In the summer of 2006, the Ad Hoc Committee on Governance completed many months of work and submitted a report to me outlining its research, deliberations and recommendations regarding governance at Community College of Philadelphia. My appointment of that committee was in response to issues raised in both our strategic planning and Middle States reaccreditation processes. I invited ten representatives of our academic community, including representation from the Faculty/Staff Federation, to serve on the committee, and asked Dr. John Howe to chair the group.

During the course of the past year, the College community has provided comments on the report’s recommendations through a series of focus groups and forums. Specifically, five focus groups (for faculty, students, classified/confidential staff, administrators and the Faculty/Staff Federation, respectively) and two open forums were conducted over that period of time. The complete Committee report continues to be available on the Faculty/Staff web page (http://www.ccp.edu/stafpage/).

In its report, the Ad Hoc Committee on Governance outlined several critical issues to which its recommendations sought to respond. First, the Committee noted a general concern about communication within the institution as it relates to governance. Lack of good communication affects both the effectiveness of the governance process itself as well as a broader understanding of decisions that emanate from the process. The Committee recommended a number of strategies designed to strengthen communications about the governance process and resulting decisions.

Second, the Committee described a relatively low level of participation in the College’s governance process. Again, the Committee recommended strategies designed to allow more individuals to have an impact on our institutional decision making process.

Third, the Committee addressed what it perceived as discontinuities in the current governance structure. Its recommendations of modification to the current structure are designed, in part, to create greater alignment throughout the structure. At the same time, recommended changes to the structure are intended to address other issues, such as levels of participation.

Finally, the Committee’s report speaks to institutional culture. It recommends strategies to produce greater confidence in activity and decision making at all levels, as well as to encourage agility in decision making that will help us better serve both internal and external communities.
Our focus group and forum conversations have provided consistent responses in four areas to the Committee’s recommendations: the conversations have affirmed the need for better communication; the need for greater participation; the need for more effective participation; and the desire to enhance the current governance structure through improved communication, support and training rather than through modification of the structure itself.

On the last point, the Committee’s report calls for specific modifications to our governance structure: the creation and/or confirmation of various councils; the consolidation of the student voice in a central Student Council and the Student Affairs Committee only rather than across all standing committees; the revamping of the IWC; etc. The consistent comments from focus group and forum respondents have been not to modify the current formal structure. The reasons cited range from maintaining the full potential for the student voice to a reluctance to add more entities to the current formal structure.

While there is a consistent reaffirmation of the present governance structure, the focus group/forum sessions, as well as recent discussions with the leadership of the Faculty/Staff Federation, have identified a set of principal strategies that are seen as necessary components to improving awareness of, participation in and effectiveness of governance at Community College of Philadelphia. Therefore we will take the steps listed below to codify or expand support for the logistics of our governance system.

I want to thank the Ad Hoc Committee on Governance, the many participants in our focus groups and forums, and the leadership of the Faculty/Staff Federation for engaging in a long overdue examination of ways to make our governance system more effective.

Operating Procedures for Governance Committees:
College Standing Committees and Institution-Wide Committee (IWC)

Appointments

• Membership on College Standing Committees and the IWC is defined in the Full-time Collective Bargaining Agreement, Article XXI.

• The president of the college will send annual appointment letters to governance representatives designated by the Faculty/Staff Federation, the Student Government Association, and the president, respectively, by August 1 of each year. The appointment to a governance committee will be for the upcoming academic year.

• Each appointment letter will include a statement of charge to the respective committees. The charges to standing committees and the IWC, respectively, will be as follows:

  o The Standing Committee on Student Affairs shall consider and evaluate policies and procedures related to student affairs, such as the student code of conduct and the student appeals procedure.

  o The Standing Committee on Business Affairs shall consider and evaluate policies and procedures related to facilities usage and campus operations.
o The Standing Committee on Academic Affairs shall consider and evaluate policies and procedures related to curriculum and academic support services.

o The Technology Coordinating Committee shall consider and evaluate policies and procedures related to technology guidelines and standards.

o The IWC shall consider all recommendations forwarded to that committee by the Standing Committees. (Standing Committees do not make recommendations directly to the college president. By practice, the Academic Affairs Standing Committee undertakes its work through two subcommittees, Curriculum and Academic Support, which submit their recommendations directly to the IWC.)

o The IWC shall forward its recommendations to the college president for action by the president.

The appointments procedures will be fully implemented by May 1, 2008.

Administrative Support

- Each year the president will appoint a Special Assistant for Governance who will oversee the logistics of the governance process. The Special Assistant will coordinate governance procedures, communicate information related to governance, schedule and announce meetings as needed, distribute to the college community any materials appropriate to governance, maintain an inventory of standing committee agendas and minutes, maintain an inventory of IWC agendas, minutes and recommendations, maintain an inventory of presidential actions on governance recommendations, and maintain the currency of the governance web site.

The support procedures will be fully implemented by January 1, 2008

Schedule

- The annual calendar for monthly meetings of the standing committees and the IWC will be published by May 1 of the preceding academic year.

- Beginning with the 2008-09 academic year, the schedule for Standing Committee and IWC meetings will be as follows:
  
  o 3rd Wednesday of each month, 2:30 p.m. – Technology Coordinating Committee
  o 4th Wednesday of each month, 3:30 p.m. – Student Affairs Committee, Business Affairs Committee
  o 4th Thursday of each month, 3:30 p.m. – Curriculum Sub-Committee, Academic Support Services Sub-Committee
  o 4th Monday of each month, 2:30 p.m. -- IWC
• For the initial meeting of each standing committee and the IWC in the new academic year, the president will appoint a convener to convene the meeting. The first order of business each year will be to elect a chair (or co-chairs) and a secretary/recorder, whose election will be reported promptly to the Special Assistant for Governance.

_The schedule procedures will be fully implemented by May 1, 2008._

**Training**

• The Special Assistant for Governance will schedule an orientation for all members of the standing committees and the IWC during the fall Professional Development Week (and spring PDW, as needed).

_The training procedures will be fully implemented by August 25, 2008_

**Communication**

• A governance web site will be developed and will serve as a repository for: a listing of all standing committees and their membership; schedule and location of all committee meetings; agendas and minutes of all committee meetings; IWC recommendations to the president; final action on recommendations by the president.

_The communication procedures will be fully implemented by January 1, 2008_

**Process**

• By May 1, 2008, the Special Assistant for Governance will develop, in collaboration with the Faculty/Staff Federation, the Student Government Association and the college administration, a standard format for proposals that would provide consistency across the governance process. This template will be implemented in the 2008-09 academic year.

**Parliamentary Procedure**

• The standing committees and the IWC shall be operated by _Robert’s Rules of Order_.
