPIEP.
8. Maintain meeting minutes in the SG Operational Committees Folder located in (<G:\Operational COMMITTEES\Academic Outcomes and Assessment>).
9. Refer specific issues and topics to their respective Council for investigation or assignment to an ad hoc committee.

F. Curriculum Committee

The Curriculum Committee uses established College procedures, Higher Learning Commission standards, and the Ohio Department of Higher Education Guidelines & Procedures for Academic Program Review to assure the curriculum aligns with compliance requirements and academic goals. Specifically, the Curriculum Committee will:

1. Review and make recommendations to the Program Council regarding:
 - a. new degree programs and certificates; and
 - b. inactivation of degree programs and/or certificates.
2. Review and make recommendations to the VPAAs regarding:
 - a. New courses;
 - b. Substantial changes to existing courses; and
 - c. Inactivation of courses,
3. Advise and make recommendations regarding continuous improvement on curriculum processes and new curriculum development.
4. Review and discuss collectively the strengths and opportunities for improvement of Program Reviews submitted.
5. Provide feedback from program review submission to the appropriate Dean and Chair/Coordinator on the strengths and opportunities for improvement.
6. Provide recommendations on the program status, refinement and changes in accordance with the established Rhodes State College Program Review process to the Office of the VPAAs.
7. Explore and research issues affecting the quality of the Academic Curriculum as assigned by the VPAAs.
8. Maintain meeting minutes in the SG Operational Committees Folder located in (<G:\SHARED GOVERNANCE\Operational COMMITTEES\Curriculum>).
9. Refer specific issues and topics to the appropriate Council for investigation or assignment to an ad hoc committee.

G. Administrative Unit Outcomes & Assessment (O&A) Committee

Assessment of Administrative Unit effectiveness and success outcomes is an important aspect of the effectiveness based on select standards for institutional learning, student support services, and compliance. As such, the Administrative Unit Outcomes and Assessment Committee is responsible for building the assessment capacity in non-teaching departments which support institutional learning and effectiveness.

The Administrative Unit Outcomes and Assessment Committee, in collaboration with the Academic Outcomes and Assessment Committee; is responsible for developing a culture of assessment through: thoughtful assessment initiatives, informative professional development training, development of assessment schedules, timely information dissemination of assessment results, and recommendations to the VPIEP. Specifically, the Administrative Unit Outcomes and Assessment Committee will:

1. Research and review professional standards (e.g., Council for the Advancement of Standards in Higher Education, etc.) to determine relevance and applicability to specific administrative units (e.g., Student Affairs, Advancement, Workforce, HR, Enrollment Management, Business Office, etc.) across the College.
2. Develop common language/definitions and assessment schedules, and distribute/publicize reminders to ensure consistent messaging regarding administrative unit effectiveness and success outcomes.
3. Work with administrative units to review, revise and/or identify effectiveness outcomes for activities and initiatives which align with institutional key performance indicators, operational schedules, and compliance requirements. Identify resources which support the process for continuous planning/assessment activities, data collection, and measurement of effectiveness outcomes.

4. Monitor, review and provide continuous feedback on planning/assessment results submitted by administrative units. Ensure information and data align with the College mission, strategic planning, accreditation, and other requirements via the College's online planning and assessment systems.
5. Collaborate with the Academic Outcomes and Assessment Committee to develop guidance documents (e.g., assessment manual, rubrics, etc.) to ensure the College, through professional development (e.g., training, consultation, open labs, etc.) fully engages faculty and staff while fostering a culture of assessment across the campus.
6. Maintain meeting minutes in the SG Operational Committees Folder located in <G:\Operational COMMITTEES\Student Administrative Unit Outcomes and Assessment>.

Revision History:

	Date	Explanation
Issued:	12/10/08	Pilot SG Model – Policies and Procedures Drafted
Revised:	02/23/10	New SG Model Finalized
	08/05/18	Draft Revisions to SG Policy and Procedure
	12/16/19	Draft Revisions to the SG Model
	03/27/20	Revised SG Model Finalized
	06/19/21	Revised SG Model Updates
	06/27/22	Revised SG Model Updates – Dissolved SEP Committee; Clarifying language to Section IV.
	7/15/23	Edits to sections of the SG Manual
	8/13/25	Minor revisions and clarifying language to specific sections of the SG manual.

Appendix A

SHARED GOVERNANCE MODEL COUNCILS & OPERATIONAL COMMITTEES



Appendix B

Shared Governance Resources

Resource	File Location	Responsibility*
Folders for Councils	College Senate Planning Council Policy Council Program Council	Senate Chair Council Chairs
Folders for Operational Committees	Operational COMMITTEES	Committee Chairs
Membership List	SG Membership SG Faculty Membership ROTATION SG Student Membership List	Cabinet RSCFA Senate Chair
Meeting Schedules	SG Schedules	Senate Chair Council/Committee Chairs
Policy Review Checklist	Policy Council\Policy Templates and Checklist	Policy Council
Shared Governance Manual	SG Manual	Senate Chair/Vice Chair
HLC Criteria for Accreditation	HLC Criteria for Accreditation	Institutional Effectiveness Planning

NOTE: SG resources are always reviewed in collaboration with the Office for Institutional Effectiveness Planning

Appendix C
Higher Learning Commission Criteria for Accreditation
(new Criterion effective September 1, 2025)

SG Council/Committee HLC Criteria Crosswalk				
SG Councils/Committees	Criterion 1	Criterion 2	Criterion 3	Criterion 4
Board of Trustees	1.A-C	2.A-C		4.A-C
College Senate	1.A-C	2.A-E	3.A-B	4.A-B
Program Council	1.C	2.D-E	3.A & F	4.A
Policy Council		2.A-E	3.C	4.A
Planning Council	1.A			4.A-C
Academic O&A Committee	1.C		3.B-G	4.C
Curriculum Committee			3.A-F	
Administrative Unit O&A Committee	1.C		3.C & E-G	4.C

NOTE: [HLC Criteria for Accreditation \(effective, 9/1/25\)](#) noted above are suggested areas of focus for the purpose of Shared Governance.

Institutional Mission

As RSC works to meet the HLC Criteria for Accreditation, it has a chance to reflect on its unique mission and its place in higher education. This helps the College clearly describe where it is now, what it hopes to achieve, and how it plans to get there.

Criterion 1. Mission

The institution's mission is clear and articulated publicly; it guides the institution's operations.

- 1.A. Mission Alignment
- 1.B. Mission and Public Good
- 1.C. Mission and Diversity of Society

Criterion 2. Integrity: Ethical and Responsible Conduct

In fulfilling its mission, the institution acts with integrity; its conduct is ethical and responsible.

- 2.A. Integrity
- 2.B. Transparency
- 2.C. Board Governance
- 2.D. Academic Freedom and Freedom of Expression
- 2.E. Knowledge Acquisition, Discovery and Application

Criterion 3. Teaching and Learning for Student Success

The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness in fulfilling its mission. The rigor and quality of each educational program is consistent regardless of modality, location or other differentiating factors.

- 3.A. Educational Programs
- 3.B. Exercise of Intellectual Inquiry
- 3.C. Sufficiency of Faculty and Staff
- 3.D. Support for Student Learning and Resources for Teaching
- 3.E. Assessment of Student Learning
- 3.F. Program Review
- 3.G. Student Success Outcomes

Criterion 4. Sustainability: Institutional Effectiveness, Resources and Planning

The institution's resources, structures, policies, procedures and planning enable it to fulfill its mission, improve the quality of its educational programs, and respond to future challenges and opportunities.

- 4.A. Effective Administrative Structures
- 4.B. Resource Base and Sustainability
- 4.C. Planning for Quality Improvement

Appendix D-1**Shared Governance Student Nomination Form**

Shared Governance (SG), authorized by the Board of Trustees, is an internal process designed to promote efficiency and advance the interests of the College. SG embodies the College's core values, supports the vision, and facilitates the work in achieving the College's mission. Through SG the College community has the opportunity to influence decision-making by ensuring that representative groups work collaboratively and make attentive and timely recommendations to the President and Cabinet.

1. Your Name: _____

2. Your Position: _____

3. Nominee's Name: _____

4. Nominee's Email: _____

5. Select the Council You are Nominating this Student for (Single Choice):



Planning Council – The purpose and general responsibility of the Planning Council is to review and make recommendations to College Senate regarding College planning activities related to the strategic direction and accreditation of the institution.



Policy Council – The purpose and general responsibility of the Policy Council is to review and make recommendations to College Senate regarding all current and new College policies and/or procedures which impact the ongoing operations of the College and require Board of Trustees approval.



Program Council – the purpose and general responsibilities of the Program Council are to review and inform the college Senate regarding curricular and program proposals requiring Board of Trustees approval.

6. How has this student demonstrated leadership?

7. How have you seen this student demonstrate that they can effectively represent Rhodes State College?

8. What led you to nominate this student for this council?

Appendix D-2

Shared Governance Student Self-Nomination Form

Shared Governance (SG), authorized by the Board of Trustees, is an internal process designed to promote efficiency and advance the interests of the College. SG embodies the College's core values, supports the vision, and facilitates the work in achieving the College's mission. Through SG the College community has the opportunity to influence decision-making by ensuring that representative groups work collaboratively and make attentive and timely recommendations to the President and Cabinet.

1. Name: _____
2. Email: _____
3. Phone: _____
4. Select the Council You are Nominating Yourself for (Single Choice):
 - Planning Council – The purpose and general responsibility of the Planning Council is to review and make recommendations to College Senate regarding College planning activities related to the strategic direction and accreditation of the institution.
 - Policy Council – The purpose and general responsibility of the Policy Council is to review and make recommendations to College Senate regarding all current and new College policies and/or procedures which impact the ongoing operations of the College and require Board of Trustees approval.
 - Program Council – the purpose and general responsibilities of the Program Council are to review and inform the College Senate regarding curricular and program proposals requiring Board of Trustees approval.
5. Please describe ways in which you have demonstrated leadership.
6. Please describe how you have demonstrated that you can effectively represent Rhodes State College.
7. What led you to nominate yourself for this council?
