PHOENIX COLLEGE

A **MARICOPA** COMMUNITY COLLEGE

Shared Governance Model for Phoenix College

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I. INTRODUCTION TO SHARED GOVERNANCE

In the spirit of fostering collaboration, communication, and access to information among its faculty, staff, administrators, and students, Phoenix College (PC) is committed to decision making through a deliberate and intentional process of Shared Governance. Shared Governance empowers all members of Phoenix College to have a voice in decision-making, encouraging diverse and creative input that advances the success of the College and utilizes interest-based problem solving (IBPS).

WHAT IS SHARED GOVERNANCE?

- It recognizes and values the individual expertise and responsibilities of faculty, staff, administrators, and students as true partners in problem solving.
- It provides a venue and gives voice to common concerns, as well as to issues unique to specific groups.
- It depends on open communication and transparency in planning, deliberation, and implementation.
- It supports the shared vision of community colleges working collectively and responsibly to meet the life-long learning needs of diverse students and communities.

II. ORGANIZATION

While numerous groups at Phoenix College demonstrate Shared Governance in their decision making processes, institutional decision making at Phoenix College utilizes three Interest Councils, the Tri-Chairs Council, the Budget Steering Team (BST), and the College Executive Team (CET), as well as various college committees. These groups effectively address the interests of campus constituents and practice the principles of interest-based problem solving (IBPS) to achieve consensus.
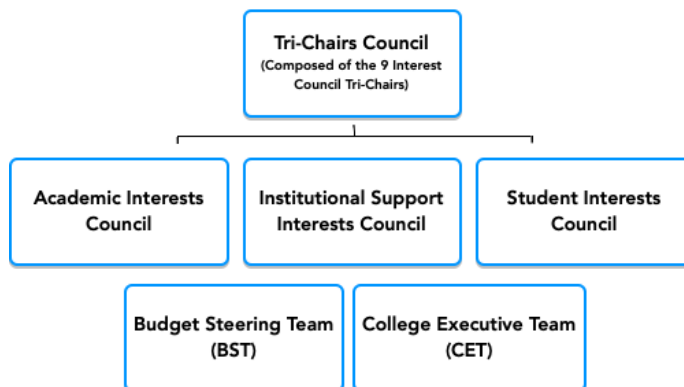
Phoenix College has three Interest Councils:

- Academic Interests Council
- Institutional Support Interests Council
- Student Interests Council

Each Interest Council considers proposals that fall within their purview. Each Interest Council reviews and discusses proposals that have been assigned to it and makes recommendations directly to the CET.

The BST provides fiscal oversight and determines budget resources for proposals approved by the CET. One-time funds are provided to each division/unit of the College (Academic Affairs, Administrative Services, President's Office, and Student Affairs) based on the strategic goals of the college. Subject to the availability of funds, these one-time funds are used to fund proposals submitted through this Shared Governance Process. Vice-Presidents shall maintain discretionary jurisdiction over budget requests under $5,000

II. ORGANIZATION (CONTINUED)

The CET has a sphere of responsibility that is broad in scope and significant to the overall governance of Phoenix College. The CET is responsible for providing a final review of proposals that have been recommended for implementation. In addition, the CET serves as an advisory council to the College President on matters related to operations, information technology, strategic planning, and college and student needs.

All active members of PC's Shared Governance Process are required to complete training on the principles of Shared Governance, use of interest-based problem solving (IBPS), and participate in all discussions and deliberations. Anticipated workload is 8-10 hours per month, which includes a minimum of two (2), two-hour Interest Council meetings per month and work outside of the meetings.

To ensure cross-division/unit transparency, college division/units have a decision process in place to decide matters that do not go through an interest council (e.g, day to day operations or existing staffing). Such a group must maintain the spirit of our shared governance culture, including collaboration with major stakeholder representatives.

COMMITTEES

Recognizing that the scope of work of a committee may not be applicable to all employee groups, the membership composition of a committee may be adjusted to the scope of work required, including a committee requesting subject matter experts to serve.

However, each committee shall reaffirm its commitment to shared governance principles, establish norms conducive to collaboration, and expectations for service to the committee.

Committees follow the same process and principles as indicated for the Interest Councils to ensure transparency and accountability. In addition, the college will practice an ongoing review of the necessity of particular committees and committees practices.

FAST develops and annually reviews processes on how campus committees operate, including creating charters when appropriate, recording and posting meeting minutes, and other established guidelines.

See Appendix 1: Composition of Interest Councils, BST, and CET

III. GENERAL COMPOSITION

The specific composition of each Interest Council is outlined in Appendix 1. Membership selection for each Interest Council begins with an open call to the College for vacant positions in late April. The Tri-Chairs Council meets in May to determine the new members for open seats. Employee group leaders and supervisors are expected to encourage all employees to participate in order to ensure meaningful representation on the Interest Councils. Interested Classified Staff follow applicable policies, including mutual agreement of the employee and supervisor.

Members of the Interest Councils may not serve on more than one Interest Council at the same time and will serve staggered two (2) year terms (VPs serve in perpetuity on their assigned Interest Councils). If a member vacates their seat before their term ends, the employee group representatives and the Tri-Chairs Council work to find a

replacement as soon as possible. Membership on Interest Councils balance expertise and experience as well as college involvement related to the Interest Councils. In seating the Interests Council, the Tri-chairs Council should endeavor to ensure that each Interest Council has representation that aligns to the areas under its purview (e.g., a Student Support Services staff member on the Student Interests Council). Compensation or reassign time may be available for serving on an Interest Council.

The Tri-Chairs Council shall meet during the first and third week of each month, and the Interest Councils shall meet the second and fourth week of each month; however, there may be times when these meetings will need to be adjusted due to the current academic calendar. The Tri-Chairs Council determines the specific weeks the councils will meet for the following academic year by the last week of Spring Faculty Accountability of the current academic year. Specific days and times of meetings will be determined by members of each council.

For Tri-Chairs Council meetings, at least two Tri-Chairs from each council must be present to constitute a quorum. For Interest Council meetings, there must be at least 50% plus one of the members present, and at least one representative from each employee group present to constitute a quorum.

IV. WHAT IS COVERED BY THE INTEREST COUNCIL PROCESS

Proposals submitted for consideration by the Interest Councils' shared governance process are those that have a college-wide impact and/or require the approval of the Phoenix College President or a Vice President for implementation, and have a significant budget impact (greater than $5,000).

Examples of items that may be considered (not a comprehensive list):

- New or significant changes to processes and procedures to implement District policies granted to the College
- Instructional, co-curricular, or community program creation, significant expansion or elimination
- Instructional, co-curricular, or community programs and partnerships that have a significant impact on the college
- Professional development programming with funding implications beyond annual allocation
- One-time funding requests (e.g., temporary employees, new equipment over $5,000)
- Significant changes to departmental/unit organization and changes to reporting structure
- Base budget funding requests (e.g., regular hires for new full-time employees)
- College priorities related to campus promotion, donor, and alumni support
- Any sIgnificant deviations changes or additions from to the approved Instructional and non-instructional technology plan

Examples of items that are not considered (not a comprehensive list):

- Grievances (instructional, non-instructional, or employee)
- Employee relations and personnel disputes
- Disciplinary actions and conflict resolution
- Interpretation of employee policies
- Standard operation, running of the business items

- Funding requests under $5,000
- Existing employee vacancies, reclassification, and compensation requests
- Major campus plans that have designated approval by the CET (e.g., Strategic Master Plan, Technology Plan, Master Facilities Plan, Enrollment Management Plan)

Proposals need to be submitted using the template found on the Shared Governance Resource webpage.

See Appendix 2: Proposal Template

V. PROPOSALS AND PROCESS

PROPOSALS

Each Interest Council is led by Tri-Chairs who share the responsibility of forwarding proposals to the appropriate Interest Council, as well as chairing their respective Interest Council meetings. The Tri-Chairs of each Interest Council are generally identified by the role they serve within the College (see Appendix 1). The Tri-Chairs collectively serve as the Tri-Chairs Council, which seats the Interest Councils.

Prior to forwarding a proposal to an Interest Council, the Tri-Chairs Council ensures all relevant information is provided and that a proposal is appropriate for consideration by one or more of the Interest Councils. If the proposal does not meet the criteria (as outlined in Section IV. What is Covered by the Shared Governance Process), it is returned to the author with an explanation and invitation to resubmit.

For proposals that fall within the purview of two or more Interest Councils, the Tri-Chairs Council may forward a proposal directly to the CET to review and make a recommendation on the proposal. In the case of time-sensitive request, the Tri-Chairs Council may forward a proposal directly to the CET.

Any proposals submitted outside of the SPOL process (for example, after the SPOL submission deadline or during the summer) are reviewed by the Tri-Chairs Council and advanced to the appropriate Interest Council or the CET when the proposal applies to more than one Council. From mid-May through mid-August, when Interest Councils do not meet, the Tri-Chairs Council advances proposals to the CET in lieu of the Interest Councils.
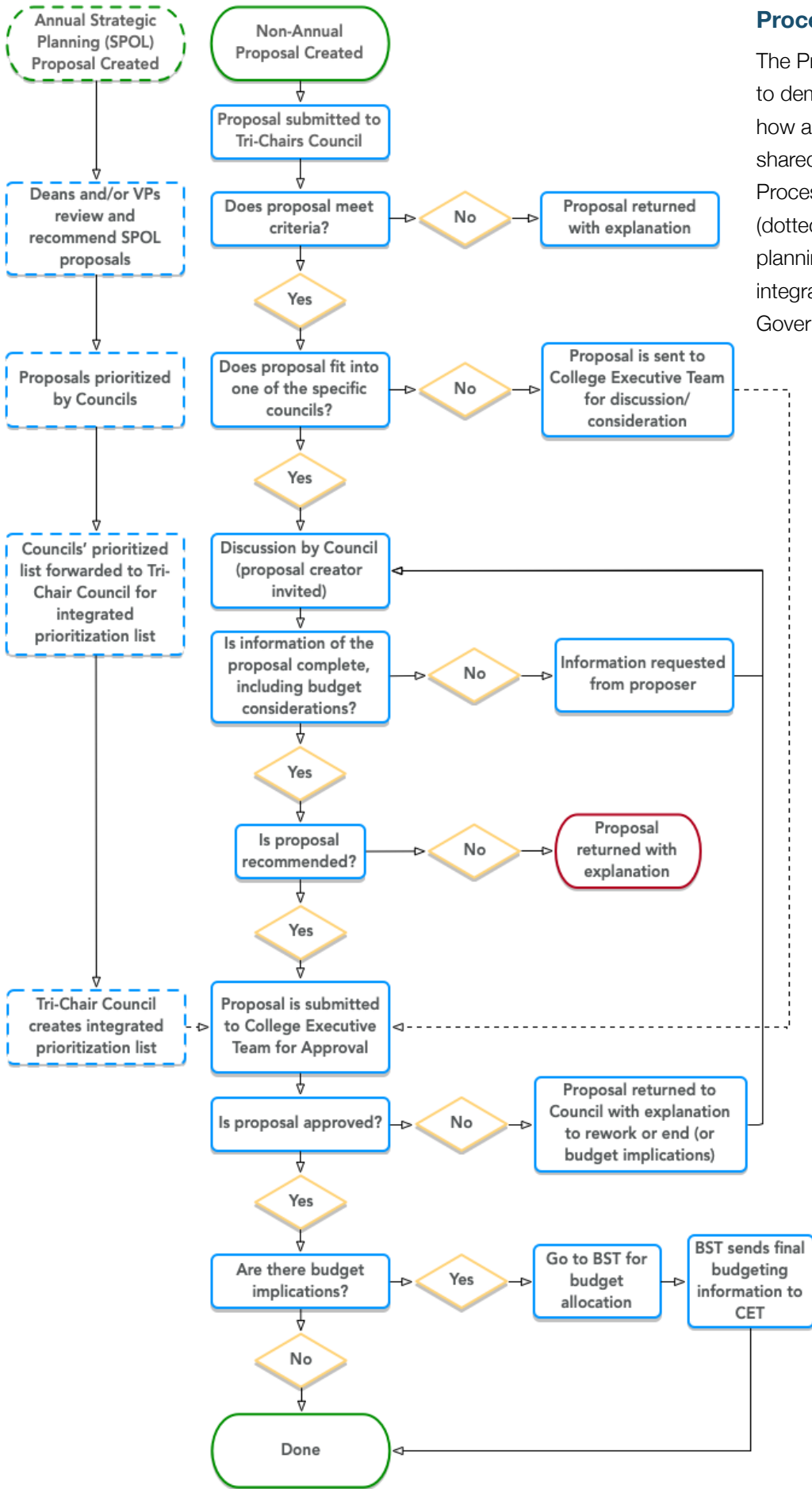
PROCESS

In order to have a comprehensive view of our collective endeavors, the Tri-Chairs Council determines the prioritization of requests with budget implications in consideration of the college's strategic priorities. Once the Interest Councils have prioritized annual budget requests within their domain, the Tri-Chairs Council will combine all college proposals and forward their prioritization to the CET, who will review the priorities as presented and make final recommendations. Proposals that require funding will be forwarded to the BST for allocation.

If a proposal falls within the purview of the Shared Governance process described, then:

1. Proposals may be developed and submitted for consideration at any time using the submission form (see Appendix 2). However, proposals requiring funding should adhere to the deadlines as described below.

2. Within one week of a proposal submission, the Tri-Chairs Council reviews the proposal for applicability and completeness, only to ensure that all relevant information is provided and that a proposal is appropriate for consideration by one or more of the Interest Councils (see above for a non-comprehensive list of what falls within the process).

3. One week prior to the Interest Council meeting, the Tri-Chairs send out an agenda for their respective councils, attach any proposals being considered, and notify the proposal author(s) with an opportunity to present at the Interest Council meeting and answer any questions related to the proposal. If the author(s) is unable to attend the meeting, they may be added to a future meeting agenda.

4. If additional information is needed by the Interest Council, the author of the proposal is invited to provide the requested information. Upon receipt, the proposal continues in the process.

5. After discussion, including any budget considerations, the Interest Council makes a recommendation. Outcomes of the Interest Council are:
   a. Supported proposals
      i. Supported proposals without budget implications are forwarded to the College Executive Team with a summary of the interests and rationale for the recommendation.
      ii. Supported proposals with one-time funding implications may have funding recommended by an Interest Council from the Division's budget.
      iii. Supported proposals with one-time funding implications that do not have funding available are sent to the CET for possible funding opportunities.
      iv. Supported proposals that require a base-budget allocation are forwarded to BST for prioritization and funding recommendations.
   b. If the Interest Council does not recommend the proposal, a rationale for that decision is provided to the author of the proposal and included in the minutes on the Shared Governance Resource webpage.

6. Once a proposal has been forwarded to the CET, a final recommendation/decision is made. One or more of the Tri-Chairs of the applicable Interest Council attends the CET to advocate for the proposal.
   a. If the CET approves the proposal, the author and Interest Council are notified and implementation commences.
   b. If the CET does not agree with an Interest Council's recommendation, a rationale for that decision is provided to the council and the proposal's author, and made available to all stakeholders on the Shared Governance Resource webpage.
   c. If the proposal is declined, the proposal's author may appeal the decision in writing to the CET within 14 days of being notified of the denial.

7. All Interest Council members are expected to attend meetings and serve as a liaison with their respective constituents in a timely manner, both seeking input on proposals and reporting on recommendations made. Resource Members (e.g., student representatives, individuals with expertise related to a proposal) only need to attend a meeting if it is determined by the Tri-Chairs Council that their input is necessary for a particular proposal.

8. All proposals, except those with base budget or capital expenditures are considered and resolved in a timely manner, ideally not longer than one (1) month. Status updates on proposals are available on the Shared Governance Resource webpage.

Process Flowchart

The Process Flowchart is intended to demonstrate the process of how a proposal moves through the shared governance process. This Process Flowchart also shows (dotted boxes) where the strategic planning (SPOL) process integrates within our Shared Governance protocols.

Flowchart — SPOL process (dotted boxes, left column):

- Annual Strategic Planning (SPOL) Proposal Created
- Deans and/or VPs review and recommend SPOL proposals
- Proposals prioritized by Councils
- Councils' prioritized list forwarded to Tri-Chair Council for integrated prioritization list
- Tri-Chair Council creates integrated prioritization list

Flowchart — Shared Governance process (main column):

- Non-Annual Proposal Created
- Proposal submitted to Tri-Chairs Council
- Does proposal meet criteria? → No → Proposal returned with explanation
- Yes ↓
- Does proposal fit into one of the specific councils? → No → Proposal is sent to College Executive Team for discussion/ consideration
- Yes ↓
- Discussion by Council (proposal creator invited)
- Is information of the proposal complete, including budget considerations? → No → Information requested from proposer
- Yes ↓
- Is proposal recommended? → No → Proposal returned with explanation
- Yes ↓
- Proposal is submitted to College Executive Team for Approval
- Is proposal approved? → No → Proposal returned to Council with explanation to rework or end (or budget implications)
- Yes ↓
- Are there budget implications? → Yes → Go to BST for budget allocation → BST sends final budgeting information to CET
- No ↓
- Done

SPOL PROPOSAL SUBMISSION AND REVIEW CYCLE	
Proposal development begins	No earlier than the first week of February
Proposal submittal deadline (SPOL)	No later than the middle of September
Review and recommendation of proposals by Deans and/or VPs	No later than the first week of October
Councils prioritize proposals and send to Tri-Chairs Council	No later than the first week of November
Tri-Chairs Council integrates all Interest Council proposals and submits to the CET	No later than the third week of November
Proposal prioritizations and funding levels finalized and approved by the CET and conveyed to the BST	No later than the last day of Faculty Accountability in December
The BST confirms funding and announced approved proposals to campus	No later than the last week of January

COMMUNICATION

To ensure clear communication and transparency, all Interest Council are open to all members of the College community. Meeting information, including schedules and agendas, are found on the Shared Governance Resource webpage.

The Shared Governance Resource web-page is accessible to all PC stakeholders and contains the following information:

- Description of the Shared Governance Process, including interest-based problem solving (IBPS).

- Description of all Interests Councils and BST that includes a written function statement, membership list (including terms of appointments), and contact information.

- Information regarding all submitted proposals, including the current status of review, meeting minutes and the final decision and rationale when determined.

  - Tri-Chairs of all Interest Councils post agendas for future meetings within one (1) week of the meetings, and post minutes of meetings within ten (10) days of the meeting dates.

APPENDIX

THE ACADEMIC INTERESTS COUNCIL:

Interest Council Domains:
- Instructional program creation, expansion or elimination
- Instructional programs and partnerships
- Instructional departmental reorganization
- Professional development programming
- One-time funding requests over $5,000
- Significant changes to departmental/unit organization and changes to reporting structure
- Base budget funding requests

Membership:

TRI-CHAIRS
Vice President of Academic Affairs
Faculty Senate President or designee
Adjunct Faculty (selected by Adjunct Faculty Group)

GENERAL MEMBERSHIP
Non-Exempt Staff*
Non-Exempt Staff*
Exempt Staff*
Exempt Staff*
Adjunct Faculty
Residential Faculty
Residential Faculty
Student Representative (selected by Student Government) (Resource Member)

* One Staff representative selected by Employee Representatives and this representative will also participate in seating Councils with the Tri-Chairs Council.

THE INSTITUTIONAL SUPPORT INTERESTS COUNCIL:

Interest Council Domains:

- Campus promotion
- Donor and alumni support
- Co-curricular program creation, expansion, or elimination
- Community programs and partnerships
- Significant changes to departmental/unit organization and changes to reporting structure
- One-time funding requests over $5,000
- Base budget funding requests
- Instructional and non-instructional technology

Membership:

TRI-CHAIRS
Vice President of Administrative Services
Residential Faculty (selected by Faculty Senate)
Staff (selected by Employee Representatives)

GENERAL MEMBERSHIP
Non-Exempt Staff
Non-Exempt Staff
Exempt Staff
Exempt Staff
Adjunct Faculty (selected by Adjunct Faculty Group)
Adjunct Faculty
Residential Faculty
Residential Faculty
Student Representative (selected by Student Government) (Resource Member)

THE STUDENT INTERESTS COUNCIL:

Interest Council Domains:

- Processes and procedures, including implementation, of District policies that affect all employees
- Co-curricular program creation, expansion or elimination
- Community programs and partnerships
- Significant changes to departmental/unit organization and changes to reporting structure
- One-time funding requests over $5,000
- Base budget funding requests

Membership:

TRI-CHAIRS
Vice President of Student Affairs
Residential Faculty (selected by Faculty Senate)
Staff (selected by Employee Representatives)

GENERAL MEMBERSHIP
Non-Exempt Staff
Non-Exempt Staff
Exempt Staff
Exempt Staff
Adjunct Faculty (selected by Adjunct Faculty Group)
Adjunct Faculty
Residential Faculty
Residential Faculty
Student Representative (selected by Student Government) (Resource Member)

THE BUDGET STEERING TEAM (BST):

[See the BST's charter]

THE COLLEGE EXECUTIVE TEAM (CET):

GENERAL MEMBERSHIP
College President
Vice President of Academic Affairs
Vice President of Student Affairs
Vice President of Administrative Services
Residential Faculty (selected by Faculty Senate)
Residential Faculty (selected by Faculty Senate)
Adjunct Faculty (selected by Adjunct Faculty Group)
Adjunct Faculty (selected by Adjunct Faculty Group)
Exempt Staff
Non-Exempt Staff
Director of Human Resources (Resource Member)
Associate Vice President, Chief Information Office (Resource Member)
Associate Vice President, Institutional Advancement (Resource Member)
Associate Vice President, Institutional Research & Planning (Resource Member)
Program Analyst Sr, President's Office (Resource Member)
Other resource members as requested by the President

APPENDIX 2: PROPOSAL SUBMISSION TEMPLATE (FOR PROPOSALS NOT SUBMITTED VIA SPOL)

1. Who is submitting this proposal?

2. Are you submitting this proposal on behalf of a group?

3. Descriptive Proposal Name

4. Describe the proposal in detail (suggested 200 - 500 words). Please add any relevant qualitative or quantitative data to support this proposal, if applicable (if this includes graphs or tables, please attach documents below.

5. The proposal supports and aligns with which of the college's strategic priorities?
   [List current college priorities]

6. What are the anticipated impacts and outcomes of this proposal (end result) and how will they be measured and assessed(suggested 200- 500 words)?

7. What resources are needed to support this proposal?

8. If this proposal has future or recurring resource needs, what is the plan for meeting those needs?

9. Which of the following Interest Council(s) do you believe should review this proposal?

Attach supporting document(s)

APPENDIX 3: ITEMS FOR FUTURE CONSIDERATION

- Develop/revise a new Committee on Committees to monitor processes and documentation of committees.

Prepared by: Faculty Administration Staff Team (FAST):

Paul DeRose	Julie Hampton
Joe Drosendahl	Cindy Ramos
Patty Finkenstadt	Karl Schindler
Todd Fleming	Michael Wainscott

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2022 revisions prepared by: Faculty Administration Staff Team (FAST 2.0):

Kim Boege	Aron Love
Angela Buchele	Cindy Ramos
Paul DeRose	Karl Schindler
Joe Drosendahl	Michael Wainscott
Pam Duty	

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Approved by CET: October 19, 2022

2023 revisions prepared by: Faculty Administration Staff Team (FAST 3.0):

Kim Boege	Diana Martinez
Angela Buchele	Jena Remy
Pam Duty	Karl Schindler
Heather Kruse	CJ Wurster
Aron Love	

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* This document will be reviewed and revised yearly, or as needed, by a Task Force composed of Administration, Faculty, and Staff. Feedback will be solicited from the College community regularly. Revisions require approval by Faculty Senate, Employee Representatives, and the CET.