

Shared Governance at Springfield Technical Community College

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PREAMBLE

The last institutional accreditation evaluation of Springfield Technical Community College (STCC) by the New England Commission on Higher Education (NECHE) issued a formal Notice of Concern that the College is in danger of not meeting the Commission’s Standard 3 on *Organization and Governance*. A follow up site-visit is to take place during Spring 2023 to determine if the College has addressed, complies with, and meets this Standard.

In the letter addressed to President Cook, NECHE stated that STCC “lacks a clear, functioning internal governance model.” The letter continued: “We understand that there have been ‘significant changes’ in the College’s administration over the past few years and note the College’s candid assessment that the personnel changes at the senior leadership level have been ‘sweeping in scope’ and led to a ‘lack of trust, stability, transparency and communication.’ The Commission notes that a 660-member All-Unit Congress (AUC) has been in place since Fall 2013. While we appreciate that the AUC Bylaws indicate a ‘formal relationship’ with the Board of Trustees, we are troubled to learn from the report of the visiting team that it ‘is not a formalized governance structure adopted by the Board of Trustees,’ ‘it lacks multiple years of meeting minutes,’ and it does not have ‘self- assessment mechanisms to determine its effectiveness.’ We further acknowledge that ‘a unified body giving voice to students, faculty and staff, with codified administrator engagement, does not currently exist...’ at STCC. Lastly, the Commission is concerned by the visiting team’s assessment of an ‘overt climate of distrust between the AUC and the STCC administration.’”¹

In January 2022, the Board of Trustees contracted with this Consultant from Association of Community College Trustees (ACCT) to;

1. Develop new or revised policy and operational recommendations to ensure that the authority, responsibilities, and relationships among the governing Board, administration, faculty, and staff are clearly described in a written document.

¹ NECHE’s letter to Dr. Cook dated January 4, 2022

2. Prepare a document that will assist the College to assure NECHE that the institution's system of governance involves the participation of all appropriate constituencies and includes regular communication among them.

3. Ensure that the agreed upon codification of responsibilities include the appropriate consideration of relevant perspectives; decision-making aligned with expertise and responsibility; and timely action on institutional plans, policies, curricular change, and other key considerations.

4. Make certain the effectiveness of the institution's organizational structure and system of governance is improved through regular and systematic review.

This consultant implemented a thorough methodology using multiple forums and significant stakeholder engagement. He conducted interviews with Trustees, the heads of the AUC, MCCC, AFSCME (the two unions) and Student Government Association (SGA). After this exercise, a broadly representative group of these stakeholder groups was convened to review current issues and to formulate recommendations that clarify authority, responsibilities, and relationships of the Board of Trustees, the administration, the All-Unit Congress, the SGA, and the collective bargaining units. This entity, the STCC Governance Working Group (GWC), was established with its membership including the following:

- AFSCME Representative (Maintainer)
- AFSCME Representative (staff member & Unit Steward)
- AFSCME Steward- Library Circulation Manager
- AUC Faculty Co-Chair
- AUC Representative (faculty member)
- AUC Representative (faculty member)
- AUC Representative (staff member)
- CFO/Vice President of Administration
- Dean of Academic Initiatives
- Dean of Student Initiatives
- Dean, School of Liberal and Professional Studies
- Dean, School of STEM
- MCCC Chapter President (faculty member)
- MCCC Representative (faculty member)
- MCCC Representative (staff member)
- SGA President (Student Body President)

- STCC President
- Trustee (Alumni Trustee)
- Trustee, Vice Chair of the Board
- Vice President of Academic Affairs
- Vice President of Advancement & External Affairs
- SGA Representative (Student Body Vice President)

A total of six meetings were held from February 28 through May 6, 2022, and the recommendations of the Working Group were distributed to the entire College community for comment. A period of 5 working days from March 27 through June 2, 2022, was established to offer comments. The College-wide review was facilitated by creating an Executive Summary and a Video presentation by the consultant. The input was considered by the consultant and a final document will be presented to the STCC Board of Trustees, with potential endorsement and adoption, at the June 27, 2022, meeting.

The goal was to assist the various STCC constituencies to implement an effective system of shared governance that recognizes different areas of authority and responsibility, expertise and perspective, and needs and wants. An effective system of shared governance requires that each constituency participate in the process and that all academic citizens be committed to building an open, engaged community where freedom of expression and participation are uncompromisingly protected and where civility is strongly affirmed.

CONSULTANT’S ASSESSMENT OF CONCERNS

The interviews conducted elicited the following concerns that are addressed in this report:

- a. The Board of Trustees has no clearly understood mechanism to consider proposals emanating from the College community other than the invitation of the All-Unit Congress Co-Chairs to the Internal/External Affairs Committee. The Board appears to have too few committees and, as such, there have been examples of the need to create Ad hoc committees when there is a serious campus event, such as the recent program discontinuance.

- b. There is dispute whether the All-Unit Congress is the sole official shared governing body of STCC. While written documents have been produced that refer to the All-Unit Congress as the internal governance body², there is still a concern that the AUC has not been officially sanctioned by the Board of Trust. It should be noted that the Curriculum Committee, housed within the AUC, has been functioning with great efficacy, has followed its by-laws, and is comprised of duly elected faculty from across the schools. It has observed its formal processes and made recommendations to the VPAA regarding the curriculum and as such meets NECHE standards 3.14, 3.15, 4.5, & 6.2. Further, there is no formal and integrated role for students, nor for the two collective bargaining units which themselves have certain elements of governance. It is important to note that Massachusetts law is clear that policy comes via the Board of Trustees, and the All-Unit Congress is not a collective bargaining unit. Therefore, governance is (and must) be subject to the policy authority of the Board of Trustees.³
- c. There is minimal administrative involvement in the AUC. This creates an adversarial environment that leads to mistrust.
- d. There is a need to provide voice in the development of recommendations regarding policies or College procedures to all constituents.

² Ira Rubenzahl email memo to Thomas, Campus; dated February 26, 2013

Michael Suzor, email entitled "Highlights of 02/25/ BOT meeting", to Campus Community dated March 6, 2013

NECHE letter to Dr. Rubenzahl dated January 28, 2014

Eric Warren and Dr. Brandon Poe, Memo "A brief update on STCC's All-Unit Congress" dated 11/13

NECHE Self Study Report 2016, pp 17

Ira Rubenzahl email to Campus "NEASC letter to two year report", dated February14, 2014

³ Dr. Cook's email dated May 11, 2022

SHARED GOVERNANCE VS. NEGOTIATED WORKING CONDITIONS

COLLECTIVE BARGAINING UNITS

Institutions that operate under a collective bargaining agreement must clearly differentiate between the roles of the unions and shared governance. The jurisdictions can sometimes blur and create confusion, especially among members who are not steeped in the nuances of both systems.

Section 9(a) of the NLRA⁴ creates the “exclusivity doctrine,” as it prohibits employers from bargaining with any other organization. However, faculty governance in American higher education is a form of codetermination [**emphasis mine**] quite unique among worker involvement patterns in private industry and public employment. For over a century many U.S. colleges and universities have used a governance model that provides an extensive, and on some matters, exclusive, decision-making role for faculty. In most four-year colleges and universities, both public and private, this “shared governance” model of management is firmly established. Many institutions have formalized this model in their constitution and policy statements. In others, it is reflected in decades of practice, particularly in curriculum. Under this model, faculty are viewed as key advisors on a broad array of institutional policies and practices. The central “product” of an institution of higher education is its academic programs and degrees. Through this system of shared governance, most institutions of higher education in the United States have adopted a variant of the works council system. This body is normally a representative, elected council through which the faculty role in shared governance is performed. The senior management of the institution consults regularly with the Faculty Senate. Their advice and counsel is sought and valued. On some matters, the position of the Faculty Senate is considered determining, or at least highly influential.⁵

⁴ NATIONAL LABOR RELATIONS ACT 29 U.S.C. Sec. 9 [§ 159.] (a)

⁵ Bucklew, Neil; Ellison, Christopher N.; and Houghton, Jeffery D. (2013) "Shared Governance and Academic Collective Bargaining in American Higher Education: A Potential Model for U.S. Participation in the Global

Since the early 1970s, faculty unionization has become an alternate or competing model of faculty involvement in the life of a college or university. The exclusive bargaining agent concept underlying collective bargaining in the United States has led to pressure and potential conflict with the shared governance (e.g., Faculty Senate) tradition. In most cases labor laws prohibit management-endorsed or aided employee organizations. Nevertheless, shared governance models on most campuses predate the faculty union movement, and in many instances, have been allowed to co-exist with faculty unions.

In a recent review and conceptual paper, Bucklew and his colleagues identified four models of faculty unionization and shared governance (2013)⁵. These models not only provide a framework for understanding the co-existence of faculty unions and shared governance, they also show how these boundaries are defined in collective bargaining agreements. In Massachusetts, the *comprehensive model*, both traditional labor-management contract issues and shared governance issues, are addressed in the contract. Here the union fulfills the primary faculty representation role in place of traditional faculty governance, such as the faculty senate. In this model, matters that were traditionally decided by the faculty senate are now explicitly spelled out in the collective bargaining agreement. These matters would include:

- wages,
- promotion and tenure,
- teaching load,
- academic rank (job classification),
- peer evaluation committees and processes,
- academic governance advisory process,
- retirement policies,
- pension programs,
- health insurance, life and disability, insurances,
- sick leave,

Experience of Works Councils and Codetermination," Journal of Collective Bargaining in the Academy: Vol. 4, Article Available at: <https://thekeep.eiu.edu/jcba/vol4/iss1/3>

- vacation and holidays, and
- academic freedom rights and responsibilities.

MANAGEMENT RIGHTS

Matters regarding performance, discipline, hiring, etc. are made by administrators consistent with policies promulgated by the Commonwealth of Massachusetts, the Board of Higher Education (including the Non-Unit Professional Handbook), and the two collective bargaining agreements (MCCC & AFSCME). Conditions of employment are prescribed within collective bargaining agreements as well as in state and federal regulations and guidelines. “The President is appointed by the Board and his staff (the entire administration, not just the senior staff) is appointed by the President. Disputes related to the appointment, discipline and dismissal are resolved through the grievance and binding arbitration process...”⁶

Consequently, personnel matters, including conditions of employment, are not within the jurisdiction of any shared governance structure. This review is important at STCC because a shared understanding of where collective bargaining agreements start and stop must be understood to be separate from shared governance that adheres to the NECHE standard on participation and advisory outlook. The conditions of the College as a workplace, and even claims made regarding climate, are difficult to reconcile at a College like STCC via governance because collective bargaining is the forum, along with its mechanisms, for employees to seek redress.

Article 4.01 of the MCCC Day Contract states:

“All management's rights and functions, except those which are clearly and explicitly abridged by the specific terms of this Agreement, shall remain vested with the Employer. These exclusive rights include, but are not limited to, the following:

1. To the executive management and administrative control of its Colleges and their properties and facilities;

⁶ E. Marti, email to Governance Working Group, 4-27-22

2. To hire all employees, to determine their qualifications and the conditions for their continued employment or their dismissal or demotion, and to promote and transfer all such employees;
3. To establish courses of instruction, including special programs and to provide for athletic, recreational and social events for students, all as deemed necessary or advisable by the Employer;
4. To decide upon the means and methods of instruction; the duties, responsibilities, and assignment of teachers and other employees with respect to administrative and non-teaching activities; and the terms and conditions of employment;
5. To establish the standards of productivity of its employees; and
6. To establish policies, rules and regulations and practices in carrying out its responsibilities.”⁷

The chief executive officer, through an appropriate administrative structure, effectively manages the institution to fulfill its purposes and objectives and establishes the means to assess the effectiveness of the institution. The chief executive officer manages and allocates resources in keeping with institutional purposes and objectives and assesses the effectiveness of the institution. The chief executive officer assures that the institution employs faculty and staff sufficient in role, number, and qualifications appropriate to the institution’s mission, size, and scope.⁸

The administration is responsible for effecting policies and making operational decisions as only the administration and ultimately the President is held accountable for the operational function of STCC. Furthermore, senior administrators (CFO, CAO, CIO, etc.) are held accountable for any violations of state and/or federal regulations including reporting requirements. A policy places requirements on actions and related decisions and should include a means of measuring its effectiveness. Policies must not violate any state and/or federal regulations or any accreditation requirements.

Operational decisions govern day-to-day actions in the workplace during the execution of duties and responsibilities. Operational functions include the implementation of policy decisions. Finally, accountability for fiduciary matters ultimately falls to the STCC Board of Trustees which approves an

⁷ https://mccc-union.org/wp-content/uploads/sites/69/2020/05/MCCC_BHE_Day_Contract_2018-2021-final.pdf

⁸ NECHE Standard 3.12

annual budget, and otherwise delegates financial exigency is solely to the President and his administration and consequently are not within the purview of shared governance.

INSTRUCTIONAL DELIVERY

The institution's chief academic officer is directly responsible to the chief executive officer, and in concert with the faculty and other academic administrators, is responsible for the quality of the academic program. The institution's organization and governance structure assure the integrity and quality of academic programming however and wherever offered. Off-campus, continuing education, distance education, correspondence education, international, evening, and weekend programs are clearly integrated and incorporated into the policy formation, academic oversight, and evaluation system of the institution.⁹

Through its system of academic administration and faculty participation, the institution demonstrates an effective system of academic oversight, assuring the quality of the academic program wherever and however it is offered.¹⁰

The institution places primary responsibility for the content, quality, and effectiveness of the curriculum with its faculty. Faculty have a substantive voice in matters of educational programs, faculty personnel, and other aspects of institutional policy that relate to their areas of responsibility and expertise.¹¹

There are an adequate number of faculty and academic staff, including librarians, advisors, and instructional designers, whose time commitment to the institution is sufficient to assure the accomplishment of class and out-of-class responsibilities essential for the fulfillment of institutional mission and purposes. Responsibilities include instruction, accessibility to students,

⁹ NECHE Standard 3.14

¹⁰ NECHE Standard 4.5

¹¹ NECHE Standard 3.15

and the systematic understanding of effective teaching/learning processes and outcomes in courses and programs for which they share responsibility. Additional duties may include student advisement, academic planning, and participation in policy-making, course and curricular development, research, and institutional governance.¹²

¹² NECHE Standard 6.2

THE RECOMMENDED MODEL: A RATIONALE

TRUSTEES

Trustees are invited to engage in their own review of Board Bylaws, including the potential to consider the following:

- The need for additional Trustee Committees (i.e. Facilities)
- The need to reduce certain meetings (i.e. monthly Ways & Means)
- The need to examine frequency of Board meetings
- The need to be explicit about their ultimate policy approval

It is recommended that the September Trustee Retreat be dedicated to consider and formalize changes to Trustee Bylaws. It is further recommended that a Trustee Ad Hoc Committee be formed to review Bylaws and present a proposal at the September Trustee Retreat.

SHARED GOVERNANCE COUNCIL

1. Trustees endorse, via formal vote, a “Shared Governance Council” (SGC).
2. The SGC represents the interests of all the College constituencies and is composed of all the interested parties, AUC, unions, student, and senior administration. Thus, the Council ensures closer compliance with NECHE Standard #3.

It is at this point in the process that true shared governance can operate. The faculty and staff, through the AUC and its committee structure, most likely make most future recommendations. The unions review the recommendations to determine if there is any impingement on the jurisdiction established by the collective bargaining agreements. The students, through its elected governing body (SGA), determine how the recommendations affect their interests. The Cabinet members, as staff to the President, determine the fiscal or procedural feasibility of the recommendations.

3. The President considers the advice provided by different bodies and make his recommendation to the Board of Trustees.
4. The Board of Trustees receives the recommendations and, after deliberation and consultation (if needed) accepts, rejects, or, via the President, asks for modifications or further work with the recommendations.
5. Further description of the Council make-up, participants, is described below.

AUC

1. Setting aside disagreement as to how and whether the AUC has been authorized by Trustees, the Board adopts the All-Unit Congress as one of the elements of the shared governance system at STCC.
2. As for recommendations, it is clear, and per the NECHE evaluation, that the current structure of the AUC is cumbersome. The committees recommend to the General Assembly which is the voting body. The mere size of the Assembly and the complexity of the College calls for a representative body that may inform and seek input from the General Assembly, but does not require a vote, and otherwise evolves the AUC to an entity that develops recommendations.
3. The exclusion of senior administrators from the current structure of the AUC creates an adversarial relationship between the BoT's agent, the President, and his administration and the various constituents it represents. However, to include members of the senior administration as voting members of Standing committees would certainly impact these committees. However, these senior administrators also bring resources in the form of administrative support such as an understanding of fiscal ability, compliance with existing Board of Higher Education procedures, as well as administrative support in the form of minute-taking and dissemination of agenda items. The senior

administrators should serve as ex-officio, non-voting, members of the AUC Standing Committees.

4. The AUC currently represents all but 50 employees at the College, but other bodies also act as representatives for different matters. Representatives of the unions should serve as ex-officio, non-voting members, at the Standing committees. In their capacity as representatives of the collective bargaining units, the union members will assist the committees in determining if the proposals under deliberation impinge on conditions negotiated and agreed upon in the contracts. The co-chairs of the AUC should not be members of the same union.

MCCC and AFSCME

1. The roles of the collective bargaining units at the College are well established and codified in the bargained agreements.
2. To date, their advice to the President and his/her staff is through the monthly MACER and Labor Management (AFSCME) meetings. It would be beneficial to codify their role in the formulation of recommendations to the BoT, albeit as an interested gatekeeper to ensure that there is no impingement on conditions stipulated in the collective bargaining agreements.
3. The Collective Bargaining Agreement clearly delineate the power and responsibilities of the union in governance as purely advisory.¹³

STUDENTS

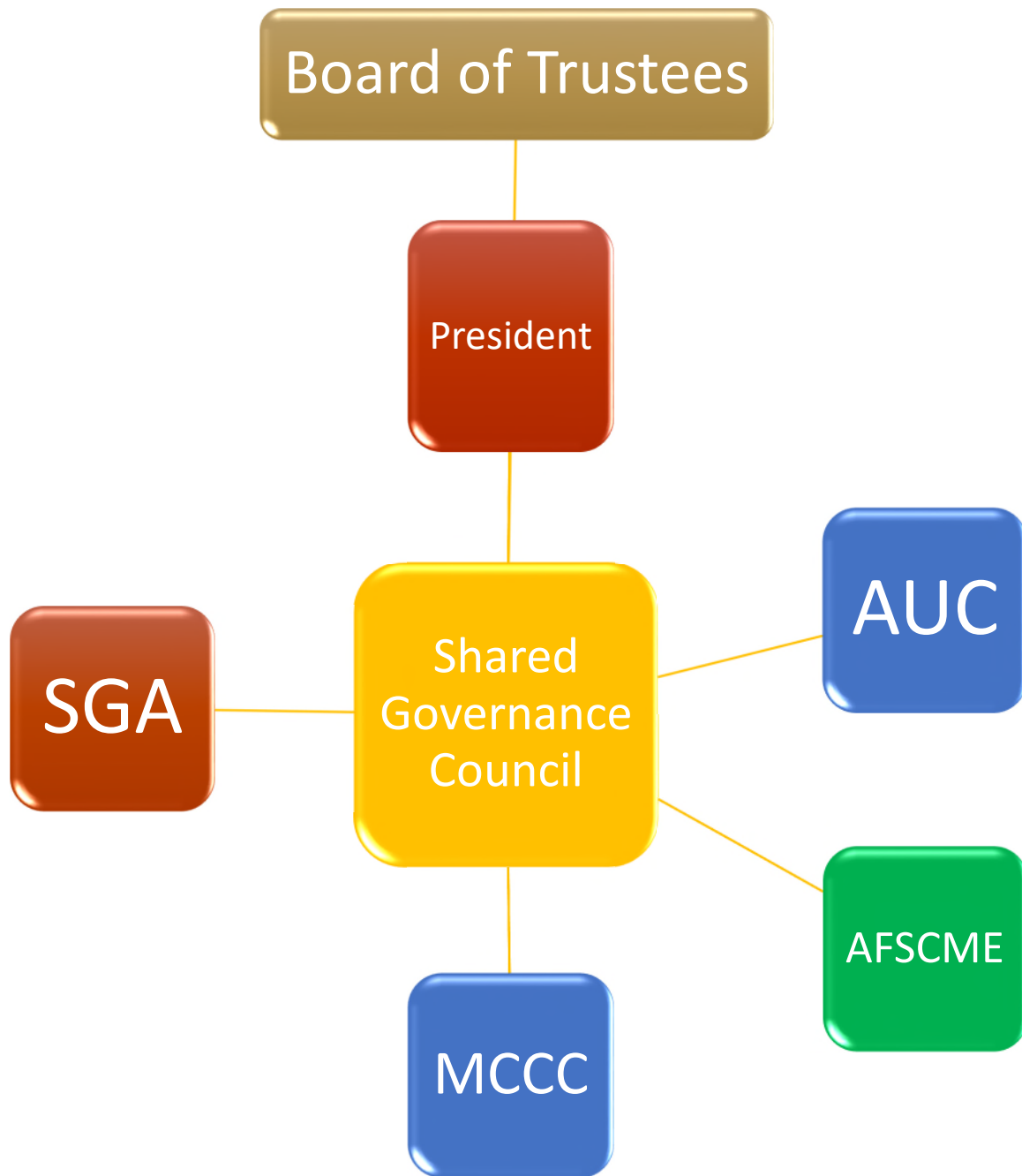
1. Traditionally student governments serve to make recommendations to the Administration and Trustees on matters related to student life. At STCC, their voice is represented at the highest level, the Board of Trustees.

¹³ Agreement by and between the MCCC/MTA/NEA and MA Board of Higher Education Art IV-A(1) (2)

2. While there are many who believe that students do not have the inclination or the expertise to fully participate in all committees, student representatives to shared governance bodies bring a unique and critical perspective. While this may be true, service on committees can be a good learning experience. The student representatives on the Board are fully engaged, bring a unique and critical perspective.

The model depicted below is resultant of the above rationale. The concept is to create a body that will receive recommendations from the Leaders of all the various College constituent groups and, while meeting together, can vet the recommendations to the President. This discussion will create transparency and collaboration in the decision-making process.

THE MODEL



ROLES EACH SHARED GOVERNANCE BODY

BOARD OF TRUSTEES

General Law Chapter 15 A Section 22. Summary:

1. Submit five-year master plan to BHE and Secretary of Education for approval. *Ch. 15A, §9(l) and §22(l)*
2. Develop and submit institutional mission statements for approval by the BHE and the Secretary of Education. *Ch. 15A, §22(n)*
3. Establish policies for administrative management of staff services, and general business of institution. *Ch. 15A, §22(c)*
4. Establish all fees. *Ch.15A, §22(b)*
5. Prepare estimates and requests for the Secretary and BHE to use in maintenance and capital outlay requests. *Ch. 15A, §22(a)*
6. Submit admission standards and program standards to BHE subject to disapproval by BHE. *Ch. 15A, §22(h)*
7. Subject to BHE authorization offer degree programs and award degrees, submit program approval requests to BHE. *Ch. 15A, §22(j), (k)*
8. Establish and operate programs, including summer and evening, in accordance with degree authority. Summer and evening programs are self-sustaining. *Ch. 15A, §22(j) and §26*
9. Establish standards for promotion, graduation. *Ch. 15A, §22 and §22(g)*
10. Confer honorary degrees. BHE gives power. *Ch. 15A, §22(k)*

SHARED GOVERNANCE COUNCIL

The Shared Governance Council will serve as a high level advisory body to the President on the recommendations developed by the College community that are to be submitted to the Board of Trustees. The body will operate on a consensus mode rather than voting. The President will present to the Board of Trustees recommendations from each of the bodies with his/her opinion as to what action the Trustees should take.

AUC

The All-Unit Congress shall consider matters relating to the continued success of STCC placed before it by any stakeholder of the campus community, using AUC Proposal Forms. This shared governance body is developed to help inform both the President and, through the President, to the Board of Trustees with the campus voice. Decision making may include operational policies that require Presidential and/or Cabinet approval or policies that require Trustee approval.

MCCC

“4A.01 The Employer recognizes the importance of the advisory role of unit members in matters of College governance, including the improvement and development of academic programs and resources. The Employer and the Association recognize that advisory organizations currently exist within the Community College System and that the structures and procedures established by such bodies vary among the Colleges in response to differing conditions, interests and needs of each College. Such advisory organizations or similar organizations shall be maintained or created at each College, after consultation with the Association, to insure advisory comment from unit members and other constituencies of the College. A governance structure shall provide for an open forum for discussion and information sharing for the purpose of providing the President of the College with advisory input prior to the promulgation of College policy.

4A.02 The Employer recognizes the importance of the role of unit members in the selection process of unit members; provided, however, that unit members shall also participate in the selection process of administrators where they are currently allowed to do so pursuant to an established and continuous College-wide past practice or written College rule; provided further that the President of the College shall select unit members to serve on selection committees for these purposes after first consulting with the members of the appropriate division/department/work area. This section (4A.02) shall not apply to part-time unit members.”¹⁴

AFSCME

This body shall advise the President on whether matters emanating from the AUC or SGA impinge on the jurisdiction of collectively bargained agreements. As a reference, below is the stated AFSCME “Bill of Rights” for employees.

“Bill of Rights for Union Members

1. No person otherwise eligible for membership in this union shall be denied membership on a basis of unqualified equality, because of race, creed, color, national origin, ethnicity, sex, age, sexual orientation, gender identity or expression, disability, immigration status, or political belief.
2. Members shall suffer no impairment of freedom of speech concerning the operations of this union. Active discussion of union affairs shall be encouraged and protected within this organization.
3. Members shall have the right to conduct the internal affairs of the union free from employer domination.
4. Members shall have the right to fair and democratic elections, at all levels of the union. This includes due notice of nominations and elections,

¹⁴ https://mccc-union.org/wp-content/uploads/sites/69/2020/05/MCCC_BHE_Day_Contract_2018-2021-final.pdf

equal opportunity for competing candidates, and proper election procedures which shall be constitutionally specified.

5. Members shall have an equal right to run for and hold office, subject only to constitutionally specified qualifications, uniformly applied.

6. Members shall have the right to a full and clear accounting of all union funds at all levels. Such accounting shall include, but not be limited to, periodic reports to the membership by the appropriate fiscal officers and periodic audits by officers elected for that purpose or by independent auditors not otherwise connected with the union.

7. Members shall have the right to full participation, through discussion and vote, in the decision-making processes of the union, and to pertinent information needed for the exercise of this right. This right shall specifically include decisions concerning the acceptance or rejection of collective bargaining contracts, memoranda of understanding, or any other agreements affecting their wages, hours, or other terms and conditions of employment. All members shall have an equal right to vote and each vote cast shall be of equal weight.

8. Charges against a member or officer shall be specific and shall be only on grounds provided in this Constitution. Accused members or officers shall have the right to a fair trial with strict adherence to due process. The accused shall be considered innocent until proven guilty.”¹⁵

SGA

The Student Government Association (SGA) is the forum through which students' viewpoints, concerns, and input into campus governance are represented. Positions are filled by student volunteers who are interested in gaining valuable experience while improving campus life.

Three elected and several appointed student leaders meet regularly to focus on various student-related issues. The student body President, student body

¹⁵ <https://www.afscme.org/about/governance/AFSCME-International-Constitution.pdf>

Vice President, and Student Trustee are elected to fill one-year terms. The SGA has a variety of committees and welcomes student involvement. The Campus Activities Board Chair, Treasurer, and Club Liaison positions also play vital roles in ensuring students have opportunities to participate in campus life.

COMPOSITION AND RESPONSIBILITY OF EACH BODY

THE SHARED GOVERNANCE COUNCIL

Composition:

- (2) AUC Co-Chairs (not from the same union)
- (1) Chapter President of MCCC, or designee
- (1) Union Steward of AFSCME, or designee
- (1) Student Government Association (SGA) President
- (Currently 7, but subject to change) Cabinet
- STCC President (Ex-officio, non-voting and Convener)

Responsibilities: As the nexus where proposals from all constituents are reviewed, this body represents the true essence of shared governance at STCC. Adoption of this body ensures that representatives from all the College constituencies have a chance to hear, learn, consider, and otherwise communicate with their respective stakeholders about proposals deliberated by the component bodies.

The role for the AUC is to present proposals that have been developed, per their by-laws (which are currently being reviewed by their members as part of the overall NECHE/governance action) to the Shared Governance Council, before the President presents them to the Board of Trustees for action.

The role of the unions at this point is to ensure fidelity to collective bargaining agreements. If the union representative believes that a proposal

impacts conditions of employment previously negotiated, it is at this committee that such finding is to be presented, discussed, and may be otherwise subject to a process that is codified by the contract (i.e., “impact bargained”).

The role of the students at this meeting is to advise the President as to the impacts that each proposal may have on students, and to serve as a conduit to the student body at-large. Encouragement for broad student inclusion is important, and NECHE standard speaks to the fact that students are the ones who will be subject to the consequences of governance, so it is their responsibility to represent the entire student body to the best of their abilities.

ALL-UNIT CONGRESS STRUCTUE

Recommendations specifically to the AUC/not part of Trustee endorsement:

The previously described Shared Governance Council represents the highest level of campus review before important recommendations are submitted to the President and STCC Trustees. There is, however, room through this consultancy to provide recommendations directly to the All-Unit Congress. The leadership of the AUC and the subgroup of the Governance Working Group have presented a proposal for consideration. As the AUC operates under Bylaws that require consideration of any changes, the recommendations below are directed at the AUC.

AUC Co-Chairpersons (2)

Continue with an AUC that will be co-chaired by one faculty member and one staff member (NUP or different union that the MCCC co-hair), both elected by the General Assembly, with elections that use technology to ensure a large and comprehensive vote. Nominations and elections for this and other offices are managed in accordance with AUC by-laws (TBD/revisions), and all AUC proceedings should continue to be governed by *Robert's Rules of Order*.

AUC Coordinating Committee

Continue with a Coordinating Committee that is made up of the two chairpersons of the AUC (as described above), Chairperson(s) from each of the Standing Committees (TBD/pending by-law revision), a Student liaison (New: elected through SGA), MCCC Union liaison (New: formalized ex-officio, non-voting), AFSCME Union liaison (New: formalized ex-officio, non-voting), and a President's Designee (New: formalized ex-officio, non-voting). The Coordinating Committee will set agenda for General Assembly, assign proposals to Standing Committees, and per the Bylaws, will now be formalized to state that a progress report on AUC effort will be an agenda item at the STCC Trustee Internal/External Committee meetings.

Standing Committees

That the Standing Committees have the responsibility to explore, provide evidence, and examine all stakeholder views when bringing proposals forward to the AUC Coordinating Committee. Standing committees are required to introduce proposals initially to the GA and then incorporate feedback from the General Assembly. If there is no objection or need for modification, the Standing Committee votes on the proposal and submits it through the Co-Chairs of the AUC to the Shared Governance Council. If there is objection or need for modification, the final proposal will be brought to the General Assembly after at least one reporting to the GA. Standing committee members are elected, and therefore represent their constituents during all Standing Committee meetings.

The recommendations to the All-Unit Congress include revision and restructure of their Committees. Again, it is understood that the AUC is conducting a review, and for consideration would be the following Committee structure, which would be formalized with Bylaw revision. However, it is strongly recommended that:

1. Senior administration be included in the Standing Committees on ex-officio, non-voting capacity.
2. Union representatives be included in the Standing Committees on ex-officio, non-voting capacity.

The following committees are suggested for consideration:

- Curriculum Committee (existing; with clear role of the CAO)
- Academic Planning Committee (Revised)
- Student Support/Success Committee (New)
- Budget Committee (New)*
- Facilities, Safety, and Sustainability Committee (Revised)
- Employee Wellness Committee (New)
- Technology, Innovation, & Resources Committee (New)
- Diversity, Equity, Inclusion Committee (Formalized from Ad Hoc)

* The VP for Administration recommends that Budget and Facilities and Sustainability Committee merge into one as the matters overlap. Consideration could be given to a Finance and Facilities Committee with both charges.

ADDITIONAL RECOMMENDATIONS FOR THE AUC

Revise by-laws to intentionally exclude creation of Ad Hoc Committees. With the newly envisioned Shared Governance Council, there should be no need to have ad hoc work done, given the comprehensiveness of the model.

NECHE has explicitly pointed to the issue assessment of STCC Governance. It is suggested that, as the AUC conducts revisions of its Bylaws, it incorporates an assessment mechanism to review whether policies/procedures are found to be effective. Where areas of concern or need for improvement are identified, the AUC leadership/membership will make improvements and then re-survey the membership and re-interview the leadership to determine if corrective actions were effective.

Specific to CURRICULUM COMMITTEE

Charge – The Committee reviews, amends, and recommends (or not) to the VPAA, and after review by the Shared Governance Council to the President and the Board of Trustees changes in all matters pertaining to curriculum.

Composition

1. The voting membership shall be comprised of 9 Faculty Unit representatives, 3 from each School, with each faculty representative from different departments, including the Chairperson. Equitable representation shall remain a pre-requisite to the committee's ability to conduct business. Members shall serve for renewable two- (2) year terms.
2. Four staff members, one each from Admissions, Library, Registrar, and Advising shall be included as non-voting members and serve in an advisory capacity. Staff members attend CC meetings with the exclusion of executive session.
3. The VP of Academic Affairs serves as Ex-officio, non-voting member, with a designee contributing to agenda distribution, scheduling, minute-taking, and otherwise collaborating in the administration of this committee *

Specific to Other COMMITTEES

- For all other Committees, establish terms of service (one year/two years) and representative elections.
- For all other Committees, utilize staff support, via senior administrators and their inclusion, for agenda-distribution and minute-taking.

Academic Planning Committee (Revised)

- Acknowledge the role, per NECHE, of the Chief Academic Officer in ex-officio, non-voting capacity.
- Include College administrators in the form and function of the Committee.
- Invite student participation.
- Include adjunct faculty explicitly.
- Union representatives serve in ex-officio, non-voting capacity.

Student Support/Success Committee (Formerly Non-Academic Policy)

- Review retention and graduation rates initiatives and recommend procedures designed to improve these rates.
- Acknowledge the role, per NECHE (“expertise”), of senior administrators, including the Vice President of Student Affairs in ex-officio, non-voting capacity.
- Work via administration to codify how Institutional Research will be engaged, ensuring accurate and updated data is available.
- Union representatives will serve in ex-officio, non-voting, capacity.

Budget Committee (New)

- Acknowledge the role, per NECHE (“expertise”), of senior administrators, including the CFO/Vice President of Administration in ex-officio, non-voting capacity.
- Include College administrators in the form and function of the Committee.
- Invite student participation.
- Include adjunct faculty explicitly.

Facilities, Safety, and Sustainability Committee (Revised)

- Acknowledge the role, per NECHE (“expertise”), of senior administrators, including the STCC Chief of Police and STCC Facilities leadership.
- Potentially structure the Committee to include a specifically-designated/elected employee working in each of the main campus buildings (Buildings 2, 16, 17, 19, 20, 28). **
- Union representatives in ex-officio, non-voting capacity.

** Discuss with VP Nathanson to formulate the best structure for the Committee. Having reps per building would invite discussion of specific issues that could be handling through normal operational channels.

Employee Wellness Committee (New)

- The AUC may seek to continue in some fashion an employee-specific committee, but this must clearly be understood to be separate from personnel as described and governed by the Non-Unit Handbook, and the two collective bargaining agreements. The potential for a “Wellness” Committee could be imagined, with broad and systemic needs, like becoming a smoke-free campus, part of the purview.
- Acknowledge the role, per NECHE (“expertise”), of senior administrators, including Human Resources leadership in ex-officio, non-voting capacity.
- Union representatives in ex-officio, non-voting capacity.

Technology, Innovation & Resources Committee (New)

Suggested Charge: Recommend on technology –related issues. The committee will be tasked with evaluation and review of specific equipment, software and/or training which the College requires to fulfill its mission. Topics covered are campus-wide technology use and needs such as information security, messaging policies, implementation projects, and proprietary information. Parameters should be determined given what is and is not addressed by IT.

Given the imperatives of present-day cybersecurity issues, it is urged that this committee find ways to expedite issues of security and effectiveness regarding IT.

Suggested Composition ***

- One faculty member from each school.
- One adjunct faculty member
- CIO or designee (ex-officio, non-voting)
- MCCC representative (ex-officio, non-voting)
- AFSCME representative (ex-officio, non-voting)

*** If this committee is to advise the President and the Board on College-

wide technology issues, then it should have greater representation from relevant personnel. If it is only to deal with faculty issues, then the above representation is correct.

Diversity, Equity, Inclusion (Formalized from Ad Hoc)

Suggested Charge: To provide input and feedback on policy decisions by maintaining a lens of equity towards all under-represented or disenfranchised populations on campus which includes all ethnic populations, religious affiliations, LGBTQIA+ community members, Indigenous person populations, cognitive abilities, physical abilities, and all levels of economic independence.

Suggested Composition

1. One MCCC Representative (ex-officio, non-voting)
2. One AFSCME Representative (ex-officio, non-voting)
3. One Non-Unit Professional
4. One faculty member from each school (LAPS, STEM, SHPS)
5. One adjunct faculty member
6. VP of Student Services or designee (ex-officio, non-voting)
7. President designee (ex-officio, non-voting)
8. CAS department member
9. Advising department member

General Assembly (suggestions)

All proposals emanating from committee consideration are presented to the GA for input (please see Appendix B for draft/proposal submission form). The Chair of the appropriate Standing Committee makes the presentation and the Secretary of said Committee records the input from the GA.

The input from the GA is brought back to the Committee for consideration. If the consensus of the GA is that the proposal is ready for submission to the Shared Governance Council, after an affirmative vote by the Standing Committee, the Chair of the Committee transmit the SGP form to the Co-Chairs of the AUC for presentation at the subsequent meeting of the Shared

Governance Council. If the input is that the proposal need reworking, the Chair will bring the recommendations back to Committee for additional deliberation and subsequent presentation to the GA.

MASSACHUSETTS COMMUNITY COLLEGE COUNCIL

PURPOSES AND OBJECTIVES ¹⁶

SECTION 1. PURPOSES:

We, the faculty and professional staff at the fifteen community colleges of the Commonwealth of Massachusetts, have organized into a politically active Union to protect the professional rights and advance the economic well being and working conditions of our members, as well as maintain and improve the quality of education in our community colleges.

SECTION 2. OBJECTIVES:

- Engage in collective bargaining
- Promote livable, equitable, and competitive wages
- Improve salary and benefits
- Promote professional working conditions, including professional development opportunities, adequate resources, and safe working environments
- Ensure reasonable workloads and work schedules
- Protect professional rights
- Protect and maintain academic freedom
- Promote full-time employment
- Promote equitable employment conditions for part-time unit professionals and adjunct faculty
- Promote quality public higher education and integrity of curriculum
- Promote job security Promote political action through education and organizing

¹⁶ https://mccc-union.org/wp-content/uploads/sites/69/2020/05/MCCC_BHE_Day_Contract_2018-2021-final.pdf

Approved by the MCCC Delegate Assembly April 30, 2011

AFSCME

This union of employees ensures that the people they represent work under conditions stipulated in their collective bargaining agreement. Their role in shared governance is to advise the administration in matters pertaining to conditions of employment. Their work in the SGC is to ensure that any recommendation being considered does not impinge on matters already negotiated in the agreement.

SGA

The Student Government Association (SGA) is the forum through which students' viewpoints, concerns, and input into campus governance are represented. Positions are filled by student volunteers who are interested in gaining valuable experience while improving campus life.

Three elected and several appointed student leaders meet regularly to focus on various student-related issues. The student body President, student body Vice President, and Student Trustee are elected to fill one-year terms. The SGA has a variety of committees and welcomes student involvement. The Campus Activities Board Chair, Treasurer and Club Liaison positions also play vital roles in ensuring our students have opportunities to participate in campus life.

THE PROCESS

SHARED GOVERNANCE COUNCIL (SGC)

1. Completed SGP forms received from AUC, MCCC, AFSCME or SGA are submitted to the President's office for placement at the following month SGC meeting.

2. The representative of the governance body or her/his designee makes a presentation to the SGC
3. The SGC considers fiscal, union, student, administrative impact of the proposal.
4. The advice given by SGC to the President is recorded in the minutes.
5. The President decides to accept, modify or reject the proposal if it is an administrative procedural matter; the President decides to recommend to the Board of Trustees any policy recommendation accompanying it with a statement of support or concern.

AUC

Any proposal submitted to the Shared Governance Council by the AUC will follow the process codified in their Bylaws.

MCCC

The role of the MCCC representative is to determine if a proposal that is submitted to the SGC has impact on collectively bargained issues. If so, the determination may be made to recommend impact bargaining on the matter. At this point the proposal is set aside until negotiations are completed and the matter is resolved.

AFSCME

The role of the AFSCME representative is to determine if a proposal that is submitted to the SGC has impact on collectively bargained issues. If so, the determination may be made to recommend impact bargaining on the matter. At this point the proposal is set aside until negotiations are completed and the matter is resolved.

STUDENT GOVERNMENT

1. A proposal presented by the President of the SGA should comply with the requirements of the SGC, i.e., appropriate forms. A vote by the Executive Board of the SGA is required for presentation to the SGC.
2. The Chairs of the AUC or the representatives of MCCC or AFSCME can request that the proposal presented by the SGA be referred to their constituents for consideration.
3. If this is the case the proposal will be considered by the appropriate body and upon consideration will be returned to the SGC committee meeting for consideration.

PROPOSED TIMETABLE

Date	Action
May 16, 2022	Report is distributed to the Governance Working Group for comment
May 24, 2022	Report is Distributed to Campus Community for comment (via Institutional Research)
June	Pending input/feedback, consultant potentially makes revisions
June 23, 2022	Presentation to the Board of Trustees
September, 2022	Board of Trustees Retreat to discuss Board of Trustee Governance

CONCLUSION

I stated on repeated occasions that STCC is a fine College that finds itself at a difficult time. It is understandable that NECHE observed and documented the fact that shared governance at STCC needs to be reviewed and improved. It does not mean that the Trustees, administration, faculty, staff, and students of this fine institution are unwilling to work collegially for the benefit of the College. It does mean that the institution needs to take a collective, deep breath and use this opportunity to make shared governance at STCC a model for the State.

It is my fervent hope that this report will not only help you formulate a system of shared governance that meets the NECHE Standards of Excellence, but that it helps improve campus morale.

Trust is only gained through actions. The process that you have embraced is not the final product. The real work begins. You are already at a point that good things will happen through continued discourse. This report is merely a template to help all of you. As you use this governance model, you will refine it and you will adapt it to the needs of the institution.

I hope it serves you well.

APPENDIX A AUC PROPOSAL FORM

This form is to be used as the method by which an idea or proposal for policy change, or operational practice adaptation/evolution, is generated for consideration, which also includes revising or presenting new policies or procedures. Please be sure the proposal is separate and otherwise distinct from discrete operational practices that would include for example, a department chair engaging their School Dean for a specific item/resource.

Part 1: Proposer The following section is to be completed by the recommender and submitted to the Coordinating Committee, with the appropriate Committee Chair then taking next steps.

1. Name of Individual/Job Title/Unit Representation as applicable:

2. Category of Proposal (choose one)

____ Academics

____ Budget and Finance

____ Facilities

____ Safety/Security

____ Enrollment Management

____ Student Success (Retention/Graduation)

____ Employee Wellness

____ Technology

____ Other

3. Type of Proposal (choose one)

4. _____ New policy/procedure

____ Revision of current policy/procedure

____ Idea for implementation

Proposal Description:

5. Background and Rationale:

6. Date submitted:

APPENDIX B SHARED GOVERNANCE PROPOSAL FORM (SGF)*

This form is to be used for presenting formalized proposals to the Shared Governance Council.

Name of Governance Body Generating the Recommendation:

Category of Proposal:

Description of Vetting Process:

Recommendation:

Date submitted: