



Shared Governance Guide

Draft as of December 5, 2021

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Preamble

Purpose of Shared Governance

Berkshire Community College believes that the active engagement of all community members in the shared governance process ensures that individual and constituency points of view are considered toward the successful advancement of the goals and aspirations of the College in a transparent and equitable manner.

Students, faculty, staff, and administrators instill humanity and infuse a living dynamic into our mission and vision to advance the College. Shared governance is an avenue that leads to promoting respect for individual dignity and worth, while recognizing that a combination of multiple unique experiences increases its value.

Inherent in the practice of shared governance is the need for the equitable creation of processes and procedures that inform and clarify the work of everyone at BCC. We recognize that the role of the Governance Council is advisory, and that mutual stewardship and accountability are key to communication and trust.

Ultimately, all objectives are grounded in the support of students in their educational efforts and well-being as members of our BCC community and beyond. Shared governance offers the opportunity to model inclusive and respectful leadership that students can carry with them as they move into creating a better world for everyone.

History of Shared Governance

In the late 1990s, the BCC community began a self-exploratory process centered on its internal governance. Issues with communication, participation, and transparency were identified in the decision-making process. To that end, the College Senate was established as a body to review and comment on college-wide decisions and provide advice to the President. The Senate's direction and scope changed in the late 2000s, becoming more of a reporting body than an organization putting forth policies and proposals.

In the late 2010s, further evidence of the need for an enhanced shared governance process became evident through the [“Great Colleges to Work for Survey”](#), and the New England Commission on Higher Education ([NECHE](#)) self-study and team report. A shared understanding emerged that the College needs to work on communication, transparency, and inclusive participation in both committee work and communication about decisions.

In 2019, the College hired an outside facilitator to explore the internal governance and decision-making structure. The consultant worked with the President's Cabinet and other stakeholders from across campus. Through this work, a shared commitment for a new committee and participatory structure

were agreed upon and the College engaged HSV Consulting, Inc. The work was scheduled to begin in March 2020 but was delayed due to the COVID19 pandemic and resumed in fall of 2020. HSV Consulting, Inc. engaged with a smaller working group in the fall of 2020 and brought in campus-wide participation in spring of 2021. The working group developed three versions of a shared governance definition which were sent to the entire campus for feedback through a survey, and the Shared Governance Working Group adopted a definition through a majority vote. The group also adopted the makeup and charge of the Governance Council. The process was inclusive of all constituency groups and involved the entire College community, including the Board of Trustees.

In May of 2021, the College voted on a definition of shared governance, and the following definition was adopted.

Definition

Shared governance is a system of consistent, transparent, and collaborative decision-making processes, structures, and joint accountabilities through which faculty, staff, administrators, and students participate in developing equitable policies and making decisions that affect the institution, informed by the experience, perspectives, and expertise of members of our campus community, particularly those impacted by the decisions.

The College is dedicated to creating and preserving a shared governance process that is grounded in diversity, equity, and inclusion.

Guiding Principles

The following principles of shared governance directly support BCC's vision as a dynamic learning community, transforming lives and preparing students to succeed in an increasingly complex, diverse, and changing world.

Student success focused

- Equitable participation in shared governance serves as a model for engagement of our students in the College community.
- Clear and effective processes for shared governance are grounded in a commitment to student success and enable members of the College to fulfill our mission of providing access, academic excellence, student success, and leadership in the community.
- The establishment of clear and effective policies guides the College's operations in fulfillment of our mission for student success.

Inclusive, data-informed decision-making

- The shared governance process is advisory in nature and relies on an inclusive process of deliberation with equitable representation from all College constituencies to form well-reasoned recommendations regarding College policies, processes, and decision-making.

- Shared governance values diverse voices and perspectives and honors the knowledge, expertise, and experience of all members of the College community for the purpose of establishing a clear understanding of the full spectrum of student and community needs.
- Shared governance relies on understanding and using sound data to develop well-founded decisions that further the mission, values, vision, and strategic priorities of the College.

Transparency and communication

- Clear, consistent, and process-driven communication is an essential element of shared governance, including agendas and minutes posted for viewing; standards and protocols for constituency input; communication between the Governance Council and all shared governance subcommittees; and follow-through by decision makers when decisions are made.
- Records of shared governance planning, activities, and decisions, including a calendar of all meetings, agendas, minutes, and recommendations will be archived and made available to the campus community through the College's website. The responsibility of maintaining and updating committee records lies with each committee.

Mutual stewardship and accountability

- Ensuring an effective system of shared governance relies on shared responsibility and active participation of all members of the College community with clearly defined roles and responsibilities.
- All participants share the responsibility for cultivating an atmosphere of collegiality, respect, civility, and encouraging diverse opinions through active listening, thoughtful deliberation, constructive dialogue, and the practice of respectfully challenging ideas rather than the individuals presenting them.

Dynamic process

- The guidelines established by this living document honor and preserve institutional memory, respond to the changing needs of our College, and depend on an embedded review process of regular reflection, assessment, and revision to fully serve the needs of the College community.

How Shared Governance Works

This document outlines the structure, scope, and processes of shared governance at Berkshire Community College (BCC) and acknowledges that not all decisions made at the College are a part of shared governance. Shared governance recommendations and non-shared governance decisions must coexist and work in harmony with built-in communication and information-sharing as appropriate to the scope and type of decisions. All decisions at the College are subject to federal, state, and local legislation or policies. At the core of these decisions is a commitment to BCC's shared governance guiding principles.

Shared governance centers on making recommendations regarding policy and procedure development and review, strategic priorities, budget-allocation, planning documents (enrollment management, strategic plan, academic, technology plan, etc.), and facilities use.

In order to achieve the fullest understanding of shared governance at BCC, the three sections below—guiding questions for campus decision makers, shared governance decisions, and non-shared governance decisions—are intended to be considered together. These lists are not intended to be comprehensive, but rather to guide members of the College in determining which decisions should be made through BCC’s shared governance process.

Guiding questions for campus decision-makers

As we work towards establishing and maintaining clear and consistent shared governance processes, the following questions are intended to guide decision makers in determining (1) if a decision should go through the shared governance process and (2) how best to balance transparency, communication, and efficiency to promote equity, inclusion, and accountability in both shared and non-shared decision-making processes.

- How will this decision impact members of our campus community?
Decisions impacting a significant number of College community members or multiple campus constituency groups are usually a matter of shared governance.
- Will this decision impact future policies, processes, or procedures at BCC?
Decisions impacting institutional policies, processes, and procedures are usually matters of shared governance.
- Will this decision require a change in allocation of campus resources?
Decisions related to allocation of campus resources are usually matters of shared governance.

Shared governance decisions

The following decisions are matters of shared governance and will benefit from the collective experiences, perspectives, and expertise of all campus constituencies.

- Establishing and reviewing College-wide, division, departmental, and committee bylaws, policies, and procedures.
- Developing and reviewing the College’s strategic priorities in alignment with the College mission, values, and vision.
- Vetting and ratifying planning documents for core College committees and departments such as enrollment management, strategic planning, and information technology.
- Reviewing and recommending budget allocations in alignment with College mission, values, vision, and strategic priorities.
- Participating in the prioritization of strategic planning and prolonged or large-scale changes in use of campus resources such as facilities, technology, and allocation of space.

Non-shared governance decisions

The following decisions are the responsibility of specific divisions, departments, or individuals and would typically not go through the shared governance process.

- Curriculum development and review are established by the faculty and staff of Academic Affairs; such decisions are made in accordance with Massachusetts Department of Higher Education standards, program specific regulations, and accreditation requirements (i.e., institutional or professional).
- Decisions related to the respective employee bargaining units which deal with matters such as hours, wages, and working conditions are made in accordance with the collective bargaining agreements.
- Personnel matters, such as hiring and appointment decisions, performance appraisals, disciplinary issues, and matters concerning confidential employee information are made by those in supervisory positions in accordance with the policies established by Human Resources.
- Day-to-day administrative and operational decisions are made by individuals, departments, and divisions in accordance with established College policies, procedures, and position-specific responsibilities.
- Decisions related to the duties and responsibilities of the Board of Trustees are made in accordance with the bylaws of the College.

BCC Shared Governance Decision Recommendation Process

Recommendations to introduce new, rescind existing, or make substantive modifications to existing policies or procedures, or to present new ideas for consideration within the realm of BCC shared governance may be made by any employee of the College or an organization representing employees. Students may submit recommendations through the Student Government Association (SGA).

Proposals received at least seven (7) days prior to a scheduled meeting will be placed on the agenda. Proposals submitted in the last month of a semester or during the summer will be reviewed the following semester.

Proposers must complete Part One of the [BCC Shared Governance Proposal Form](#) and submit it to the facilitators of the appropriate governance subcommittee. If the proposer is uncertain of the best subcommittee for the proposal, they may submit the form directly to the Governance Council facilitator for routing to the appropriate subcommittee for consideration.

The facilitators of the subcommittee receiving the proposal places the item on the agenda for review and posts it to the website, along with any supporting materials, no fewer than seven 7 days prior to the next scheduled meeting.

Representatives notify members of their constituency groups via regularly updated email lists requesting feedback on agenda items under consideration.

At the next scheduled meeting, representatives share feedback from constituents, discuss items under review, and determine if proposals should continue through the shared governance process. If consultation is required, the committee consults the appropriate administrator for guidance.

The subcommittee facilitators complete Part Two of the [BCC Shared Governance Proposal Form](#), and return it to the Governance Council facilitator who will provide the proposer with a copy of the completed form.

If the proposal has been approved by the subcommittee, the Governance Council facilitator places the item on the agenda and posts it to the website no fewer than seven (7) days prior to the next scheduled meeting.

Governance Council representatives notify members of their constituency groups via regularly updated email lists requesting feedback on agenda items under consideration.

At the next scheduled meeting, Governance Council representatives share feedback from constituents, discuss items under review, and attempt to reach consensus on any recommendations to the President. If consultation is required, the committee consults the appropriate administrator for guidance.

The Governance Council facilitator completes Part One of the [BCC Shared Governance Recommendation Form](#), and submits it to the President.

Following the Governance Council's recommendation, the President makes a final decision and completes Part Two of the [BCC Shared Governance Recommendation Form](#), returning it to the Governance Council facilitator within thirty (30) days of receipt. If an extension is required, the president will notify the Governance Council facilitator.

When applicable, the President will refer the decision to the appropriate college office for implementation.

Related Appendices:

- I. [Shared Governance Process Map](#)
- VI. [BCC Shared Governance Proposal Form](#)
- VII. [BCC Shared Governance Recommendation Form](#)

Representation, Meetings, and Agendas

Elections and Representation

Shared governance committees may determine the membership of their subcommittee and the number of constituents elected or appointed as appropriate to the charge and responsibilities of the subcommittee.

All shared governance committees should ensure representation of all constituency groups to the best of their ability. Shared governance constituencies are as follows:

- Students
- Non-Unit Professional (not members of President's Cabinet)
- Unit Professional
- AFSCME Staff
- Full-Time Faculty
- Adjunct Faculty
- Part-Time (03)
- Member of the President's Cabinet

Elected representatives from each constituency group must be elected by the members of that constituency. The leadership or administrative supervisor of each constituency group is responsible for organizing a free and fair election for all elected representatives. Administrative support for elections may be delegated by constituency groups to the Office of the President.

Each subcommittee will be coordinated by two co-facilitators. One of the co-facilitators should be the administrator whose work area at the College most closely aligns with the purview of the committee, and the other co-facilitator should be elected by the subcommittee members.

All ex-officio members serving on shared governance committees shall be non-voting members.

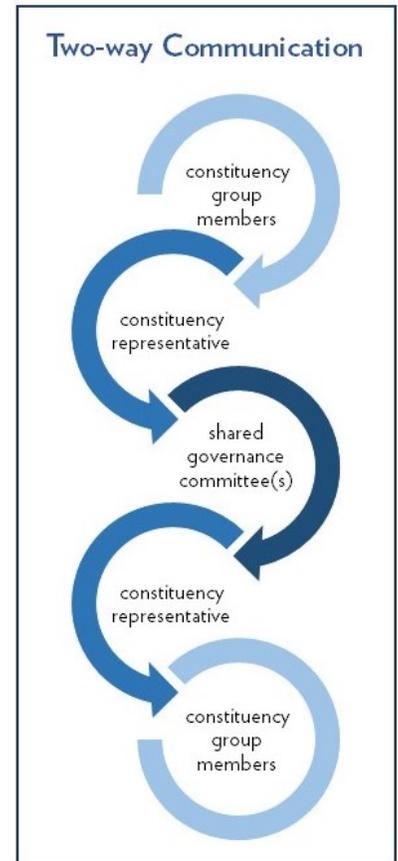
Expectations for Shared Governance Committee Members

Committee members will prepare for and attend all meetings as scheduled.

Attendance of stated members is expected, and the facilitators should be notified of anticipated absences in advance of the meeting. If a member misses two (2) consecutive regular meetings, or three (3) meetings in a calendar year, the member may be removed and replaced according to their constituency group processes. Any exceptions must be approved by the committee facilitators.

Constituency representatives will maintain consistent two-way communication with the members of the group they represent, seek input on all relevant matters with constituents in a timely manner, and make every effort to bring constituency concerns, questions, and feedback to shared governance committee discussions.

All shared governance committee members shall serve a two-year term. Terms should be staggered to create continuous membership overlap on each governance committee. If a vacancy occurs, the committee members will look to replace this seat with the appropriate constituency group.



Duties of Governance Committee Facilitators

The following duties are the responsibility of all co-facilitators, and it is expected that the office of the administrative facilitator of each governance subcommittee will provide logistical support where appropriate. Committee facilitators shall follow Robert's Rules of Order to run meetings and ensure operational needs are met.

- Review proposals to determine if they fall within the scope of the committee and whether they should be reviewed by additional shared governance subcommittees
- Place items on and post and distribute the agenda along with any relevant supporting materials no fewer than three (3) business days in advance of a scheduled meeting
- Facilitate meetings to ensure that all voices are heard, and that every effort is made to reach consensus on recommendations, balancing thoughtful deliberation with efficiency in an equitable and inclusive manner
- Track attendance at meetings to uphold committee members expectations and ensure equitable and consistent representation for all constituencies
- Ensure that minutes are taken and made available to the campus, in accordance with the principles laid out in this BCC Shared Governance Guide
- Work with the Governance Council Facilitator to develop the calendar of meetings

- The outgoing elected co-facilitator shall orient the newly elected co-facilitator on the responsibilities within the role and current matters addressed by the committee

Agendas

Agenda requests must be submitted, along with supporting documents, at least seven (7) days prior to a meeting.

The committee facilitators will review requests and determine if they fall within the scope of the committee.

Should it be determined that a request is not suitable for inclusion on a meeting agenda, the request will be returned to the originator with an explanation of why the request is not appropriate. The decision not to recommend an item for inclusion on a meeting agenda may be appealed to the Governance Council.

Agendas and meeting materials should be posted to the College website and distributed to committee members at least seven (7) working days in advance of any shared governance committee meeting.

Meetings

All governance groups will meet regularly throughout the academic year. A master calendar will be developed, posted to the designated location for all shared governance documents and information, and distributed to committee facilitators at the beginning of each academic year. The responsibility for developing this calendar lies with the Governance Council facilitator with input from subcommittee facilitators and administrative support from the Office of the President.

Meetings will follow the agenda, be facilitated by the committee facilitators, and include pertinent materials to aid the committees in their decision-making.

Meetings will be open to the College community and allow for open forum time to hear the thoughts of others present.

Consensus/Voting Model

An effective system of shared governance requires working toward a common solution, despite differences. This comes through collaboratively shaping a proposal until it meets as many of the participants' concerns as possible. Shared governance requires that groups spend time discussing issues and reaching consensus whenever possible.

Consensus is a process by which a group of individuals come together to reach a conclusion that is best for the entire group. It involves open dialogue, active listening, compromise, and ultimately, an

agreement on a decision. For consensus to work, all members of the process must work together cooperatively and be committed to finding common ground that places the good of the organization at the center of the process.

Within BCC's shared governance model, we strive to come to a collective conclusion on which all parties agree. It is critical that within our committees every effort is made to listen to all members and the constituents they represent with a common goal of reaching a conclusion that leads to decisions benefitting the entire College. Within the shared governance model, committees will review proposals from members of the community and begin by discussing the proposal in its entirety. This discussion is open to all members of the committee, and members are encouraged to share their thoughts, opinions, and ideas about the proposal. The committee can work together to make changes to the proposal, and if there aren't any objections to the proposal after discussion and editing, consensus is reached, and the proposal can be advanced. (See Appendix I for process map and example.)

If one or more members disagree with the decision, consensus has not been reached. It is critical that every effort is made to reach consensus and that the committee's goal should be to avoid a vote. If consensus cannot be reached the committee can reach a decision with modified consensus meaning the proposal will pass or fail by simple majority. In this case, the minutes should reflect the conversation and pass forward both the majority and minority opinions to the next group. It is critical that the reasoning for both the majority and minority opinions are moved forward so decision makers have a rich understanding of the issue.

This consensus or modified consensus process will be used by all shared governance committees. Prior to taking any action on recommendations, committees must have enough members present to constitute a quorum.

Once consensus is reached or a vote is taken and a proposal has been approved, it is moved on within the shared governance structure.

Quorum

A simple majority of committee members shall constitute a quorum for the Governance Council and all shared governance subcommittees.

Governance Committees

This section includes a descriptive list of the charge, membership, and responsibilities of the Governance Council and its subcommittees.

Shared Governance Committee Structure



Governance Council

Purpose and Charge

The Berkshire Community College Governance Council provides recommendations to the president regarding institutional policies, planning, and processes in support of the college mission. It is charged as being the central clearinghouse for policy and procedure and review and will delegate work to subject matter Shared Governance committees and review work that comes from subject matter shared governance committees. The Governance Council is charged as being the central clearinghouse for reviewing and suggesting revisions to proposed policies and procedures. In addition, it is the place to ensure campus-wide feedback on other decisions that impact a broad array of all internal stakeholders. The Council will receive recommendations from other governance bodies, and individuals and groups from within the community, and redistribute work that needs broader feedback. Once all

relevant subcommittees have fully vetted a policy, procedure, or decision, it will be advanced to the Council, where it will be further reviewed and then the Council will deliver their recommendations, including dissenting opinions, to the Office of the President.

Responsibilities

1. Deliver recommendations, including dissenting opinions, to the Office of the President, on new policies and procedures, edits to existing policies and procedures, and other decisions that affect many campus stakeholders.
2. Maintain a calendar of scheduled reports (e.g. a February/March budget report).
3. Review, edit, and come to consensus (or modified consensus) on proposals once returned to the Governance Council by subcommittee facilitators.
4. Administer the Governance evaluation survey with IE, analyzes results, make recommendations, and implement approved changes.
5. Receive input and make recommendations on planning and other documents requiring input from all constituencies.
6. Ensure annual staffing of all shared governance committees, in collaboration with governance subcommittee facilitators
7. Ensure campus-wide feedback on other decisions that affect a broad array of all internal stakeholders.
8. Receive recommendations from other governance bodies, and individuals and groups from within the community, and redistributes work that needs broader feedback.
9. Facilitate collaboration between the governance committees to ensure alignment with the Strategic Plan and its short- and long-term goals and priorities.
10. Extend the college's commitment to equitable and inclusive practices and outcomes as they pertain to matters of shared governance.
11. Establish and encourage processes for student-focused, institution-wide continuous improvement, as codified in the NECHE accreditation standards.

Membership

The Governance Council should represent all internal constituents as follows:

- Students (1)
- Non-Unit Professional (not members of President's Cabinet) (2)
- Unit Professional (2)
- AFSCME (2)
- Full-Time Faculty (2)
- Adjunct Faculty (1)
- Part-Time (03) (1)
- Member of the President's Cabinet (1)
- President (1)

Subcommittees

The Governance Council serves as the hub of the shared governance process and maintains clear lines of communication with the standing governance subcommittees. While it does not typically create

additional subcommittees, the Council may make recommendations to the subcommittees regarding the creation of ad hoc committees or specific task forces for the purposes of gathering research, providing input, or resolving any potential issues regarding proposals before the Council. These ad hoc committees or task forces should be composed of representatives on the Council or its subcommittees, and/or members of the campus community with relevant experience or expertise. If the need arises for a new subcommittee, the Council will use the “Template for Shared Governance Subcommittees” (Appendix VI) to develop its description.

Academic Governance Subcommittee

I. **Committee Name**

Academic Governance Subcommittee

II. **Purpose/Charge**

An advisory committee charged with exploring, reviewing, and communicating campus-wide policies, procedures, concerns, and opportunities that support and uphold academic standards. This Academic Governance Subcommittee exists to represent and communicate the work of the Academic Affairs Division and liaise with the Governance Council as a source of information and support. The Academic Governance Subcommittee advises on matters related to academics likely to impact non-academic departments and reports on decisions made in Academic Assembly.

This group will also serve as a liaison of Academic Assembly and other academic working groups to ensure efficient communication pathways between Academic Affairs and the College community.

III. **Responsibilities/Function**

- Coordinate recommendations made by the Academic Assembly with appropriate Shared Governance Subcommittees
- Review campus-wide shared governance policies and procedures for consistency and request clarification as needed
- Inform and recommend the Governance Council of updates and changes regarding curricular matters and revisions to academic policies, processes and procedures that impact non-academic departments
- Extend the college’s commitment to equitable and inclusive practices and outcomes as they pertain to the charge of supporting academic excellence
- Inform the Governance Council regarding recommendations around use of academic space
- Make recommendations to the central governance group for advancement of policy and procedures regarding academic matters that are presented to this committee

- Create task forces and standing committees to address issues related to shared governance on an as-needed basis
- Review current data and reports and solicit input from the College community to facilitate alignment of new programs, policies, and priorities with the Strategic Plan

IV. Membership

At minimum, each committee must include one member from the following constituency groups and each committee may also designate standing members with ex-officio status. Members shall represent Academic Affairs constituencies.

1. Adjunct Faculty (1)
 2. AFSCME (1)
 3. Full-time Faculty (2)
 4. Non-Unit Professional (2: one from PC, one not from PC)
 5. Part-time Employee (1, when possible)
 6. Unit Professional (1)
 7. Student (1)
 8. Chair of Academic Assembly (1)
- Ex-Officio:*
9. *Vice President of Academic Affairs (cofacilitator)*
 10. *Registrar*

Diversity, Equity, & Inclusion Governance Subcommittee

I. Committee Name

Diversity, Equity, & Inclusion (DEI) Governance Subcommittee

II. Purpose/Charge

An advisory committee charged with exploring, reviewing, and communicating campus-wide policies, procedures, concerns, and opportunities that support a diverse, equitable, and inclusive campus.

This group will also serve as a liaison between the DEI Council and the campus community to ensure efficient communication regarding decisions impacting diversity, equity, and inclusion efforts at the College. The primary purpose of the DEI Governance Subcommittee is to review shared governance proposals with a focus on supporting the College's commitment to diversity, equity, and inclusion.

III. Responsibilities/Function

- Evaluate proposed and existing policies in support of a diverse and inclusive community and equitable and inclusive practices and outcomes

- Serve as a place for people to bring concerns about diversity, equity, and inclusion in policies and established practices at BCC
- Evaluate and make recommendations regarding disparities and gaps within the institution’s structure, policies, and allocation of resources, which may be the result of bias, or which may exacerbate inequity
- Extend the college’s commitment to equitable and inclusive practices and outcomes
- Make recommendations to the Governance Council and related governance subcommittees from the perspective of supporting and developing diversity, equity, and inclusion at BCC.
- Make recommendations to the central governance group for advancement of policy on DEI-related matters that are presented to this committee
- Create task forces and standing committees to address issues related to shared governance on an as-needed basis
- Review current data and reports and solicit input from the College community to facilitate alignment of new programs, policies, and priorities with the Strategic Plan

IV. Membership:

At minimum, each committee must include one member from the following constituency groups and each committee may also designate standing members with ex-officio status. All DEI Governance Subcommittee members must sign the code of conduct affirming their commitment to the mission of the broader DEI Council.

1. Adjunct Faculty (1)
 2. AFSCME (1)
 3. Full-time Faculty (1)
 4. Non-Unit Professional (2: one from PC, one not from PC)
 5. Part-time Employee (1, when possible)
 6. Unit Professional (1)
 7. Student (1)
- Ex-Officio:*
8. *Affirmative Action Officer (co-facilitator)*

Planning, Innovation, and Effectiveness Governance Subcommittee

I. Committee Name

Planning, Innovation, and Effectiveness (PIE) Governance Subcommittee

II. Purpose/Charge

An advisory committee charged with exploring, reviewing, and communicating campus-wide policies, procedures, concerns, and opportunities related to and that foster collaboration

towards data-informed innovative approaches to two-year higher education in a coordinated, purposeful, and strategic fashion. This group will also serve as a liaison to ensure efficient communication pathways that are campus-wide, cross-divisional, cross-departmental, and cross-constituent at the College.

III. Responsibilities/Function

- Review current data and reports and solicit input from the College community to facilitate alignment of new programs, policies, and priorities with the Strategic Plan
- Facilitate data-informed College-wide conversations to assist in short- and long-term strategic planning
- Ensure that college-wide plans, including the Strategic, Facilities, Technology, Academic, and Enrollment Management plans are evaluated and updated on a regular cycle to reflect the current needs, goals, and priorities of the College
- Extend the college's commitment to equitable and inclusive practices and outcomes as they pertain to the charge of supporting innovation and assessment
- Encourage an equity-minded approach to supporting student success s through transparent, ethical use of data and analytics
- Identify overlapping or conflicting campus initiatives in order to support alignment across departments and divisions
- Provide an annual planning, innovation, and effectiveness update to the College community
- Make recommendations to the central governance group for advancement of policy on outcomes and effectiveness-related matters that are presented to this committee
- Create task forces and standing committees to address issues related to shared governance on an as-needed basis

IV. Membership:

At minimum, each committee must include one member from the following constituency groups and each committee may also designate standing members with ex-officio status.

1. Adjunct Faculty (1)
 2. AFSCME (1)
 3. Full-time Faculty (1)
 4. Non-Unit Professional (2: one from PC, one not from PC)
 5. Part-time Employee (1, when possible)
 6. Unit Professional (1)
 7. Student (1)
- Ex-Officio:*
8. *Accreditation Liaison Officer (ALO – co-facilitator)*
 9. *Grant-Director*

Security, Infrastructure, Finance, and Technology (SIFT) Governance Subcommittee

I. **Committee Name**

Security, Infrastructure, Finance, and Technology (SIFT) Governance Subcommittee

II. **Purpose/Charge**

An advisory committee charged with exploring, reviewing, and communicating campus-wide policies, procedures, concerns, and opportunities that support integrated thinking about campus finances, resources, and security. The subcommittee will provide unified guidance and direction based upon College strategic initiatives and master space plan for the development of coordinated technology and infrastructure efforts in concert with the evolving needs of the College, its students, staff, and faculty, and oversee the responsible stewardship of the College's funds and advance BCC's goals to benefit students by representing the College when reviewing the preliminary budget and determining the final budget.

III. **Responsibilities/Function**

- Review and recommend policies regarding bookstore, food service, the supervision and maintenance of facilities and grounds, and the security of the College
- Review and recommend technology policies regarding the day-to-day operations of the College's administrative technologies and security of the College Information Systems and data
- Extend the college's commitment to equitable and inclusive practices and outcomes as they pertain to the charge of supporting security, infrastructure, finance, and technology
- Make recommendations to the Governance Council for advancement of policy on technology, infrastructure, and security-related matters that are presented to this committee
- To create task forces and standing committees to address issues related to shared governance on an as-needed basis
- Review current data and reports and solicit input from the College community to facilitate alignment of new programs, policies, and priorities with the Strategic Plan
- Enhance communication flow to and from the College community in relation to College finances, security, infrastructure, and technology
- Represent the interests of the College's constituencies when communicating with finance professionals
- Serve as liaison to the College community to review and recommend budget line items that benefit the educational experience of our students

IV. **Membership:**

At minimum, each committee must include one member from the following constituency groups and each committee may also designate standing members with ex-officio status.

1. Adjunct Faculty (1)
 2. AFSCME (1)
 3. Full-time Faculty (1)
 4. Non-Unit Professional (2: one from PC, one not from PC)
 5. Part-time Employee (1, when possible)
 6. Unit Professional (1)
 7. Student (1)
- Ex-Officio:*
8. *Vice President of Finance and Administration (co-facilitator)*
 9. *Center for Teaching and Learning Innovation Representative*

Student Affairs Governance Subcommittee

I. Committee Name

Student Affairs Governance Subcommittee

II. Purpose/Charge

An advisory committee charged with exploring, reviewing, and communicating campus-wide policies, procedures, concerns, and opportunities that benefit the student experience. This group will also serve as a liaison between the student body and other areas of the College to ensure efficient communication pathways between students and the College.

III. Responsibilities/Function

- Review and comment on emerging student affairs policies and procedures and send recommendations to the Governance Council for advancement of policy and procedures on student-related matters such as student rights and responsibilities, and engagement and support services
- Review and recommend amendments to the Student Policy Guide and the Student Code of Conduct
- Review and make recommendations for programs and tools that benefit the student experience aligned with College-wide strategic planning, or upon requests presented to this committee
- Support student financial, enrollment and resource conversations when requested
- Extend the college's commitment to equitable and inclusive practices and outcomes as they pertain to the charge of supporting student concerns
- Ensure efforts are in line with College mission, accreditation standards, and strategic plan and statewide initiatives

- Create task forces and standing committees to address Student Affairs issues related to shared governance on an as-needed basis
- Create ad hoc committees which may invite members from our internal and external community to help inform on important topics and initiatives (Topics may include, but are not limited to: safety, food, policies, special events, educational efforts, onboarding, recruitment & retention, housing, and other related topics.)
- Review current data and reports and solicit input from the College community to facilitate alignment of new programs, policies, and priorities with the Strategic Plan

IV. Membership:

At minimum, each committee must include one member from the following constituency groups and each committee may also designate standing members with ex-officio status.

1. Adjunct Faculty (1)
2. AFSCME (1)
3. Full-time Faculty (1)
4. Non-Unit Professional (2: one from PC, one not from PC)
5. Part-time Employee (1, when possible)
6. Unit Professional (1)
7. Student (1)
8. Student Trustee (1)

Ex-Officio:

9. *Vice President Student Affairs (co-facilitator)*
10. *Dean of Enrollment*
11. *Dean of Students*

Membership is designed to be representative of our constituencies to strike a balance between membership viewpoints. This membership will bring awareness of College-wide initiatives and can be done so through ad-hoc members even without being elected. Meetings will be open to the College community and allow for open forum time to hear the thoughts of others present.

Membership will be filled in accordance with the principles laid out in the BCC Shared Governance Guide. Student members will be designated by the Student Government Association or may self-select to run for an open student seat in this group.

Evaluation and Revision of BCC's Shared Governance Process

BCC assesses its governance processes in alignment with the New England Commission of Higher Education (NECHE) accreditation standards through a process of self-reflection.

Employees of the College, and students who have served in leadership capacities and/or as members of shared governance committees, are asked to complete a Governance Evaluation Survey. The questions include confirmation that scheduled meetings occurred, committee members regularly attended, and guiding principles were followed.

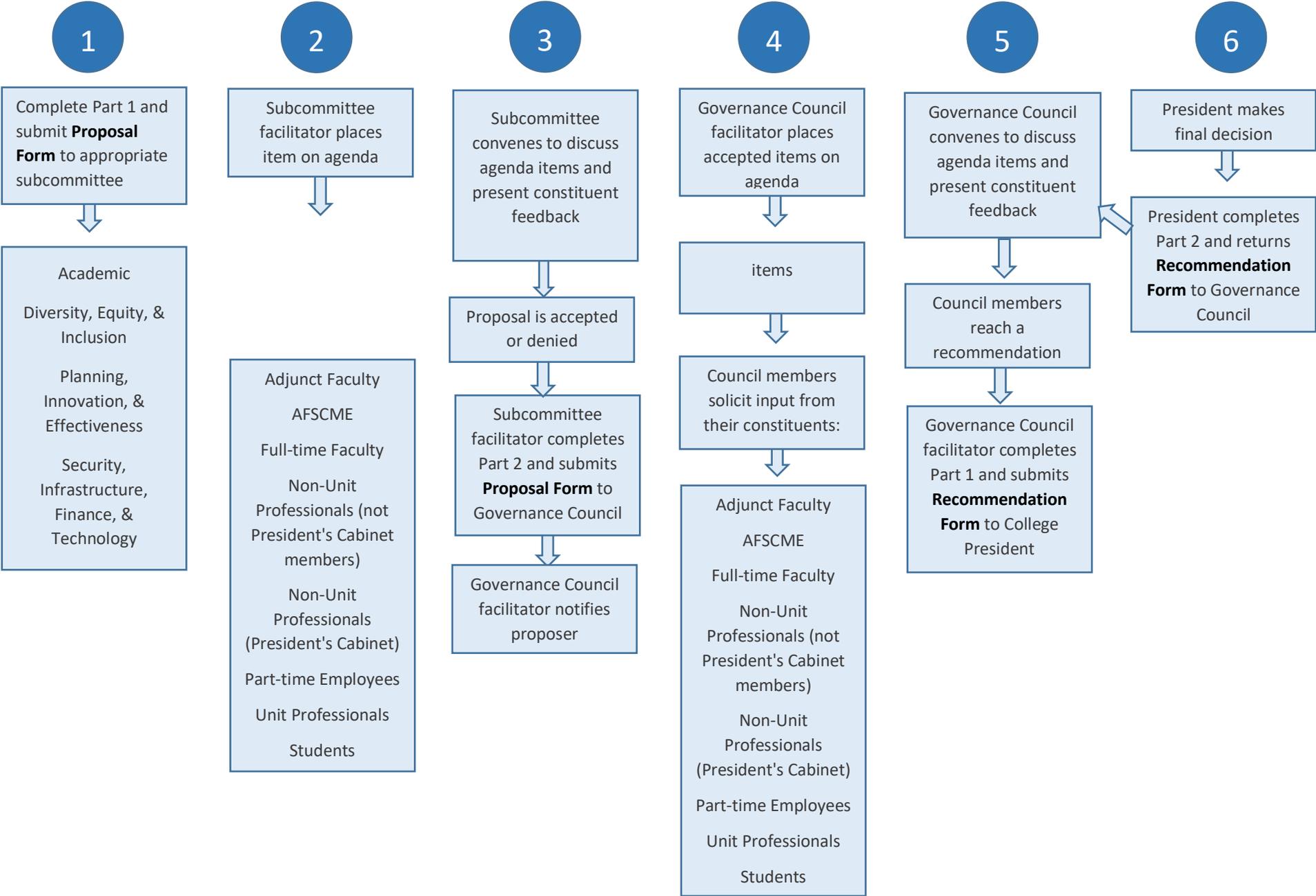
These surveys are submitted to the Institutional Effectiveness (IE) Office for compilation and analysis by April 30. IE provides each shared governance committee, including the Governance Council, with a report of its survey results for review, further analysis, and recommendations for changes to resolve identified issues. In addition, the Governance Council receives general governance survey information, as well as a copy of each subcommittee's individual report and subsequent recommendations. The Governance Council consolidates these reports, as well as the recommended revisions to individual committees and to BCC's overall decision-making processes, to create a Year-end Governance Report. This report is posted to the College website for College-wide information and is included in the President's annual shared governance information report to the Board of Trustees.

If the recommended changes are approved by the President, BCC's Shared Governance Guide will be revised to reflect these changes.

Appendices

- I. [Shared Governance Process Map](#)
- II. [Template for meeting agendas](#)
- III. [Sample meeting agenda](#)
- IV. [Template for meeting minutes](#)
- V. [Sample meeting minutes](#)
- VI. [Template for Shared Governance Subcommittees](#)
- VII. [BCC Shared Governance Proposal Form](#)
- VIII. [BCC Shared Governance Recommendation Form](#)
- IX. [Glossary of Terms](#)

Appendix I: Shared Governance Process Map



Appendix II: Template for Meeting Agendas

Committee Name:

Location of meeting:

Time of Meeting:

Date of Meeting:

Names of Co-facilitators:

Agenda

Time	Item	Presenter	Anticipated Outcome

Appendix III: Sample Meeting Agenda

Committee Name: Summer Governance Workgroup

Location of meeting: Zoom

Time of Meeting: June 11, 2021

Date of Meeting: 11am-4pm

Names of Co-facilitators: Drs. Helen Benjamin & Debbie Thomas

Agenda

Time	Topics	Presenter /Responsible Person	Action /Outcome	Page /Notes(s)
11:00	Agenda Review	Debbie	Agreement	
11:10	SG Purpose, History, and Guidelines Groups finalize their work	Conveners	Agreement within each group	
11:40 (10 min each)	Presentations by each group on changes made	Conveners	Participants informed	
12:10	Review of Sample Meeting Narrative and Agenda/Meeting Templates	Helen	Agreement on templates	2-4
12:55	Break			
1:10	Review Sample Assessment/Evaluation Language and Sample Governance Survey	Debbie	Agreement on draft language	6-11
1:50	Review process and template for proposals	Helen		12
2:15	Discussion/consensus about additional Appendix items: <ul style="list-style-type: none"> • Decision Tree/ Questions to determine if issue is an SG item • Evaluation metrics • Glossary • Forms • Templates (consider including a completed template if appropriate.) • SG Policy • What else should be included? 	Debbie	Agreement	
2:30	SG/Non-SG Items	Helen	Agreement	Will be projected
2:45	What happens next?	Helen	Actions established	
3:00	Adjournment	3:00		

Appendix IV: Template for Meeting Minutes

Committee Name:

Location of meeting:

Time of Meeting:

Date of Meeting:

Meeting Minutes

Members Present:

Recorder:

Item	Topic	Discussion	Outcome/Next Steps
1.			
2.			
3.			
4.			
5.			

Appendix V: Sample Meeting Minutes

Committee Name: Summer Governance Work Group

Location of meeting: Zoom

Time of Meeting: June 11, 2021

Date of Meeting: 11am-3pm

Meeting Minutes

Members Present: Christina Briggs, Monica Bliss, Reena Bucknell, Karen Carreras-Hubbard, Joshua Costa, Adam Klepetar, Nell McCabe, Kelly Osorio, Lauren Saldarini, Ann Tierney. **Consultants:** Helen Benjamin, Debbie DiThomas

Recorder: Debbie

Item	Topic	Discussion	Outcome/Next Steps
1.	Complete draft of Preamble, History & Guiding Principles.	Reviewed work done by the three subgroups and made further revisions. Finished the draft	Will submit to larger SG Group on 9/13/2021
2.	Reviewed templates for proposals.	Discussed forms, incl. one for proposal submission to President	Will submit to larger SG Group on 9/13/2021
3.	Reviewed spreadsheet on what is SG	Changed resource to budget allocations. Discussed facilities.	May add to this on June 30 th .
4.	Decided what would go into Appendices.	Discussed evaluation metrics, annual form creation by IE, Glossary, sample policies, policy & the creation of a policy placeholder.	The Summer Committee will meet on June 30 th to review the writing group work and finish any last drafts for 9/13 meeting
5.	Determine Next Steps	Discussed creation of writing group to work and the next meeting of the Summer Shared Governance Group. Discussed when the entire SG Group will meet.	NEXT MEETING OF THE SUMMER SHARED GOVERNANCE GROUP: 6/30/2021, 1:00 – 4:00 pm – <i>Writing Group will meet between now and then at a time to be determined.</i> The SG Working Group will convene on September 13 to go over the Summer Group’s work. Deirdre Sullivan, Nell McCabe, and Adam Klepetar volunteered to serve on the writing team.

Appendix VI: Template for Shared Governance Subcommittees

I. Committee Name

[NAME] Governance Subcommittee

II. Purpose/Charge

An advisory committee charged with exploring, reviewing, and communicating campus-wide policies, procedures, concerns, and opportunities that support [.....].

This group will also serve as a liaison between [.....] to ensure efficient communication pathways between [.....] and the College.

[Add additional language as needed.]

III. Responsibilities/Function

- [Each individual committee responsibilities.]
- Make recommendations to the central governance group for advancement of policy or decisions on [relevant area]-related matters that are presented to this committee.
- To create task forces and standing committees to address issues related to shared governance on an as-needed basis.
- Extend the college's commitment to equitable and inclusive practices and outcomes as they pertain to [sub-comm's] charge.
- Review current data and reports, and solicit input from the College community to facilitate alignment of new programs, policies, and priorities with the Strategic Plan.

IV. Membership:

At minimum, each committee must include one member from the following constituency groups and each committee may also designate standing members with ex-officio status.

1. Adjunct Faculty
 2. AFSCME
 3. Full-time Faculty
 4. Non-Unit Professionals (2: one from President's Cabinet (PC)/dean, one not from PC)
 5. Part-time Employee (when possible)
 6. Unit Professional
 7. Student
 8. Additional (if any)
- Ex-Officio:*
9. *Administrator whose work area most closely aligns with the purview of the committee (co-facilitator)*
 10. *Others, as applicable*

[End of template.]

Appendix VII: BCC Shared Governance Proposal Form

This form is to be used for presenting an idea or proposal for shared governance consideration which also includes revising or presenting new policies or procedures.

For an overview of topics to be considered by the Governance Council or one of its subcommittees, see [the Governance Subcommittees section of this document](#).

Part 1: Proposer

The following section is to be completed by the recommender and submitted to the appropriate subcommittee cofacilitators for consideration.

1. Name of Person(s)/Group Making Recommendation:

2. Category of Proposal (choose one)
 - Academics
 - Budget and Finance
 - Facilities
 - Safety/Security
 - Enrollment Management
 - Technology
 - Other:

3. Type of Proposal (choose one)
 - New policy/procedure
 - Revision of current policy/procedure
 - Idea for implementation

4. Proposal Description:

5. Background and Rationale:

6. Date submitted:

Part 2: Subcommittee Facilitator

This portion of the form is to be completed by the subcommittee facilitator after review by the specific subcommittee to which the proposal was presented.

1. Check appropriate box: Proposal accepted Proposal denied

2. Subcommittee Rationale for Acceptance or Denial of Proposal:
3. Dissenting Opinions (if applicable):
4. Subcommittee facilitator name:
5. Subcommittee facilitator signature:

Return completed form to Governance Council with a copy to the recommender and the College President for information.

Appendix VIII: BCC Shared Governance Recommendation Form

Part 1: Governance Council Facilitator

All recommendations submitted to the college president for consideration after deliberations of the Governance Council should be described in detail using this form. The relevant [BCC Shared Governance Proposal Form](#) and any supporting documentation should be attached.

1. Check appropriate box: ____ Proposal recommended ____ Proposal not recommended
2. Governance Council summary of recommendation:
3. Rationale:
4. Dissenting Opinions (if applicable):
5. Date:
6. Governance Council facilitator name:
7. Governance Council facilitator's signature:

Part 2: College President

This part of the form is to be completed by the President within thirty (30) working days of receipt of a recommendation and returned to the Governance Council facilitator.

If an extension is required due to extenuating circumstances, the President will notify the Governance Council facilitator.

1. President's decision:
2. Rationale:
3. Date:
4. President's signature:

Appendix IX: Glossary of Terms

AFSCME	Any college employee eligible for membership in and covered by the American Federation of State and County and Municipal Employees collective bargaining agreement. AFSCME is a constituency group in shared governance.
Consensus	Consensus is a process by which a group of individuals come together to reach a conclusion that is best for the entire group. It involves open dialogue, active listening, compromise, and ultimately, an agreement on a decision.
Constituency Group	A group of individuals with similar roles on campus who elect individuals to serve as their representatives on the Governance Council and shared governance subcommittees. The constituency groups represented in BCC's shared governance are listed in the Elections and Representation section of this document.
Shared Governance	Shared governance is a system of consistent, transparent, and collaborative decision-making processes, structures, and joint accountabilities through which faculty, staff, administrators, and students participate in developing equitable policies and making decisions that affect the institution, informed by the experience, perspectives, and expertise of members of our campus community, particularly those impacted by the decisions.