

GOVERNANCE



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About Lane...

- ◆ Urban/rural district
- ◆ Serve 35,000 students annually
- ◆ Approximately 11,000 FTE
- ◆ 700 contracted faculty and staff
- ◆ 7 member elected board
- ◆ Collective bargaining environment
- ◆ Reflection of local community

What is shared governance?


We are leaving the age of organized organizations and moving into an era where the ability to understand, facilitate, and encourage processes of self-organization will become a key competence.

Gareth Morgan

A stylized silhouette of a mountain range in shades of teal, located at the bottom right of the slide.

An organization has no presence beyond that of people who bring it to life.

It is impossible to develop new styles of organization and management while continuing to think in old ways.


A stylized silhouette of a mountain range in shades of teal, located at the bottom right of the slide.

Directive and Developmental Management

Getting results today ↔ Developing People & Teams

- ◆ Deciding and selling
- ◆ Presenting and inviting questions
- ◆ Presenting a tentative decision
- ◆ Seeking suggestions before deciding
- ◆ Coaching and teaching others
- ◆ Defining limits, requesting a group solution (delegating)
- ◆ Providing resources/remove obstacles
- ◆ Team decision making: manager is a part of the group
- ◆ Providing vision and leaving the details to others

Assumptions

- ◆ Command and control no longer works
 - ◆ No one person has the corner on good ideas
 - ◆ Building capacity is good for the organization
 - ◆ Collective wisdom is powerful
 - ◆ Different perspectives result in better decisions
 - ◆ Hybrid representative/community engagement model essential
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Self-organizing Systems

have the capacity for
continuous change because...

they create new structures and processes
to fit the needs of the present.

They do this by accessing the intelligence
found everywhere in the system.

**They engage this intelligence
through shared meaning.**

Meg Wheatley

Emergent Solutions....

are not planned

can begin anywhere

are unique

cannot be transferred

are leaderful

are irreversible

Meg Wheatley

Role

Responsibility

Authority

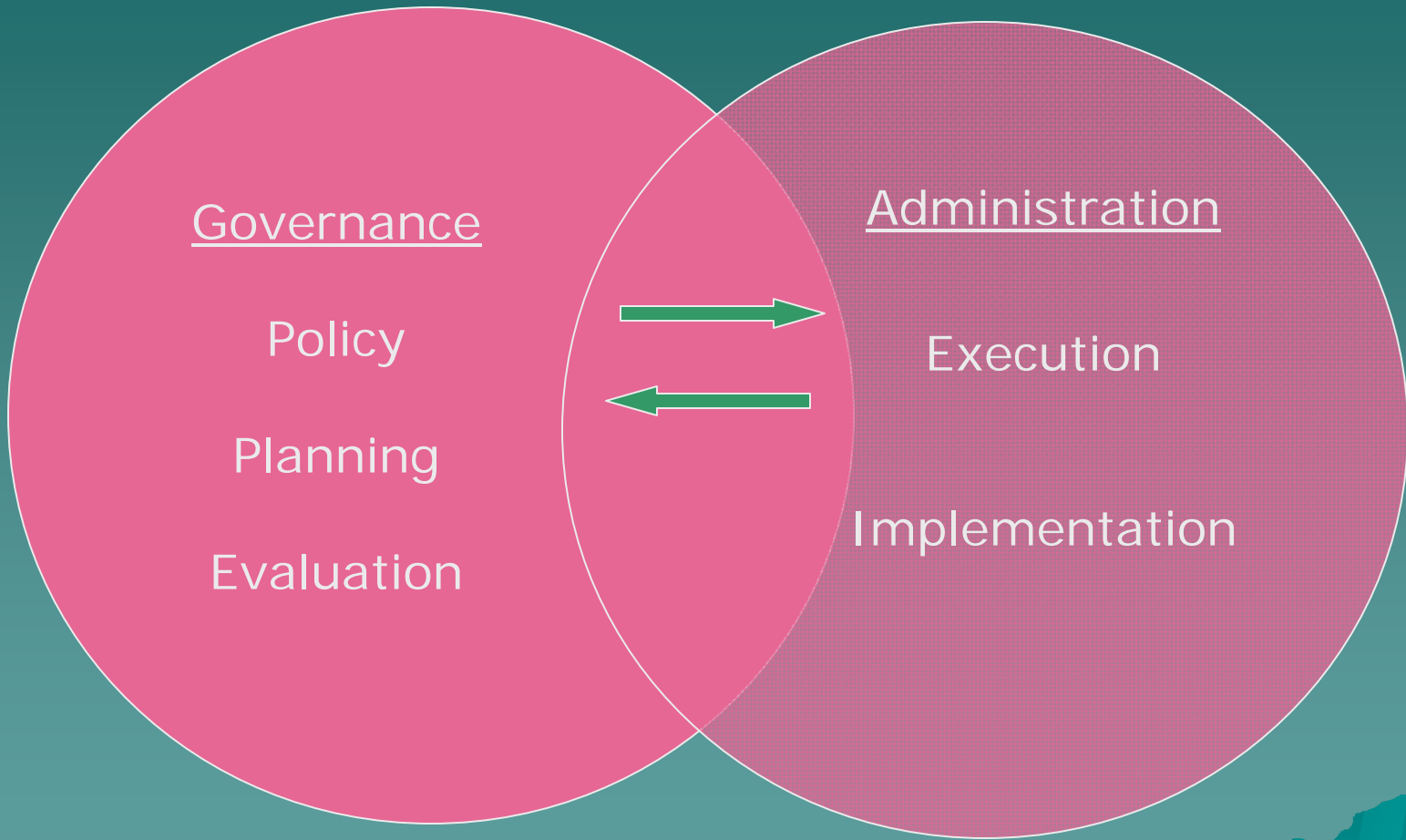


Levels of Governance

Board

Institutional

Departmental



Lane Community College

- ◆ College Governance System
 - A brief overview

Background

- ◆ Board decision to “govern by policy”
- ◆ Accreditation standards
- ◆ Current system not optimal
- ◆ Therefore....
- ◆ Directed president to develop a new governance system

Board Policy

- ◆ The system of governance shall be evaluated as to its:
 - Clarity
 - Wide and explicit communication
 - Effectiveness
 - Efficiency and timeliness
 - Processes that encourage employee and student participation in problem solving and decision making
 - Processes that assure that decisions are made at the appropriate level, by the appropriate group with the needed expertise
 - Recognition of the support needed for employees and students to participate and contribute meaningfully

Role of the Board of Education

The governance system recognizes the role and authority of the board ...

- legally vested with final decision making in all matters of policies, programs, facilities, budget and personnel
- monitoring the effectiveness of the college.

Governance Task Force Formed

- ◆ President convened stakeholder group to develop new system
- ◆ Principles developed to drive the new system
- ◆ Charter developed for Task Force

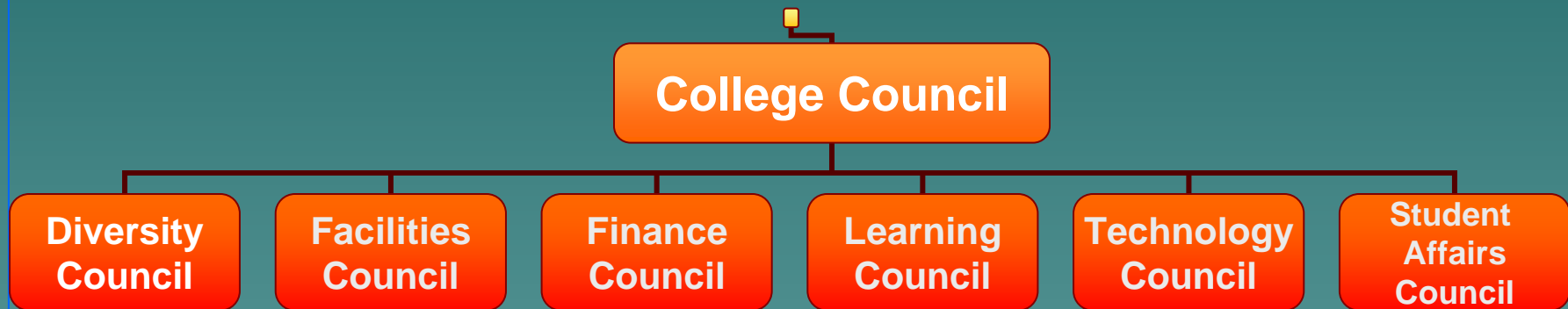
Principal Features

- ◆ Status of classified staff, faculty, managers, and students as stakeholders, as well as administration and board
- ◆ Six planning and policy making governance councils
- ◆ College Council
- ◆ Representational/Community engagement and position-based appointments on councils
- ◆ Charters that outline the scope of work and decision making

Membership

- ◆ Stakeholders identified as classified staff, faculty, students and managers
- ◆ Appointed by LCCEF, LCCEA, ASLCC, Management Senate and Faculty Council
- ◆ Administrator responsible for the area of college affected by the work of each council will be council members
- ◆ Appointments by position/expertise

Councils organized around the work of the college



Membership Template

- VP of Instruction and Student Services 1
- AVP of Instruction and Student Services 1
- Classified 2
- Faculty 2
- Managers 2
- Students 2
- Additional members by position 0-4

Charter - Matrix

- ◆ Written charter for each council
- ◆ Purpose, scope of work, membership
- ◆ Decision Matrix

Strategic level

- ◆ Planning, policy and effectiveness
- ◆ ...not operational or implementation level
- ◆ methods for listening, dialogue and communication



GOVERNANCE

ADMINISTRATION

Authority

- ◆ Authority to govern vested in board
- ◆ Board delegates authority for general supervision and control to president
- ◆ President delegates authority to administration for execution and implementation
- ◆ President delegates authority to councils for policy, planning, and effectiveness

Decision Making Model

- ◆ Consensus model
- ◆ If consensus not achieved within timelines, majority and minority positions to College Council or responsible administrator
- ◆ Return to councils with advice or resolve and provide rationale
- ◆ Responsible administrator should remand overridden decision to councils for further work with rationale for override
- ◆ Make the decision and provide rationale
- ◆ Failure to reach a consensus decision or majority and minority reports moves to decision to administrator with authority and accountability for that area of college

Timelines

- ◆ Timelines will be established
- ◆ External
- ◆ Internal
- ◆ Exigencies of particular situation
- ◆ College Governance Policy

Successful Governance System

- ◆ Structural flexibility and creativity
- ◆ Create loosely coupled system
- ◆ Foster atmosphere of agreement with clearly defined goals
- ◆ Define roles & timeframes
 - Who is responsible
 - How issues will move through the process
- ◆ Ensure good communication
- ◆ Encourage innovation & friendly culture

Why is shared governance important?

- ◆ Leads to diverse perspectives
- ◆ Staff and faculty have more investment in the decisions
- ◆ System of governance and decision making is clearer
- ◆ Responsible Administrators and constituents are at the table together
- ◆ If all else fails, college has clear decision paths

College Governance

Questions?

www.lanecc.edu