

Shared Governance

OPERATIONAL POLICY STATEMENT

Operational Policy

Yavapai College, hereafter referred to as the College, has a system of shared governance that supports the integrity of collaborative decision making with open and transparent communication and mutual respect. The College recognizes the diversity of expertise found in different institutional constituents and engages all constituents in order to make informed and timely decisions that are beneficial to students and the College. As an institution, we consider the wisdom gained from past successes, challenges, and failures to be essential for shaping future endeavors.

Definition

Shared governance is a process of aligning priorities, creating a culture of mutual responsibility, and establishing a system of checks and balances to ensure that the College achieves its Mission, Vision and Ends. It is a deliberate process through which the entire College community actively and respectfully participates to reach decisions on issues related to the College.

PROCEDURE

Principles Embodied in Shared Governance at Yavapai College

1. Shared Governance recognizes and accepts the authority vested in the District Governing Board (Board) and the Administration. The Board utilizes the Policy Governance Model in which it hires one employee to lead the College, the President. The Board delegates to the President all decisions in matters that falls within the scope of the Board's Ends or President's Executive Limitations of policies (Board Policy 3.4.3.2 Distinguishing Between Matters for the Board or President).
2. Shared Governance recognizes that such authority will be exercised after due consideration of the shared governance process as described in the attached Shared Governance Decision Matrix.
3. Shared Governance is most effective when individuals and groups can safely and openly engage in free discourse.

4. Shared Governance is a process that allows for many divergent views, opinions, and perspectives to be brought forward and discussed and is most effective when all parties agree to respect and implement the final decision.
5. Shared Governance recognizes that governance involves formal implementation of operational policies and procedures while also providing informal consultation to develop appropriate guidelines and processes.
6. Shared Governance requires regular communication between all Input, Recommendation, Decision-making, and Approval bodies. Participation of all groups on an ad hoc basis may be requested.
7. Shared Governance recognizes the necessity and importance of participation of involved parties in the initial selection of supervisors and administrators and, subsequently, in providing feedback in the evaluation process of supervisors and administrators.
8. Shared Governance recognizes that it may become necessary to take action affecting institutional constituencies without the full benefit from the shared governance process. In such cases, the representative bodies will be informed as soon as possible and will be provided an opportunity to provide feedback. It also recognizes that while there is the presumption that the Decider will abide by the advice and recommendation of the Recommender there will be instances where they may choose to disregard such advice or recommendation. In such cases, if requested by the Recommender, it is incumbent upon the Decider to provide a written and archived rationale for the decision.
9. Shared Governance requires formal assessment of the process itself, with the express objective of continuous improvement.

Student Roles and Responsibilities

Students take an active role in their learning by recognizing that they are accountable for their success and take actions that lead toward their educational goals. As recipients of College services, students provide valuable insight about the quality and effectiveness of the institution. Recognizing that students provide a valuable perspective, the shared governance process encourages active participation of student representatives in the decision making process.

Faculty Roles & Responsibilities

Faculty deliver instruction and facilitate student learning, engage in scholarly inquiry and professional development, and perform service for the community. The faculty participate in the management of the institution through the shared governance process. The primary vehicle by which faculty exercises its role in shared governance is by service in the Faculty Senate, though participation in shared governance also includes service in other YC committees and task forces. According to the principles of shared governance, in joint committees on which the faculty is represented, faculty representation will appropriately reflect the degree of the faculty's stake in the issue with input from the Faculty Senate.

The shared governance process recognizes that the Higher Learning Commission charges the Board with assuring that faculty have oversight of academics; therefore, in the areas of academic programs and instruction the faculty recommendations and decisions will be primary.

Staff Roles & Responsibilities

Staff provide critical and effective support structures and services for students and the institution. The role of the staff in shared governance is to ensure cross-departmental collaboration and communication as appropriate and participate on behalf of their areas of responsibility and expertise in shared governance by serving in the Yavapai College Staff Association (YCSA), College committees, and task forces.

According to the principles of shared governance, in joint committees on which the staff is represented, staff representation will appropriately reflect the degree of the staff's stake in the issue with input from the YCSA.

Administration Roles & Responsibilities

Administration utilizes directives from the Board and President in formulating and articulating a vision for the institution, provides strategic and operational leadership, and manages its resources and operations in a reasonable and prudent manner. The administration participates in the shared governance structure by creating an inclusive environment in which key constituents are consulted and involved in the decision-making process while effectively discharging its assigned responsibilities. It is expected that the administration will implement processes that ensure inclusive participation of its constituents in a timely and meaningful way.

The shared governance process recognizes that the Higher Learning Commission charges the Board with assuring that it delegates the day-to-day management of the institution to the administration; therefore, in the areas of management and day-to-day operations, administrative recommendations and decisions will be primary.

Expected Outcomes

1. A collegial, candid, and cooperative relationship will exist among the faculty, staff, administration, and students and the shared governance process will be open and inclusive for all members.
2. The institution will make decisions after consideration of creative and constructive ideas and perspectives of its diverse constituents. As such, decisions will receive the widest possible support and encounter the least amount of friction in implementation.
3. The institution will benefit from better decision making due to conscious consideration of cross-departmental impacts and operational practices.
4. The institution will benefit from the synergy arising out of constructive collaboration among its constituents.
5. Approvers [A] and Deciders [D] will consult and seek meaningful input on issues in which the College community has an appropriate interest but not primary responsibility.
6. Faculty, staff, and students participate in the selection of administrators and faculty through membership on search and/or hiring committees.
7. Faculty, staff, administration, and students participate in biennial assessment of the shared governance process and work collaboratively on continuous improvement.

Procedure

Ultimate authority for the financial health and welfare of the College resides with the Board. In adherence to the Policy Governance Model, the Board delegates decisions to the President in any matter that falls within the scope of the Board's Ends or President's Executive Limitations operational policies. The Board reviews its Ends Statements annually which in turn guides the College's Strategic Plan and budgeting process.

The Shared Governance Decision [Matrix](#) has been developed to provide direction and clarity for the College community in determining who has the authority to make and approve decisions and who is to be consulted and offer recommendations.

Shared governance is often most effective through cross-functional committees composed of administration, faculty, staff and students whose members are tasked with representing their constituents and facilitating dialogue between governance bodies. Though not all constituents will be engaged in every decision represented in the Matrix, the College recognizes that diversity of opinion is essential to a culture of inclusion and accountability.

Roles in Shared Governance Decision Making

Approve: The Approve role is reserved for 1) the Board in any matter that falls outside the scope of the Board's Ends or President's Executive Limitations operational policies and 2) for the President or designee for any matter that falls within the scope of the Board's Ends or President's Executive Limitations operational policies.

Decide: The Decide role serves as the single point of accountability in the decision making process. This individual or group brings the decision to closure by resolving any impasses and committing the organization to implementing the decision. In some cases, the decision is not final until it is approved by the Board and/or President.

Recommend: The Recommend role is for those who gather relevant input, provide expertise, analyze data, and propose a formal course of action—sometimes including alternative courses, complete with pros and cons—to ensure that the Decider has choices that are as clear, simple, and timely as possible.

Input: The Input role is strictly advisory and is responsible for providing relevant information so that the Recommender and Decider can evaluate the facts and make the best decision.

Conflict Resolution

If a decision results in disagreement, a protocol must be in place to ensure that all parties are acknowledged, and written documentation is archived for future reference. If the Decider [D] disagrees with the recommendation submitted by the Recommender [R], every effort should be made to resolve the disagreement through dialogue. Failing that, if requested by the Recommender [R], the Decider [D] will offer a written explanation of their decision. Recommender [R] may, at their discretion, issue a dissenting position and both will be archived in a centralized internal location accessible to college employees. This mechanism is in place as a means of acknowledging both the

decision and differing perspectives as a matter of record, enabling the College to reflect on its decision making over time.

RELATED INFORMATION

[Board Policy 3.4.3.2 Distinguishing Between Matters for the Board or President](#)

[Higher Learning Commission Criteria for Accreditation, Criterion 2, Integrity: Ethical and Responsible Conduct.](#)

[Shared Governance Matrix](#)

[Shared Governance Matrix Definitions](#)

OPERATIONAL POLICY HISTORY

Adopted October 2018
Revised to “Operational” Policy 3/5/2021
