RHODES
STATE COLLEGE

Shared Governance Manual

2023-2024

Rhodes State College Shared Governance

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Introduction

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.

I. Definition

SG 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

SG 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 College 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. SG ensures representation and engagement of the following groups:

1. <u>Faculty</u> – 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 link to the administrative SG structure of the College].*
2. <u>Staff</u> – include administrative directors, professional, technical and support staff.
3. <u>Students</u> – 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 and/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/recommendations (i.e. planning, policy, or programs) for review.

C. Roles and Responsibilities

SG 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.

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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/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 Sr. Vice President of Academic and Student Affairs, Workforce Development (SVP).

E. **Outside the SG Scope of Work**

The nature and scope of SG does not include operational and procedural activities which correspond to departmental/divisional daily responsibilities; as well as compliance with the Department of Education; Ohio Revised Code; Ohio Department of Higher Education; Higher Learning Commission; accrediting agencies; or the Policies of the Board of Trustees.

IV. Revised SG Model

The new SG model is organized around the work of the College verses individual functional areas. The College's SG model was revised May through August 2019 to reduce the number of Councils, Committees and overall membership to increase efficiencies. The model includes College Senate, three (3) Councils, and four (4) standing Operational Committees, each with a definitive charge (**Section XIV**). The College's SG model is a function of the College President and Cabinet.

A. **The College Senate**

College Senate serves as the overarching SG body with responsibility for managing College SG 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	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**). SG 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
SG 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 SG matters, 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 SG recommendations from the College Senate;
4. Present recommended plans, policies, and programs for Board of Trustee consideration; and
5. Communicate SG actions to stakeholders upon approval by the Board of Trustees.

C. Role of the Cabinet
The Cabinet includes the Senior Vice President for Academic & Student Affairs, Workforce Development; Vice Presidents for Finance & Business and Enrollment Management; and the Executive Directors for Human Resources and for Institutional Effectiveness Planning. Cabinet will manage and direct College operations and implement decisions regarding College plans, budgets, and programs at the administrative level. For SG matters, the Cabinet will:
1. Serve on College Senate;
2. Participate in SG to inform and align actions for the best interest of the College;
3. Serve as Ex-Officio member on Councils and/or Operational Committees as assigned;
4. Appoint members to fill open seat(s) on Councils and/or Operational Committees;
5. Review and make recommendations to the President regarding SG; and
6. Communicate SG actions to stakeholders.

D. Role of Faculty
Faculty refers to regular 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 engage in the SG framework. 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 or 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; and
6. Communicate SG actions to faculty.

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;

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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; and
6. Communicate SG actions to colleagues.

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 Council/Committee meetings to which they are appointed; and
4. Work with the Director of Student Engagement and FY Programming to communicate related SG action to students.

G. Role of the College Senate
The purpose and general responsibility of the College Senate is to serve as advisory to the President in advancing the SG interests of the institution. Facilitate SG Senate meetings to gain consensus, as necessary.
1. Role of the College Senate Chair/Vice Chair – The Chair of College Senate is a Cabinet member named by the President for a 2-year rotating appointment. In the absence of the Senate Chair, the Vice Chair assumes these responsibilities. The Senate Chair/Vice Chair will:
   a. Preside over Senate meetings.
   b. Distribute Senate agenda and supplemental materials prior to scheduled meetings;
   c. Submit Senate minutes to the identified SG records repository;
   d. Monitor and communicate SG progress; and
   e. Submit the annual executive summary of Senate actions to the SG repository.
2. Role of 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 College Councils
The purpose and general responsibility of Councils are to review and make recommendations to College Senate regarding College planning, policies and programs requiring Board of Trustees approval.
1. Role of 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, and notify corresponding Appointing Bodies of members whose terms will end.
2. Role of 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 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 Operational Committees
The purpose and general responsibility of Operational Committees (in consultation with the President and Cabinet) are to research day-to-day activities and initiatives related to outcomes assessment, strategic enrollment planning, curriculum and/or program review.

1. <u>Role of Chair/Vice Chair</u> – 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. Chair/Vice Chair is also expected to present issues of programs, policies or planning to College Senate.

2. <u>Role of Members</u> – 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 the event of a conflict between the appointed Operational Committee and attending another Council/Operational Committee meeting to provide testimony, the appointed Operational Committee meeting takes precedence.

VI. Membership

The College Senate, Councils, and Operational Committee membership is formed based on the institutional structure and stakeholder groups. The Senate, Councils and Operational Committees are assigned members consistent with their stated charge.

A. Membership Designations & Appointments

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

1. <u>Voting member</u> – Considered to be an active Senate, Council or Operational Committee member that is approved for one vote or to be included in the consensus decision-making process.

2. <u>Non-voting member</u> – A member, for whom replacement has been requested by the Chair but not be considered an active member and therefore cannot vote (i.e. Ex-officio, administrative note-taker).

3. <u>Named member</u> – A member named by the President, recommended by Cabinet or by virtue of his/her position (i.e., RSCFA President, Director of a particular function, etc.) are named by the President and/or recommended by Cabinet.

4. <u>Appointed Member</u> – A member who is appointed: through a representative stakeholder group to serve as the voice of that group or by a Cabinet member to serve.

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, other students and appointed by the Vice President for Enrollment Management (VPEM);
- Staff representatives are *appointed* through an ad hoc Staff group;
- Administrative directors are named and/or appointed by the President and Cabinet;
- The President will name the Council Chairs and Vice Chairs; and
- The President and Cabinet will name individual members of Councils/Operational Committees according to designated positions at the College.

Annually (no later than April), Council/Operational Committee Chairs must notify the corresponding Appointing Bodies of members whose terms will end in order to fill potential vacancies by the next academic year.

Table 2a. Membership Designations & Appointments

Membership Seat	Appointing Body	Membership
College Senate	- President - RSCFA - Staff Group	- Named - Appointed - Appointed

Councils	• President/Cabinet	• Named
	• RSCFA	• Appointed
	• Staff Group	• Appointed
	• Students (VPEM)	• Appointed
Council Chair/Vice Chair	• President	• Named

Table 2b. Membership Designations & Appointments

Membership Seat	Appointing Body	Membership
Operational Committees	• Cabinet	• Named
Operational Committee Co-Chairs	• Cabinet	• Named

B. Resignations and Replacements

SG 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 written 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	• Chair	• 2 years
	• Vice Chair	• 1 year
	• Named	• 3 years
	• Appointed	• 2 years
	• Ex-officio	• Permanent
Planning Council	• Chair	• College Position*
	• Vice Chair	• College Position*
	• Named	• 3 years
	• Appointed*	• 3 years
	• Ex-officio	• Permanent
Policy Council	• Chair	• College Position*
	• Vice Chair	• 2 years
	• Named	• 3 years
	• Appointed*	• 3 years
	• Ex-officio	• Permanent
Program Council	• Chair	• College Position*
	• Vice Chair	• 2 years
	• Named	• 3 years
	• Appointed*	• 3 years
	• Ex-officio	• Permanent

* Student appointments to SG Councils are 1 year (with optional renewal).

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Table 3b. Operational Committees Terms of Service

Operational Committees	Membership Designation	Term Limit
Academic Outcomes & Assessment Committee	▪ Chair ▪ Co-Chair ▪ Appointed	▪ College Position[1] ▪ 3 years ▪ 3 years
Curriculum Committee	▪ Chair ▪ Co-Chair ▪ Named ▪ Appointed[2]	▪ 2 years ▪ 2 years ▪ College Position[1] ▪ 3 years
Administrative Unit Outcomes & Assessment Committee	▪ Chair ▪ Co-Chair ▪ Named	▪ 2 years ▪ 2 years ▪ 3 years

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, faculty, staff) 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(s) stakeholder making the recommendation informing 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.

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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

Governance Council/ 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 every stage of the SG review process, information, recommendations and/or decisions will be posted on the SG repository.

IX. Documentation Process

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

X. Failed Recommendation or Consensus

A recommendation may be returned to the respective Council or Operational Committee if a 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 working days prior to the meeting;
3. The agenda and supporting materials for any action item shall be distributed to members no less than three (3) working days prior to the meeting;
4. No items may be added to an agenda within the three working days prior to a meeting or during a meeting except in 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).

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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. *Roberts' 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 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 and Cabinet 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 Special Assistant to the President.

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

As part of College-wide professional development, SG training will be made available during the fall and

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spring terms. Council and Operational Committee members are required to engage in the training. All College employees will be encouraged to participate in SG training.

XIV. **College Senate Councils and Operational Committees Charge**

XV. **College Senate**

The purpose and general responsibility of the College Senate is to serve as advisory 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, 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).

Membership (13):

1. Chair, Executive Director, IEP – rotated within Cabinet every 2 years
2. Vice Chair, RSC Faculty Association President
3. Sr. VP, Academic and Student Affairs, Workforce Development – Named
4. VP Finance & Business – Named
5. VP, Enrollment Management – Named
6. VP Institutional Advancement – Named
7. Exec. Director, Human Resources – Named
8. Academic Chair – Named
9. Academic Dean – Named
10. Staff Representative – Appointed by Staff Group
11. Faculty Representative – Appointed by Faculty Association
12. President – Ex-Officio Member
13. Administrative/Office Assistant (non-voting member)

Note: The following individuals may be called into testimony (as needed): Chairs of Planning Council, Policy Council, Program Council *and* Operational Committees; students; and specified administrators, faculty or staff.

B. **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. 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 criterion, 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.

Membership (12):
1. Chair, Institutional Research Coordinator
2. Vice Chair, Director, Information Technology
3. Academic Affairs Representative – Named
4. Faculty Representative – Appointed by Faculty Association
5. Faculty Representative – Appointed by Faculty Association
6. Faculty Representative – Appointed by Faculty Association
7. Controller – Named
8. Workforce Representative – Named
9. Enrollment Management Representative – Named
10. Executive Director, IEP – Ex-Officio Member
11. Special Assistant, DEI – Ex-Officio Member
12. Administrative/Office Assistant (non-voting member)
* Student Representative(s)

Note: Testimony will be drawn from experts/stakeholders on pertinent matters.
* Student appointments to SG Councils are 1 year (with optional renewal).

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.

Membership (9):
1. Chair, Assistant Executive Director, Human Resources
2. Vice Chair, Academic Chair – rotated every 2 years
3. Academic Chair – Named
4. Building Services Coordinator – Named
5. Director, Safety & Security – Named
6. Faculty Representative – Appointed by Faculty Association

7. Workforce Representative – Named
8. Exec. Director, Human Resources – Ex-Officio Member
9. Administrative/Office Assistant (non-voting member)
* Student Representative(s)

Note: Testimony will be drawn from experts/stakeholders on pertinent matters.
* Student appointments to SG Councils are 1 year (with optional renewal).

D. 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. 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.

Membership (8):

1. Chair, Dean, Academic Affairs
2. Vice Chair, Academic Dean – Named
3. Faculty Representative – Appointed by Faculty Association
4. Business & Finance Representative – Named
5. Director, Testing & Accommodative Services – Named
6. Academic Dean – Named
7. SVP, Academic and Student Affairs, Workforce Development – Ex-Officio Member
8. Administrative/Office Assistant (non-voting member)
* Student Representative(s)

Note: Testimony will be drawn from experts/stakeholders on pertinent matters.
* Student appointments to SG Councils are 1 year (with optional renewal).

E. Academic Outcomes & Assessment 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 SVP, Academic and Student Affairs, Workforce Development and Executive Director for Institutional Effectiveness Planning. 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 SVP and Executive Director.~~
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.

Membership (9):
1. Chair, Assessment Director – Named
2. Vice Chair, Academic Chair – Named and rotated every 3 years
3. Faculty Representative – Appointed by Faculty Association
4. Faculty Representative – Appointed by Faculty Association
5. Faculty Representative – Appointed by Faculty Association
6. Faculty Representative – Appointed by Faculty Association
7. Faculty Representative – Appointed by Faculty Association
8. SVP, Academic and Student Affairs, Workforce Development – Ex-Officio Member
9. Administrative/Office Assistant (non-voting member)

Faculty Representatives, selected by the Rhode State College Faculty Association (RSCFA), represent each Academic Division. Beginning in 2020-21, each faculty representative serves a 3-year term.

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 recommendation to SVP regarding:
   a. New courses; and
   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 got program review submission to the appropriate Dean and Chair 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 SVP
7. Explore and research issues affecting the quality of the Academic Curriculum as assigned by the SVP.

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.

Membership (11):
1. Chair, Academic Chair (rotated every 3 years) – Named
2. Vice Chair, Faculty Representative – Appointed by Faculty Association
3. Academic Chair, Health Sciences and Public Services – Named
4. Academic Chair, Technology and Liberal Studies – Named
5. Faculty Representative – Appointed by Faculty Association
6. Faculty Representative – Appointed by Faculty Association
7. Faculty Representative – Appointed by Faculty Association
8. Faculty Representative – Appointed by Faculty Association
9. Faculty Representative – Appointed by Faculty Association
10. Staff Representative – Appointed by Staff Group
11. Registrar – Named

Faculty Representatives, selected by the Rhode State College Faculty Association (RSCFA), represent each Academic Division. Beginning in 2020-21, each faculty representative serves a 3-year term.

G. Administrative Unit Outcomes & Assessment 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 Executive Director for Institutional Effectiveness Planning. 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, 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 aligns with College mission, strategic planning, accreditation and other requirements via the College's online planning and assessment systems.

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5. Collaborate with the Academic Outcomes and Assessment Committee to develop guidance documents (i.e. 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); and

Membership (10):
1. Chair, Administrative Staff – Named
2. Vice Chair, Student Advisor – Named
3. Workforce Representative – Named
4. Director, Alumni Relations – Named
5. Safety & Security Representative – Named
6. IT Representative – Named
7. Staff Representative – Named
8. Executive Director, IEP – Ex-Officio Member
9. Assessment Director – Ex-Officio Member
10. Administrative/Office Assistant (non-voting member)

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.
	06/23/23	Edits to sections of the SG Manual

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Appendix A

SHARED GOVERNANCE MODEL
COUNCILS & OPERATIONAL COMMITTEES

BOARD OF TRUSTEES

PRESIDENT

COLLEGE SENATE

- **Cabinet Representative** (Chair) *(Rotates every 2 years w/in Cabinet)*
- **Faculty Association President*** (Vice Chair)
- Cabinet
- Academic Dean
- Academic Chair
- Staff Representative
- Faculty Representative(s)*
- President (Ex-Officio)

PLANNING COUNCIL

- **IR Coordinator** (Chair)
- **Director, IT** (Vice Chair)
- Academic Affairs Representative
- Controller
- EM Representative
- Faculty Representative(s)*
- Student Representative(s)
- WDI Representative
- Exec Director, IEP or Designee (Ex-Officio)

POLICY COUNCIL

- **Associate Exec Director, HR** (Chair)
- **Academic Chair** (Vice Chair)
- Academic Chair
- Building Services Coordinator
- Faculty Representative(s)*
- Staff Representative
- Student Representative(s)
- WDI Representative
- Exec Director, HR (Ex-Officio)

PROGRAM COUNCIL

- **Dean, Academic Affairs** (Chair)
- **Academic Dean** (Vice Chair)
- Dean Representative
- EM Representative
- Faculty Representative(s)*
- Finance & Business Representative
- Student Representative(s)
- SVP (Ex-Officio)

OPERATIONAL COMMITTEES

ACADEMIC OUTCOMES & ASSESSMENT

- **Assessment Director** (Chair)
- **Academic Chair** (Vice Chair)
- Faculty Representative(s)*
- SVP (Ex-Officio)

ADMINISTRATIVE UNIT OUTCOMES & ASSESSMENT

- **Administrative Staff** (Chair)
- **Student Advisor** (Vice Chair)
- Advancement Representative
- IT Representative
- Safety & Security Representative
- Staff Representative
- WDI Representative
- Assessment Director (Ex-Officio)
- Exec Director, IEP (Ex-Officio)

CURRICULUM

- **Academic Chair** (Chair)
- **Faculty Representative*** (Vice Chair)
- Academic Chair(s)
- Faculty Representatives(s)*
- Registrar
- Staff Representative

Note:
1. Testimony may be solicited by all SG Councils and Committees (as needed)
2. Student Representatives will serve as designated and provide testimony to Councils and Committees as needed

* Members TBD by Faculty Association
Updated, April, 2023

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Appendix B

List of SG Resources

Resource	File Location	Responsiblility*
Folders for Councils	College Senate Planning Council Policy Council Program Council	Councils
Folders for Operational Committees	Operational COMMITTEES	Operational Committees
Membership List	SG Membership SG Faculty Membership ROTATION	Cabinet and RSCFA RSCFA
Meeting Schedules	SG Schedules	Councils/Operational Committees
Policy Review Checklist	Policy Council\Policy Templates and Checklist	Policy Council
Shared Govenance Manual	SG Manual	College Senate
HLC Criteria for Accrediation	HLC Criteria for Accreditation	Institutional Effectiveness Planning

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

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Appendix C
Higher Learning Commission Criteria for Accreditation
SG Council/Operational Committee Crosswalk

SG Council/Operational Committee HLC Criteria Crosswalk					
SG Councils/Committees	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Criterion 5
Board of Trustees	1.A – 1.C	2.A – 2.E			5.A – 5.C
College Senate	1.A – 1.C	2.A & 2.E	3.A & 3.B	4.A	5.A & 5.B
Program Council	1.C	2.D	3.A. – 3.D		5.A
Policy Council		2.A – 2.E	3.C		5.A
Planning Council					5.A. – 5.C
Academic Outcomes & Assessment Committee	1.C		3.B	4.B & 4.C	5.A
Curriculum Committee			3.A – 3.D	4.A – 4.C	5.A.
Student Services Outcomes & Assessment Committee	1.C		3.D	4.B. & 4.C	5.A.

*The HLC Criterion/Core Components noted above are suggested areas of focus for the purpose of SG.

Criterion 1. Mission
The institution's mission is clear and articulated publicly; it guides the institution's operations.

Criterion 2. Integrity: Ethical and Responsible Conduct
The institution acts with integrity; its conduct is ethical and responsible.

Criterion 3. Teaching and Learning: Quality, Resources, and Support
The institution provides quality education, wherever and however it's offering are delivered.

Criterion 4. Teaching and Learning: Evaluation and Improvement
The institution demonstrates responsibility for the quality of its educational programs, learning environments and support services, and it evaluates their effectiveness for student learning through processes designed to promote continuous improvement.

Criterion 5. Institutional Effectiveness, Resources and Planning
The institution's resource, structures, processes and planning are sufficient to fulfill its mission, improve the quality of its educational offerings, and respond to future challenges and opportunities

Link: HLC Criteria for Accreditation

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.

RHODES
STATE COLLEGE

Shared Governance Student Self-Nomination Form

Shared Governance (SG), authorized by the Board of Trustees, in 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.