HENRY FORD COLLEGE
SHARED LEADERSHIP
Continuous Process Improvement Plan
Winter 2017
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<th>Eileen Husband</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>General Counsel/Vice President Legal Services</td>
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<tr>
<td>Team Sponsor</td>
<td>Terrilyn Hagen</td>
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<td>Special Assistant to Vice President of Strategy and</td>
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<td>Information</td>
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<tr>
<td>Team Members</td>
<td>Mary Ann Cozad</td>
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<td>Adjunct Faculty, Health Career Services</td>
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<td>Team Leader</td>
<td>Kevin Culler</td>
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<tr>
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<td>Executive Director of Financial Services and Financial Aid</td>
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<td></td>
<td>Caryne DeMatteo</td>
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<td>Special Assistant to General Counsel/Vice President of Legal Services</td>
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<td>Eric Gackenback</td>
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<td></td>
<td>Nabeleh Ghareeb</td>
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<td></td>
<td>Adjunct Faculty, School of Business</td>
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<td>Jacqueline Lawson</td>
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<td>Patricia Sekulidis</td>
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<td>Marketing and Communications and Graphic Design</td>
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<td></td>
<td>Cynthia Stiller</td>
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<td>Assistant Dean of Social Sciences, Art and Fitness</td>
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PROJECT STATEMENT

To improve the understanding of the Shared Leadership Structure as measured by clarification of the roles and responsibilities of the various councils and to develop effective strategies to communicate this information to the College community.
Executive Summary

This CPI Team was implanted to review the Henry Ford College shared leadership structure to increase understanding and clarify roles and responsibilities for dissemination to the College community as recommended by the Higher Learning Commission’s (HLC) recommendations addressed in Criterion 5B, 2015 Assurance Argument. The HLC’s recommendation states “The enhancements to the shared governance system have been fairly rapid and the Team did hear from a number of individuals that there is some confusion and ambiguity regarding roles and responsibilities of various committees and some concern about possible overlapping of responsibilities between some committees. The Team recommends that the institution move quickly to better delineate roles of the various committees and entities and to employ effective strategies to communicate this information to the College community.”

Valuable insight has been obtained through extensive research, evaluation of an administered campus-wide survey and interviews with council members. Additional analysis ascertained from numerous methodologies within the CPI process reveal a strong need for improved communication within the councils and throughout the College community.

Delineation of the current council structure and transparency facilitated by creation and implementation of a comprehensive shared leadership communication plan are essential first steps in implementing the HLC’s recommendations.
OPERATIONAL DEFINITIONS

**Academic Council** – A collaborative body comprised of faculty and administrators from Academic Affairs and other areas of the College that are impacted by academic policy and procedure.

**Adjunct Faculty Organization (AFO)** – A union body that represents part-time instructional staff teaching for credit courses, counselors, librarians, and Placement/Co-op and Student Activities Officers at the College.

**Benchmark** – A standard or point of reference against which things may be compared or assessed.

**Board of Trustees** – The Henry Ford College elected governing body holding highest authority.

**Bylaws** - Rules of the Board of Trustees for its own governance.

**Cabinet** – A group of executive administrators that report directly to the Henry Ford College President.

**Constitution** – A body of fundamental principles or established precedents according to which an organization is acknowledged to be governed.

**Continuous Process Improvement Team** – Members organized and committed to the discovery and implementation of improvements at Henry Ford College.

**Coordinating Council** – An advisory council to the President of the college and a mediatory council between other councils, committees, and governing bodies on campus.

**Dearborn Schools Operating Engineers Association (DSOEA)** - Represents engineers at the College, as well as engineers who work for the Dearborn Public Schools.

**Exempt Employee** – These are executive level employees not affiliated with a union group.

**Faculty Organization** – A deliberative body with powers to initiate, approve, amend, or reject recommendations relative to academic policy.

**Faculty Senate** – A body of shared leadership with the responsibility for recommending academic policies of the institution, subject to approval by the President, the Board of Trustees, and other appropriate government agencies and officers.

**Force Field Analysis** – A technique for analyzing the positive and negative factors that aid or hinder an organization in attaining its objectives.
**HFC Portal** - Connects Henry Ford College students, faculty, staff and administrators to the various web applications and resources available.

**HFC Support Staff Association (SSA)** - Represents employees at the College who serve in administrative and technical support, food service, and facilities and operation.


**Local 1650** - The Henry Ford College Federation of Teacher represents full-time faculty, counselors, librarians, Placement/Co-op and Student Activities Officers, and the Athletic Director at the College.

**Local 71** - The Henry Ford College Administrators’ Association represents employees at the College who serve as administrators, supervisors, and managers. The Association does not represent administrators who report directly to the President of the College.

**Non-Classified Employees** – These are employees not affiliated with a union group including, but not limited to, the President, Vice Presidents and executive assistants.

**Operations Council** – An advisory council to the President of the College regarding operational matters.

**Shared Governance** - The means by which institutions for higher education are formally organized and managed.

**Shared Leadership** - a process of collaboration and communication among all stakeholders including Board of Trustees, employee groups, and students.

**Silo** - A mind-set or attitude found in some organizations when certain departments or groups do not want to share information with others in the same department or group or within the same organization.

**Stakeholders** – Anyone affiliated with the College that has an interest or concern in the College such as the College’s employees, students, Board of Trustees, and union members.

**Survey** - A general view, examination, or description of someone or something.
Background
Shared Leadership

Henry Ford College (HFC) prides itself on being student focused, a provider of innovative instruction, inclusive, and “Future Driven” as we serve a diverse student population with different educational needs.

In 2014 in an effort to create a more inclusive leadership structure to meet the college’s goals, the composition of multiple organizational committee structures were changed to improve the services that are provided to our external customers (students) and internal customers (employees).

While the changes had a significant positive impact, the Higher Learning Commission (HLC) visit in 2015 revealed that there was confusion and ambiguity around the communication of the roles and responsibilities of the respective council’s namely: Coordinating Council, Operations Council, and Academic Council, as well as Faculty Senate.

The HLC recommended that HFC move quickly to better delineate the roles of the committees and employ effective strategies to communicate the structure(s).

This CPI Team is ready to make recommendations that will meet and/or exceed the void identified by the HLC.
What Is Shared Leadership?

Shared Leadership at Henry Ford College is a process of collaboration and communication among all stakeholders, including, the College’s Board of Trustees, employee groups, and students. Through this process, the College shares in decision-making and makes recommendations. Shared Leadership at HFC is a dynamic, cooperative process that seeks input and recommendations from all stakeholders to make data-driven decisions to best achieve our mission and goals. This participatory model focuses on respectful, honest, and transparent shared decision-making. Shared Leadership consists of three councils: Academic, Operations and Coordinating and the Faculty Organization and Senate. The work of these bodies helps HFC to transform lives and build better futures by providing an outstanding educational experience for all students.
HFC SHARED LEADERSHIP STRUCTURE
HFC SHARED LEADERSHIP RESPONSIBILITIES

PUT RESPONSIBILITIES FLOW CHART HERE
HFC SHARED LEADERSHIP RESPONSIBILITIES

1. President of Henry Ford College will chair the Coordinating Council.
2. Primary function is to coordinate activity of the other Councils by routing work to appropriate councils, governing bodies, offices, and employees.
3. Review and track all policy and recommendations for procedural changes in Academic and Operations Council.
4. Any issue may be brought before the Coordinating Council by anyone (no labor/union issues). Issues will be routed to appropriate responsible parties including the President, Operational or Academic Councils.
5. Coordinating Council may recommend issues that are deemed to require a task force or CPI team.
6. Once an issue is received the Coordinating Council will be responsible for forming the group or involving the entire college community, if needed.
7. Serve as an archivist.
8. Ensure that college-wide policy revisions are properly vetted by seeking out experts and continue to remain compliant with the Higher Learning Commission’s Assumed Practices and Federal Compliance.
9. Designate a secretary to record minutes.
10. Consensus model of decisions are obtained with a 60% supermajority.
11. Bylaws will be reviewed annually.
HFC SHARED LEADERSHIP
RESPONSIBILITIES

1. Provide input on operational issues related to student services.
2. Discuss administrative data needs and provide input in technology planning.
3. Provide input in administrative technology planning.
4. Coordinate evaluation of non-instructional departments and disseminate results to appropriate parties.
5. Coordinate the plans to improve non-instructional areas.
6. Provide input related to facilities, campus safety, food service, or the campus environment.
7. Ensure that the College is maintaining appropriate records.
8. Manage college-wide record retention and related policies.
9. Provide input on decisions related to human resources (training, hiring, etc.).
11. Provide input on creation and development of college procedures.
12. Assist in communicating and recording college policies and procedures.
13. Assist in NCA/HLC reaccreditation process.
14. Review criteria for accreditation and make recommendations for change in efforts to comply.
15. Coordinate the retention of documents necessary for accreditation.
A. The Academic Council shall have the responsibility regarding recommendations to the President or coordinating Council regarding the following areas related to the college:

1. Consult with Senate on implications of Senate academic policy recommendations.
2. Develop and recommend procedures to implement academic policy.
3. Collaborate with Senate, Operations and Coordinating Councils in non-academic policy recommendations.
4. Collaborate with Operations and Coordinating Council in the development of non-academic procedures, as appropriate.
5. Support improvement of teaching and learning environment.
6. Monitor program/academic review process and disseminate results.
7. Implement academic procedures and processes.
8. Oversee coordination of retention efforts and procedures through the Retention Advisory Committee.
9. Assist with elements of accreditation process.
10. Recommend special awards.
11. Recommend policies and develop procedures for judicial processes.
B. The Council shall share responsibility with the Coordinating Council and Senate and attempt to reach consensus in recommending policies to the President and Board of Trustees in matters such as:

1. Major changes in student body.
2. New schools/divisions.
3. Provision of extension service to the community.
4. Assumption by the institution of research or service obligations to private or public agencies.
5. Facilities and support for research conducted by faculty members and students.
6. Add, curtail, or eliminating programs.

C. The Council will work with the Coordinating Council and the Operations Council in recommending to the President and Board of Trustees policies related to planning for improvement or addition of physical facilities.
# HFC Shared Leadership Responsibilities

**FACULTY SENATE (Abridged)**

1. Instrument of shared governance.
2. Recommend academic policies subject to the approval of the President, Board of Trustees, and other appropriate government agencies and officers.
3. Share responsibilities with the President in Trustee Board recommendations pertaining to policy relative to subject matter and methods of instruction.
5. Any college committee including steering committees, task forces, and CPI teams will include members from full-time (FT) and adjunct faculty.
7. Input on allocation of resources
8. Appoint three FT and three adjunct faculty to Academic Council
9. Appoint two FT and two adjunct faculty to Coordinating Council
10. Appoint one FT and one adjunct faculty to Operations Council.
Issues can be brought forward by any stakeholder of the college. The issue can be referred or resolved through...

Coordinating Council

The primary function of the Coordinating Council is to coordinate the activity of the other Councils by routing work to the appropriate councils, governing bodies, offices, and employees. The Council also serves to track communications, information exchanges, and actions between councils.
Benchmarking
Employee Survey - Data Analysis
Respondent Characteristics

The Shared Leadership Survey was **sent to 1,408 employees**. There were **211 responses** to the survey, which is a response rate of 14.9%. It was a very low response rate.

Respondents were classified as Exempt, Local 71, 1650, AFO, SSA and Non-Classified (contract Employees). The percentage of responses by groups is shown in the chart below. Caution should be used when making inferences from the data, particularly for sub groups with low return rates.

<table>
<thead>
<tr>
<th>Employee Group Classification</th>
<th>Population</th>
<th>Surveys Completed for Analysis</th>
<th>Percent of Population Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exempt</td>
<td>23</td>
<td>11</td>
<td>47.8%</td>
</tr>
<tr>
<td>Local 71</td>
<td>68</td>
<td>35</td>
<td>51.4%</td>
</tr>
<tr>
<td>Local 1650</td>
<td>196</td>
<td>60</td>
<td>30.6%</td>
</tr>
<tr>
<td>AFO (Teaching this semester and not teaching this semester)</td>
<td>903</td>
<td>47</td>
<td>5.20%</td>
</tr>
<tr>
<td>SSA</td>
<td>202</td>
<td>53</td>
<td>26.2%</td>
</tr>
<tr>
<td>DSOEA</td>
<td>6</td>
<td>0</td>
<td>0%*</td>
</tr>
<tr>
<td>Non-Classified</td>
<td>10</td>
<td>5</td>
<td>50.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,408</strong></td>
<td><strong>211</strong></td>
<td><strong>14.9%</strong></td>
</tr>
</tbody>
</table>
Question #1 – Of which employee group are you a member?

Responses by Employee Classification

<table>
<thead>
<tr>
<th>Entity</th>
<th>Responses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exempt</td>
<td>11</td>
</tr>
<tr>
<td>Local 71</td>
<td>35</td>
</tr>
<tr>
<td>1650</td>
<td>60</td>
</tr>
<tr>
<td>AFO</td>
<td>47</td>
</tr>
<tr>
<td>SSA</td>
<td>53</td>
</tr>
<tr>
<td>Non-Classified (Contract Employees)</td>
<td>5</td>
</tr>
<tr>
<td>Total Respondents</td>
<td>211</td>
</tr>
</tbody>
</table>
Question #3 – How long have you been employed at HFC?

<table>
<thead>
<tr>
<th>Years Employed</th>
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<tbody>
<tr>
<td>0-3 Years</td>
<td>55</td>
</tr>
<tr>
<td>4-10 Years</td>
<td>53</td>
</tr>
<tr>
<td>11 or more</td>
<td>103</td>
</tr>
<tr>
<td>Total Respondents</td>
<td>211</td>
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</table>
Question #4 – How familiar are you with the Shared Leadership Structure at HFC?

<table>
<thead>
<tr>
<th>Familiarity</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Not at All</td>
<td>21.3%</td>
</tr>
<tr>
<td>Slightly</td>
<td>29.4%</td>
</tr>
<tr>
<td>Somewhat</td>
<td>31.3%</td>
</tr>
<tr>
<td>Extremely</td>
<td>18.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
</tr>
</tbody>
</table>

**Familiarity**

- Not at All: 45
- Slightly: 62
- Somewhat: 66
- Extremely: 38
- Total: 211
Question #7 – Do you know where to find information about the Shared Leadership Structure such as by-laws, agendas, minutes or membership?

Knowledge of Location of Information

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td>Yes</td>
<td>93</td>
</tr>
<tr>
<td>No</td>
<td>118</td>
</tr>
<tr>
<td>Total</td>
<td>211</td>
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</table>
Question #8 – If yes, did you review the information?

<table>
<thead>
<tr>
<th>Reviewed Information</th>
<th></th>
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<tbody>
<tr>
<td>Yes</td>
<td>68</td>
</tr>
<tr>
<td>No</td>
<td>34</td>
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<tr>
<td>No Response</td>
<td>109</td>
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<tr>
<td>Total</td>
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Question #9 – If yes, was the information useful?

Usefulness of Information

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
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<tr>
<td>Yes</td>
<td>59</td>
<td></td>
<td></td>
</tr>
<tr>
<td>No</td>
<td>13</td>
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<tr>
<td>No Response</td>
<td>139</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>211</td>
<td></td>
<td></td>
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</tbody>
</table>

28.0% Yes
6.2% No
65.9% No Response
Employee Responses Categorized by Years of Employment - Data Analysis
Question #4 – How familiar are you with the Shared Leadership Structure at HFC?

**Conclusion Drawn:** Employees with 11 or more years of employment have little or no knowledge of the Shared Leadership structure.
Question #7 – Do you know where to find information about the Shared Leadership Structure such as by-laws, agendas, minutes or membership?

### Knowledge of Location of Information

<table>
<thead>
<tr>
<th>Years of Employment</th>
<th>0-3</th>
<th>4-10</th>
<th>11 or More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>14</td>
<td>21</td>
<td>58</td>
</tr>
<tr>
<td>No</td>
<td>41</td>
<td>32</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>53</td>
<td>103</td>
</tr>
</tbody>
</table>

**Conclusion Drawn:** A large percentage of employees with fewer than 11 years do not know where to find information about the Shared Leadership structure.
Question #8 – If yes, did you review the information?

### Reviewed Information

<table>
<thead>
<tr>
<th>Years of Employment</th>
<th>0-3</th>
<th>4-10</th>
<th>11 or More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>10</td>
<td>16</td>
<td>42</td>
</tr>
<tr>
<td>No</td>
<td>7</td>
<td>8</td>
<td>19</td>
</tr>
<tr>
<td>No Response</td>
<td>38</td>
<td>29</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>53</td>
<td>103</td>
</tr>
</tbody>
</table>
Question #9 – If yes, was the information useful?

### Usefulness of Information

<table>
<thead>
<tr>
<th>Years of Employment</th>
<th>0-3</th>
<th>4-10</th>
<th>11 or More</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>9</td>
<td>14</td>
<td>36</td>
</tr>
<tr>
<td>No</td>
<td>1</td>
<td>2</td>
<td>10</td>
</tr>
<tr>
<td>No Response</td>
<td>45</td>
<td>37</td>
<td>57</td>
</tr>
<tr>
<td>Total</td>
<td>55</td>
<td>53</td>
<td>103</td>
</tr>
</tbody>
</table>
Employee Comments
Responses Categorized by Years of Employment: 0-3, 4-10, 11 and Over
0 - 3 Years

Question #10 – Do you have any recommendations about how to improve access to the HFC Shared Leadership information?

- very few people know about the Shared leadership structure. I only found out about this recently when I was sharing a student comment about the campus and his education with an administrator, who recommended I take the student's recommendation to Coordinating Council. Thanks

- There needs to be an new employee orientation that walks people through policies, groups, committees, etc. of the college. Since there hasn't been an orientation in the past, I would also suggest a "new-ish" employee orientation as well. This college is horrible at communication...

- Q 9 needed a "if no, why not?" It was not useful because Faculty Senate had no bylaws, minutes, etc. Coordinating Council had a meeting structure and minutes but no current bylaws, constitution or mission. Academic Council bylaw were in draft form dated Feb. 3, 2016, no constitution or mission. Operations Council has bylaws and constitution but minutes were not up to date and nothing has been posted since Aug. 2016. Need to have a Shared Leadership webpage for easy access to all and not hidden for employees only. Need councils to make sure that their bylaws, constitution, minutes, etc. are up to date. Should put all bylaws, mission statement, etc. for all councils in one document for easy access.

- Process Map or Flowchart (Picture) that shows how decisions are made, and what Shared Leadership looks like - Web site is loaded with Shared Leadership stuff . . . but a picture is worth 1000 web pages for me . . .

- Perhaps a comprehensive employee handbook? It's odd that new employees don't receive a book - or really any literature at all - that explains the culture, structure, and policies of the organization. There could also be some employee training or orientation that covers this information. (And a supplemental employee handbook would be great in tandem with training and orientation.) I imagine others might say that this information should be available on the website in some form, but I think that's useless unless and until there is someone - or some book - available to give people an introduction that explains WHY they would ever want to seek information - online or otherwise - about the HFC Shared Leadership structure. As it is, I've worked here a little over a year now and have only a vague idea of what this is about, and wouldn't really know why I ought to try to find out more.

- Need a road map (visual diagram) of how these four groups work together. Need a mission statement for each council. Need a college calendar that shows when each Council meets with agenda (particularly if there is an opportunity for non-members to participate). Need
information on how to get involved. Need to know where to find the information about shared leadership (one location for all, please).

• It would be nice if it was shared with employees. The SSA employees got their contract today, half a year after it was drafted. How are we supposed to know anything about the leadership or about becoming a member of a Council?

• Include information about in the training that should be given, but is not, to new adjunct faculty.

• I searched through past emails and found no emails on this topic.

• I googled "HFC Shared Leadership" and saw no "hits". I searched through past emails and found no emails on this topic. So my recommendation is send something out regarding Shared Leadership. A web site or FAQ or something.

• I found these four bodies and their minutes on the employee portion of the website. I didn't find the Bylaws for the Coordinating council, perhaps there are not suppose to be any. Would suggest the three Councils and Faculty Senate be located together on their on web page w/o the other items with a brief paragraph explaining the purpose of each body and how often they typically meet.

• I don't think so. I believe I see regular email announcements of meetings but I teach elsewhere, work part time at a library, and have child care responsibilities so I'm not ever available when the meetings take place.

• I am fairly new to the college and had not quite been here a year. In coming on board there was not any type of onboarding or new hire training. I would strongly recommend new hiring training to on board new employees. A new hire orientation 1 to 2 days in length, might be an ideal time to share information on what Council we have, the purpose, and how someone might get involved, along with training on college systems, policies and procedures. Just some thoughts.

• Discuss it in greater depth during HFC 101

• As a newer employee, I would like to suggest that these leadership structures are explained when hired into HFC, also to include how to become involved.
4 - 10 Years

Question #10 – Do you have any recommendations about how to improve access to the HFC Shared Leadership information?

- We have the pages for each council on the portal (some more "complete" than others) but I don't know if I quite understand how they all relate, what their exact functions are, and how/why they differ. I know we're driven by shared leadership but I'm a little unclear on the "structure" part. While it might be documented somewhere, I can't find it. An accessible summary, especially for new employees, would be nice.

- Make us more aware of the existence and information available on shared leadership.

- I know where to find information about Operations Council, but am not sure if it is always up-to-date with the most recent agendas & minutes?

- I do not see any shared leadership. I hear about multiple endless meetings - how useful is questionable.

- I can find the minutes, by-laws, etc for each of the Shared Leadership Councils. However, it would be helpful to see an overall picture or chart that summarizes how the different Councils work together and the general function of each. It is possible this is already available and I am just not aware of where to look

- Email all employees. When information changes.

- Each dedicated section should have the same format which might include the charge of the committee, an exhaustive list (including examples) of issues that the committee handles, and a current roster of members on the committee (rather than just the job title of those supposed to be on the committee). Each section displays the information slightly differently, and in some instances the information is missing. It's impossible to keep up with all of the changes happening, no one has time to read meeting minutes for all of the committees that are working on issues across the campus. I don't know what the solution is, but maybe a summarized and easily digestible report at the end of each semester would be valuable.

- A periodic reminder to the College community on how to get to the information would be most helpful. As long as people know the location and how to access the information, the content provided is very informative.
11 Years or More

Question #10 – Do you have any recommendations about how to improve access to the HFC Shared Leadership information?

- Writing and publishing (on the web) of an overview and progress of all Shared Leadership committees in annual/semi annual reports targeting a general public audience perspective.

- While I know where to find the agendas and minutes for the various councils, it’s not something I look for regularly in my regular day, given the volume of other work I’m performing. It might be useful if the agendas and minutes for meetings of the Councils were sent out to the relevant employee groups that are represented on the bodies. I know that Faculty Senate and Faculty Organization agendas and minutes go out to all faculty, but we do not receive the agendas and minutes for the Coordinating or Operations Councils. Of course I can look them up, but I think it would encourage attention by employee groups if those items were emailed to all of us.

- When the information is updated send us an email with the link to the information. Maybe give us a brief description of the Shared Leadership Structure and its purpose or use. I am guessing that is may be on our website but I have not had a reason to look for it.

- Well, first, the Shared Governance information needs to solidify and become institutionalized. Our problem with understanding the governance at this institution is that the existing governance structure was criticized, mocked, and trashed before the new administration really knew or understood the institution and before the administration knew what type of governance they intended to institute. Once they started developing plans, they just developed the names of Councils before they even knew how the Councils would function or what would be the governance duties. For so long, the administration relied on pointing to a vague flow chart to claim that they had a plan for governance. I am not sure that the governance duties of these Councils make sense today even to those who have been involved since the beginning. It makes sense that members of the institution would be confused since the Councils did not have by-laws in place--and at least one of them did not meet--as recently as last summer. The truth is that this muddying of the waters of governance is a way--intentional or not--of retaining power in the hands of the President and Cabinet by making the roles of all other governing bodies murky and impotent. One other item your CPI team might look at would be the use of CPI teams as another impotent form of governance. How aware are our community about how CPI teams are formed? Do we know that CPI teams do not function as independent, critically analytical bodies? How aware are we about the productions of the CPI teams? How aware are we of how the reports are used by different offices on campus? Do we know about the impact these teams have on the work of other committees and teams across the campus? Do these teams limit the amount of time members have to produce work that is related directly to their own job function? What is the possibility that a CPI team might actually develop an argument or recommendation that runs counter to the Cabinet -level sponsor? As for improving access to information, community members will only access this information once they need to access it. A clear, honest webpage that shows the line of power and, perhaps, provides the duties and responsibilities of each of the bodies might be helpful. One other note, and please forgive the critical nature of this note. I respect my colleagues who serve on committees because I know the amount of work committees take. That said, I have some concerns about the survey. The
survey games itself from its first introductory sentence as being slanted to reinforce and be uncritical about the current governance systems of this institution. This survey itself is fairly limited in its objectivity, its ability to garner useful information and its ability to protect identity. Why do employee groups or gender matter to the results of the survey? Where are the questions that assess the respondent’s knowledge of the current structures? Where are the questions that ask about the respondent’s views and experiences with the usefulness of the current structures? I understand that CPI team members are supposed to find an small plot of land--but of what value is a committee looking into effectiveness of and awareness about self governance unless the team actually looks into governance.

- Training, employee hand books, perhaps events like State of the College, a brief presentation could be given at the beginning about Shared Leadership at HFC. Given new employees often attend this even, it would give them some information about the structure of their new employer.

- There should be clearer guidelines as to what each council does and is responsible for. For example, if a task is assigned to the Operations Council and is completed by the council, does it need to move forward to the Coordinating Council? If so for what purpose if the task is complete? Does the Operations Council designate what department/person is responsible to oversee the task if issues arise after the council has completed the task, or is the assignment of responsibility the job of the Coordinating.

- The redundancy between "shared leadership" and "shared governance" is problematic and reflects a philosophical divide at the College.

- The access is fine but the content needs work. The Academic Council portal page is the only one that explains the purpose of the council and has resources associated with it. The Operations and Coordinating Council pages are just repositories for agendas and minutes. It would be helpful if content was redesigned to show how each council in the shared governance model works together.

- Shared Leadership has become much more inclusive over the last few years, and should continue to grow as such. Collaboration across the college needs to be emphasized. The philosophy that each and every employee can be a "leader" regardless of job title or bargaining group affiliation should be reinforced.

- Send out emails letting everyone know what it is and where to access it.

- Push reminders. Push meeting summaries to the constituencies affected by that council. As you do your work bear in mind that the Senate/Faculty Organization structure is protected by a CBA.

- Provide brief (1-2 minutes) overview of organizational structure of HFC (using org chart) annually at August College Organization meetings.

- Provide a training / information session. Information on "what" Shared Leadership is & what the goal is and training on where to find the information for updates.
• Present info in a way that makes clear how it is important to part-time staff.

• No, the website seems to be up to date and easy to follow.

• No, other than ensuring that shared leadership continues to remain an important part of the college structure and organization.

• Material could be updated more regularly. What is the current vision or expectation for how information is disseminated from the various groups? Just postings in the Employee portal? Minutes of the Faculty Senate are shared, but I've heard nothing from the Operations or Coordinating Councils. There is no flow of information. I would have to actively seek information about what these groups are dealing with. There is no apparent mechanism for sharing an opinion on a topic under consideration.

• Many of those who serve on the Coordinating Council are exempt employees; thus, they tend to support whatever the President wants. I do not believe that these exempt employees can truly share their opinions or thoughts on issues before the council. I do not believe that the President should chair the Coordinating Council. Even though representation from the various employee groups on campus are represented, I believe that many decisions are not fairly decided because of the influence of the President on the council.

• Let us know what it is all about. I just recently took a new position at the college and I feel that anything that pertained to the SSA or employee benefits were not clearly communicated.

• Increase information. A schematic diagram of the responsibilities of each council would be helpful.

• I'm surprised by the questions. Is this suppose to be an anonymous survey? It is anything but....and I'm not real sure what you can be learned from questions five and six.

• I think reminders in the weekly communications about where the information is located and when meetings are being held is helpful.

• I think communications between all councils can be improved so everyone knows what one group is doing and so that work is not duplicated. I would like to see minutes of all the councils distributed to the community through email. I know they are posted on the intranet but I don't take the time to go there and read them each month but if I got an email with the minutes I would be more inclined to read them. This is what the Senate does and I find it useful to know what happens each month.

• I only knew where to find this information when I was serving on the council. The secretary sent us links to access.

• I like the idea of sharing information and it is an improvement compared to previous administrations. However, I believe it is more important to include everyone in the decisions of the leadership of the college. I sometimes feel as though I'm not represented and decisions are made that adversely affect how I perform my job. I serve on committees, and I have served on a CPI team, which I certainly made an impact on the recommendations. However, I think many
of the day-to-day operations are not serving the best interest of the student as far as how I provide them services. To me, it seems that the people in the "field" should provide more input into the leadership decisions.

- Have a link on the front page of the website. But, practice shared leadership! I feel more stifled than ever at this institution. There feels as if there is a general hostility within divisions and campus wide. Associate deans are unfair, play favorites and make decisions with NO faculty input regarding curricular changes.

- Consider hosting a training session, even if it's brief, for incoming full time employees.

- Communication on meetings (times and agenda) and archival information seems fairly ragged. I believe, at least, a monthly communique should be dedicate to announcements and links to information for all of the various groups (for that month/period). This should be a responsibility of the Coordinating Council in their "traffic cop" role.
CPI Shared Leadership Relations Diagram

Causes = Backend of Arrow
Effects = Arrowhead

Problem Areas: 1) Defining the Process; and 2) Lack of Communication
Henry Ford College
Winter 2017 Shared Leadership CPI Team

**Force Field Analysis**

Desired Change: Improve the understanding of the Shared Leadership Structure

<table>
<thead>
<tr>
<th><strong>Driving Forces</strong></th>
<th><strong>Restraining Forces</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Higher Learning Commission (HLC) requirements and accreditation.</td>
<td>Work in silos and lack of communication, coordination, and training.</td>
</tr>
<tr>
<td>Need for consistent and accurate information for stakeholders/employees.</td>
<td>No ownership of structure and processes.</td>
</tr>
<tr>
<td>Need for improved communication, coordination, and protocols regarding shared leadership structure and processes.</td>
<td>Institution needs to identify poor understanding of shared leadership structure as a priority to fix.</td>
</tr>
<tr>
<td>Need to educate institutional stakeholders/employees about shared leadership structure.</td>
<td>Lack of an employee on-boarding process, and poor web-presence of information.</td>
</tr>
<tr>
<td>Need to keep institutional stakeholders/employees informed about shared leadership activities.</td>
<td>Poor web-presence of information and inconsistent/irregular posting/dissemination of information.</td>
</tr>
<tr>
<td>Need to utilize web resources more effectively.</td>
<td>Presentation style of web presence as well as end-user design and update capabilities.</td>
</tr>
<tr>
<td>Need for good public image.</td>
<td>Uninformed stakeholders often become disengaged and disenchanted.</td>
</tr>
</tbody>
</table>

**Actions**

- Need for a new and improved shared leadership web page for easy access to information about structure, roles, and activities.
- Need for an employee on-boarding (orientation) program that includes information about the shared leadership process at Henry Ford College.
• Need for a single shared leadership constitution (including bylaws) covering information about all branches (councils) of shared leadership in a consistent manner, even if a portion is by reference to a specific council’s constitution, housed in a negotiated agreement.
• Need for regular meetings of all shared leadership councils, with a consistent and uniform method of posting/communicating information about meetings and opportunities for involvement.
• Need for Academic and Operations Councils to report-out monthly to Coordinating Council and for Coordinating Council to assume a role as the “main hub” in the structure, recognizing the status of all items being reviewed by councils and identifying and eliminating areas of duplication.
• Need for an annual review of the shared leadership process by a subcommittee of the Coordinating Council to ensure continued communication to stakeholders as well as continued functional interaction of all branches (councils) of structure.
• Need for inclusion of summary information about shared leadership activities at State of College meetings.
## RACI Charts

**Project:** Shared Leadership  
**Title:** CPI  
**Date:** 3/21/2017

### Recommendations

<table>
<thead>
<tr>
<th>Number</th>
<th>Recommendations</th>
<th>Legal/Caryne</th>
<th>Council Chairs</th>
<th>Marketing</th>
<th>CPI Team</th>
<th>D. Pace</th>
<th>Web team</th>
<th>Coordinating</th>
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<tbody>
<tr>
<td>1</td>
<td>Create a communication plan</td>
<td>I</td>
<td>I/R</td>
<td>R</td>
<td>A</td>
<td>I</td>
<td>R/C</td>
<td>I/R</td>
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<td>2</td>
<td>Shared Leadership Onboarding</td>
<td>I</td>
<td>I</td>
<td>C/I</td>
<td>A/R</td>
<td>C/I</td>
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<td></td>
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<td>3</td>
<td>Review of all Council Documents</td>
<td>A</td>
<td>R</td>
<td>I</td>
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<td></td>
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<td>R</td>
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<td>4</td>
<td>Added Standing Agenda Item</td>
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<td>R</td>
<td>I</td>
<td></td>
<td></td>
<td>A/R</td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Review of regular meeting schedule</td>
<td>I</td>
<td>R</td>
<td>I</td>
<td></td>
<td></td>
<td>A/R</td>
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<tr>
<td>6</td>
<td>Updating Standing Committees</td>
<td>C/I</td>
<td>R</td>
<td>I</td>
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<td>A/R</td>
<td></td>
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<td>7</td>
<td>Student Leadership Plan</td>
<td>C</td>
<td>R</td>
<td>I</td>
<td></td>
<td></td>
<td>A/R</td>
<td></td>
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</table>
GANTT Chart
1. Create a communication plan that includes a web presence for clarity of Shared Leadership role, Council roles and responsibilities and a single repository for all related documents including minutes, agendas and meeting times. This plan will include announcements about the new web page at high profile events like Faculty Org and State of the College. Included in this plan is ITS training for council/senate secretary or appointed person from each council to post items on page like agenda, minutes, meetings in a timely fashion as well as keep information current and updated.

   **Rationale:** Having a clear communication plan will eliminate confusion and keep faculty and staff informed about Shared Leadership at Henry Ford College. Communication is key to the understanding of our structure. Also, designating and training one individual on each council/senate to post upcoming meetings as well as keeping meeting documentation and other council documents current and up to date.

2. Shared Leadership training to be a part of the on-boarding orientation of new faculty and staff, including inclusion in an employee handbook and/or Cornerstone. (This was brought to the attention of the current Employee training CPI Team)

   **Rationale:** It is important for new faculty and staff to be trained as soon as they are hired. This will create a base of knowledge immediately and allow them to participate effectively in the Shared Leadership process.

3. All Councils should revisit bylaws and mission/charge to ensure that they are meeting their intended purpose and review annually. Coordinating Council will be responsible reviewing the other council's bylaws, mission statements, etc. to ensure that there is no overlap between the council's charges. Coordinating Council will also be responsible for setting deadlines of all matters under review by the various councils and following up on the status of all matters monthly. A common template will be created for each council's use in formatting their bylaws and will be housed on the Shared Leadership web page.

   **Rationale:** It is important in any organization to revisit and review their charge and purpose. This will ensure the by-laws, mission statement, constitution and other important documents are current and still reflective of their respective roles and responsibilities within the college.

4. Coordinating Council should have a standing agenda item to review all minutes from the other three bodies. Faculty Senate, Academic Council and Operations Council.

   **Rationale:** This will assist Coordinating Council, as the main communication hub, in staying connected and knowledgeable about what is going on within the other councils. This standing agenda item is necessary and essential in keeping Coordinating Council apprised of all matters being handled by the other three bodies.
5. Academic and Operations Councils should meet with similar frequency as Coordinating Council (monthly, biweekly, bimonthly) to be determined by Coordination Council.

**Rationale:** Having consistency in the frequency of meetings among the councils is important, this is part of a well administered organization structure.

6. All Councils are responsible for updating, and maintaining the listing of the agreed upon standing committees that fall under them.

**Rationale:** Councils should have a clear understanding of the agreed upon standing committees associated with them and be updated bi-monthly on the work that these committees are doing.

7. Coordinating Council to begin building the Student Leadership piece of our Shared Leadership.

**Rationale:** In order for our Shared Leadership structure to be effective, we must build on the Student Leadership piece within the structure. This is the last piece of our Shared Leadership structure and it should be a function of the Coordinating Council to review ways to get this up and running.
Steering Committee Feedback

Team name and number: Shared Leadership

Date: April 7th, 2017
Sponsor: Eileen Husband/Terri Hagen

<table>
<thead>
<tr>
<th>Ideas for Improvement</th>
<th>Support</th>
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<tbody>
<tr>
<td>1. Create a communication plan that includes a web presence for clarity of Shared</td>
<td>Support: ITS training for council/senate secretary or appointed person</td>
</tr>
<tr>
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<td>from each council to post items on page like agenda, minutes, meetings</td>
</tr>
<tr>
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<td>in a timely fashion as well as keep information current and updated.</td>
</tr>
<tr>
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<tr>
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<td></td>
</tr>
<tr>
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<td></td>
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<tr>
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<td>Support: Employee training CPI Team</td>
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<tr>
<td>3. All Councils should revisit bylaws and mission/charge to ensure that they are</td>
<td>Support: Coordinating Council will be responsible for setting deadlines</td>
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<tr>
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<td>and completion of reviews for all councils as well as ensuring that</td>
</tr>
<tr>
<td>responsible for setting deadlines and completion of reviews for all councils as well</td>
<td>membership structure is updated as well as reviewing all council bylaws</td>
</tr>
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<td>as ensuring that membership structure is updated as well as reviewing all council</td>
<td>and constitutions for possible overlap with other Councils. A common</td>
</tr>
<tr>
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<td>template will be created for use on web page.</td>
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<td>will be created for use on web page.</td>
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<td>Support: All Councils are responsible for updating, and maintaining the</td>
</tr>
<tr>
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<td>listing of the agreed upon standing committees that fall under them.</td>
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<tr>
<td>5. Academic and Operations Councils should meet with similar frequency as Coordinating</td>
<td>Support: Coordinating Council to begin building the Student Leadership</td>
</tr>
<tr>
<td>Council (monthly, biweekly, bimonthly) to be determined by Coordination Council.</td>
<td>piece of our Shared Leadership.</td>
</tr>
<tr>
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<td>upon standing committees that fall under them.</td>
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<td>7. Coordinating Council to begin building the Student Leadership piece of our Shared</td>
<td></td>
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<td>Leadership.</td>
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### Survey Overview and Questions

**CPI Team: Shared Leadership Survey**  
**Winter 2017**  
**n = 211 (out of 1408 invitations)**

1. **Of which employee group are you a member?**

<table>
<thead>
<tr>
<th>Group</th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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<tr>
<td>Exempt</td>
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<td>5.2</td>
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<tr>
<td>Local 71</td>
<td>35</td>
<td>16.6</td>
<td>16.6</td>
<td>21.8</td>
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<tr>
<td>1650</td>
<td>60</td>
<td>28.4</td>
<td>28.4</td>
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<td>AFO</td>
<td>47</td>
<td>22.3</td>
<td>22.3</td>
<td>72.5</td>
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<tr>
<td>SSA</td>
<td>53</td>
<td>25.1</td>
<td>25.1</td>
<td>97.6</td>
</tr>
<tr>
<td>Non-Classified (Contract Employee)</td>
<td>5</td>
<td>2.4</td>
<td>2.4</td>
<td>100.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>211</strong></td>
<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
<td></td>
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</table>

2. **Gender**

<table>
<thead>
<tr>
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<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
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<td>Male</td>
<td>66</td>
<td>31.3</td>
<td>31.3</td>
<td>31.3</td>
</tr>
<tr>
<td>Female</td>
<td>145</td>
<td>68.7</td>
<td>68.7</td>
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<tr>
<td><strong>Total</strong></td>
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<td><strong>100.0</strong></td>
<td><strong>100.0</strong></td>
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### 3. How long have you been employed at HFC?

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<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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<tbody>
<tr>
<td>0-3 years</td>
<td>55</td>
<td>26.1</td>
<td>26.1</td>
<td>26.1</td>
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<td>4-10 years</td>
<td>53</td>
<td>25.1</td>
<td>25.1</td>
<td>51.2</td>
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<tr>
<td>11 or more years</td>
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<td>48.8</td>
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<tr>
<td>Valid Total</td>
<td>211</td>
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<td>100.0</td>
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</table>

### 4. How familiar are you with the Shared Leadership Structure at HFC?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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<tr>
<td>Not at all</td>
<td>45</td>
<td>21.3</td>
<td>21.3</td>
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<tr>
<td>Slightly</td>
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<td>29.4</td>
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<td>50.7</td>
</tr>
<tr>
<td>Valid</td>
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<tr>
<td>Somewhat</td>
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<td>31.3</td>
<td>31.3</td>
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<td>Extremely</td>
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<td>Total</td>
<td>211</td>
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</tbody>
</table>

### 5. Are you, or have you been, a member of a Council at HFC?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
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</thead>
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<tr>
<td>Yes</td>
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<td>28.9</td>
<td>28.9</td>
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<tr>
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<td>70.1</td>
<td>70.1</td>
<td>99.1</td>
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<td>Valid</td>
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<tr>
<td>Don’t know</td>
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<td>.9</td>
<td>.9</td>
<td>100.0</td>
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<tr>
<td>Total</td>
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<td>100.0</td>
<td>100.0</td>
<td></td>
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</table>

### 6. If yes to question 5, please check all that apply.

#### 6a. Academic Council

<table>
<thead>
<tr>
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<th>Frequency</th>
<th>Percent</th>
<th>Valid Percent</th>
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### 6b. Coordinating Council

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### 7. Do you know where to find information about the Shared Leadership Structure such as by-laws, agendas, minutes or membership?

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9. If yes, was the information useful?

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Appendix II
CPI Team Shared Leadership
Survey Results
Broken Down by Years Employed
Appendix III
CURRENT AND EXISTING
COUNCIL DOCUMENTATION
AS OF APRIL 7, 2017
(Please refer to each Council’s web page for most current and up to date information)
I. PRINCIPLES

A. The basic functions of a college are to preserve, augment, criticize, and transmit knowledge and to foster creative capacities. These functions are performed by a faculty which must be free to exercise independent judgment in the planning and execution of its educational responsibilities.

B. Three groups play the most important roles in the government of American colleges and universities: faculties, administrations, and governing boards. The roles of these groups must be defined.

C. The development of college and university teaching as a profession has produced a scholarly community of talent fully qualified for an active and responsible part in institutional government. The faculty, which is entrusted with primary tasks for which educational institutions are organized, is the essential participant, by virtue of its particular competence, both in recommending and in carrying out decisions on College educational policy, as determined by the Board of Trustees and the President.

D. The three responsible agents -- faculty, administration, and governing board -- should endorse the principle of joint responsibility and endeavor to work out a judicious balance in the area of their collective responsibilities, with the understanding that nothing in this document shall be construed to deny the Board of Trustees (the “Board”) or any administrative officers any of the powers or responsibilities vested in them by law or by action of the Board.

II. FACULTY ORGANIZATION ROLE AND OPERATING STRUCTURE

A. Faculty Organization Role

The Faculty Organization shall be a deliberative body with powers to initiate, approve, amend, or reject recommendations relative to academic policy. All academic policy recommendations shall be vested in the Faculty Organization, subject to limitations stipulated in Article I.D. addressing the authority of the Board of Trustees and Article VII addressing the authority of the HFCC-FT Collective Bargaining Agent. Any action of the Academic Council, the Coordinating Council, or the Operations Council (herein referred to as the “Councils”) and other College committees and groups relative to academic policy shall be subject to approval by the Faculty Senate and the Faculty Organization, which shall have the authority of approving and forwarding all academic policy recommendations to the President.
B. Faculty Organization Operating Structure

1. The Faculty Organization shall consist of all full-time faculty and current adjunct faculty.

2. All meetings of the Faculty Organization shall take place during the Fall and Winter Semesters, with the date and time published at least fourteen calendar days preceding the meeting. Meetings of the Faculty Organization shall take place August, January, and May of each College year, and on other occasions if approved by the Senate. Those in attendance at a duly called meeting of the Faculty Organization shall constitute a quorum. Special meetings of the Faculty Organization may be called by the Faculty Senate and/or at the request of the President and/or the Board to address time sensitive issues of academic policy. A two week notice of the meeting shall be provided. A good faith effort shall be made to avoid meetings during the spring and summer terms or at times that conflict with faculty teaching schedules.

3. Voting at meetings of the Faculty Organization shall be limited to those qualified to vote and in attendance at the meeting and shall typically be by voice vote. A hand count, a standing count, or paper ballot vote, if requested by any member of the Faculty Organization in attendance, shall be conducted. Voting on matters before the Faculty Organization shall be limited to all full-time faculty and a number of elected adjunct faculty delegates equal to one-half of the number of full-time faculty, as reported by the Office of Human Resources at the time of the election of adjunct faculty delegates. Adjunct faculty delegates shall be elected annually in Senate conducted elections during each Winter Semester, with adjunct delegate status effective the following August 1.

4. The representation and the voting weight of adjunct faculty in Division and/or Department meetings shall be determined by the Academic Affairs Leadership Council, provided that the voting strength not exceed one-half of the number of full-time faculty members of the Division and/or Department. The representation and the voting weight of adjunct faculty in Division and/or Department committees shall be determined by the Division and/or Department.

III. FACULTY SENATE ROLE AND OPERATING STRUCTURE

A. Role of the Faculty Senate

1. The Faculty Senate of Henry Ford College is an instrument of shared governance, subject to the limitations stipulated in Article I.D. addressing the authority of the Board of Trustees and Article VII addressing the authority of the HFCC-FT Collective Bargaining Agent.

2. The Faculty Senate shall have the responsibility for recommending academic policies of the institution, subject to approval by the President, the Board of Trustees, and other appropriate government agencies and officers. This principle has been expressed in the policies of the Board of Trustees. Nothing in this document shall be construed to deny the Board of Trustees or any administrative officers any of the powers or responsibilities vested in them by law or by action of the Board of Trustees.
3. The faculty shall share responsibility with the President in recommending academic policies to the Board of Trustees in such fundamental College educational matters as:

   a. Academic policy relative to subject matter and methods of instruction, such as but not limited to:
      • Course structure, pedagogy, and duration;
      • Course and program prerequisites;
      • Curriculum and course preparation and assignments.

   b. Academic policy such as but not limited to:
      • Standards for admission of students;
      • Academic progress, conduct, probation, and dismissal;
      • Granting of degrees and licenses of proficiency;
      • Grading;
      • Withdrawal;
      • Academic appeal;
      • Program requirements;
      • Graduation requirements;
      • Degree and certificate requirements;
      • Placement testing;
      • Student attendance.

   c. Those aspects of student life that relate directly to the educational process;
   d. Development of programs and courses;
   e. The provision of academic extension services to the community;
   f. Student and faculty awards and honors;
   g. Assumption by the institution of academic research or academic service obligations to private or public agencies.

4. The faculty shall share responsibility and attempt to reach consensus with the Academic Council in recommending policies to the President and Board of Trustees, in matters such as but not limited to:

   a. Major changes in the size of the student body;
   b. The establishment of new schools or divisions;
   c. The provision of extension services to the community;
   d. Assumption by the institution of research or service obligations to private or public agencies;
   e. Facilities and support for research of faculty members and students;
   f. Adding, curtailing or eliminating programs.

   In the absence of consensus, the Faculty Organization and the Academic Council may submit their respective recommendations.

5. Any College committee, such as but not limited to steering committees, task forces, and Continuing Process Improvement (CPI) teams, which is charged with developing proposals
relative to academic policy within the purview of the faculty, as cited above in this provision, shall consist of at least a number of faculty members, including at least one adjunct faculty member, equal to the number of non-faculty members serving on the committee. All faculty members serving on such a committee shall be selected through a Senate conducted election or appointed directly by the Senate. The proposals of any such committee relative to academic matters shall be subject to review and approval by the Faculty Senate and qualified voting members of the Faculty Organization prior to being forwarded to the President for approval and the Board of Trustees for final approval.

6. The faculty shall share responsibility and attempt to reach consensus with the Operations Council in recommending to the President and Board of Trustees policies related to planning for additional physical facilities. In the absence of consensus, the Faculty Organization and the Operations Council may submit their respective recommendations.

7. The allocation of resources among competing demands has important implications for the educational responsibilities that are the primary concern of the faculty.

Faculty shall be involved in important developments in administrative planning and funding for educational purposes, including operational expenditures and capital expenditures; shall be consulted on major issues of academic policy involved in such developments; and shall have means through committees or other organized procedures to express its views on major issues of academic policy affecting current or projected College budget decisions affecting academic policy.

8. The Senate shall appoint three full-time and three adjunct faculty to the Academic Council, which shall consult with the Senate regarding Senate academic policy recommendations. Such faculty members shall be selected through a Senate conducted election or appointed directly by the Senate. These appointees shall serve three year terms and shall be eligible for reappointment. The Academic Council shall be chaired by the Vice-president for Academic Affairs and the Senate Chairperson.

9. The Senate shall appoint two full-time and two adjunct faculty to the Coordinating Council. Such faculty members shall be selected through a Senate conducted election or appointed directly by the Senate. These appointees shall serve two year terms and shall be eligible for reappointment.

10. The Senate shall appoint one full-time and one adjunct faculty to the Operations Council. Such faculty members shall be selected through a Senate conducted election or appointed directly by the Senate. These appointees shall serve two year terms and shall be eligible for reappointment.

B. Faculty Senate Operating Structure

1. Membership on the Senate is open to any full-time faculty member or to any adjunct faculty member who qualifies for voting membership in the Faculty Organization.
2. The Senate shall consist of no more than seventeen members, consisting of seven full-time faculty; seven adjunct faculty; and two full-time faculty members and one adjunct faculty member elected at-large in Senate conducted elections. At least one full-time faculty member and one adjunct faculty member shall represent each Division at the College.

For the purposes of representing divisions on the Faculty Senate, the Counseling and Advising Division, the Teaching and Learning Services Division, and faculty who qualify for membership in Faculty Organization but who are not formally associated with a division shall be considered as one division.

Elections will be conducted in March; terms shall be for three years to begin the following Fall Semester. Should any Senate position become vacant, it shall be filled through a Senate supervised election for the appropriate body.

3. Every five years the Senate shall review the representative structure of the Senate and shall reapportion if necessary.

4. The Chairperson of the Senate shall be elected to a one year term by the Senate from its full-time faculty members. The Chairperson may serve two consecutive one year terms and may serve an additional term(s), provided a one year interval follows any two consecutive terms as Chairperson.

5. The formal method of initiating or altering action in academic policy in which the faculty has responsibility as defined under this Constitution, subject to review and approval by the President and Board of Trustees, shall be by Senate recommendation, with adoption in regular or specially called meetings of the Faculty Organization. The Senate shall inform the Coordinating and Academic Councils of any Senate recommendation at least three weeks prior to consideration by the Faculty Organization.

6. The Senate shall undertake studies on its own initiative or may do so as a consequence of requests brought to it by individual faculty members, by College committees, by the Councils, or by members of the administration.

7. The Senate shall assign tasks to Senate standing committees. Committees shall report to the Senate when their deliberations involve policy.

8. The Senate shall call meetings of the Faculty Organization when necessary to report, to secure the Faculty Organization’s approval of a measure, or to request its direction.

9. The Faculty Senate shall hold open meetings on a regular basis, usually monthly, as determined by the Senate at the beginning of each academic year. The Senate Chairperson or one-third of Senate members may call for a special meeting as needed. Agendas will be published in advance. Any member of the College Community may attend meetings of the Faculty Senate, comment on items on the agenda, or make recommendations for future agenda items. The Senate may limit the duration of a non-
member’s comments to three minutes and the cumulative duration of all non-member comments to one-half hour.

IV. FACULTY SENATE COMMITTEES

A. Standing committees are created and discharged by the Faculty Senate. The Faculty Senate shall be represented on task forces and ad hoc committees that may be formed by the President or other governance entities.

B. The work of standing committees is recommendatory. Committee recommendations dealing with academic policy shall be reviewed by the Senate. The Senate shall review, approve, amend, or reject standing committee recommendations, as well as recommendations of the Academic Council and the Coordinating Council, in formulating academic policy recommendations for consideration by the Faculty Organization. Questions of interpretation of established academic policy shall be referred to the Senate.

1. Membership on standing committees shall be voluntary.
2. Unless approved otherwise by the Senate, the Chairperson of each standing committee shall be a full-time faculty member, elected by the committee.
3. Each standing committee shall determine its own attendance and quorum policy.
4. The Senate annually shall review the committee structure to consider the enlargement or reduction of the number and size of committees and the redefinition of committee assignments.

V. POLICY APPROVAL PROCEDURE

A. Recommendations regarding new academic policies or academic policy changes or recommendations on matters otherwise authorized within this Constitution shall be forwarded to the Senate by individuals, standing committees, divisions, the Academic Council, Coordinating Council, Operations Council, task forces, CPI teams, or other sources.

B. The Senate may approve, amend, reject, or forward without approval recommendations regarding new academic policies, academic policy changes or recommendations on matters otherwise authorized within this Constitution in existing academic policies to the Faculty Organization.

1. Copies of recommendations which are to be submitted to the Faculty Organization must be forwarded by the Senate to the initiating body and the President at least three weeks prior to a meeting of the Faculty Organization.
2. If the President, the Councils, or the initiating body desires to discuss such recommendations with the Senate, a meeting may be called by the Chairperson for that purpose.
3. Copies of recommendations which are to be submitted to the Faculty Organization must be forwarded by the Senate to the Faculty Organization at least one week prior to its meeting.
C. If a recommendation of a standing committee, a division, or one of the Councils is rejected by the Senate and that initiating body repasses the recommendation, the Senate shall again consider the measure and forward it to the Faculty Organization. The Senate shall have the option of advocating an alternate proposal.

D. If such a recommendation is approved by the Faculty Organization and the President, the Board of Trustees shall be apprised of the agreement.

E. The President shall have 21 calendar days in which to accept or decline a recommendation regarding: (1) a new academic policy, (2) a change in current academic policy, or (3) other matters addressed in this Constitution. Should the President decline the recommendation of the Faculty Organization, the Senate shall be notified of the reasons in writing.

F. The Faculty Senate shall review the decision of the President, and may: (1) return the original recommendation to the Faculty Organization for further consideration, (2) revise the recommendation and resubmit it to the Faculty Organization and President, or (3) recommend to the Faculty Organization that it appeal the President’s decision regarding the original or revised recommendation to the Board of Trustees.

1. The Faculty Organization may pass a revised recommendation with a majority of qualified voters, and the President shall be apprised of the new recommendation.

2. The Faculty Organization may vote to appeal the President’s decision regarding the original or revised recommendation to the Board of Trustees by a two-thirds majority of faculty qualified to vote and in attendance.

G. Whenever the President’s decision regarding: (1) a new academic policy, (2) a change in current academic policy or (3) other matters addressed in this Constitution is appealed, the matter shall be submitted to the Board of Trustees for final determination.

VI. SELECTION OF COLLEGE PERSONNEL

A. Faculty appointments, reappointments, promotions, and actions resulting in tenure should require the active participation of the faculty and administrators who directly supervise the faculty involved. Each division should publish the manner in which this will be done.

B. Because College academic and student support administrators have an important role in the formation of educational policy and are charged with transmitting the views of their respective groups to the Board of Trustees, care should be taken that all such persons should have the confidence of the faculty and normally be qualified for faculty membership by education, experience, and continuing interest in teaching.

1. In the selection of the College President, a committee shall be created by the Board of Trustees for the purpose of screening and recommending candidates. Faculty membership of this committee shall include a Faculty Senate member and four full-time and two adjunct faculty elected at-large in a Faculty Senate conducted election, with at
least one full-time faculty member representing each area of the College: Arts and Sciences, Career and Technical Programs, and Student Affairs.

2. A committee shall screen and recommend candidates for the positions of Vice-president of Academic Affairs and Vice-president for Student Affairs. The committee shall be composed of four full-time faculty and two adjunct faculty members selected in a Senate conducted election, three of whom must be from the area to be administered, and up to six administrators appointed by the administration.

3. Candidates for the positions of Divisional Associate Dean and Department Chairperson shall be limited to those having full-time status at the College and shall be elected for a three year term by members of their respective divisions. If no candidates stand for election, a committee, consisting of four full-time faculty and two adjunct faculty elected from the Division and up to four administrators appointed by the President, shall screen and recommend external candidate(s) for the position of Associate Dean and Department Chairperson to the President. Upon resignation, retirement, transfer, or termination of such external candidate, the Division shall then elect a new person from among internal candidates. The administration shall involve faculty in the evaluation of Divisional Associate Deans and Department Chairpersons.

4. In the selection of the Director of Human Resources or an administrator, excluding Associate Deans and Department Chairs, within Academic Affairs, the composition of the selection committee shall include three full-time and one adjunct faculty, selected in a Senate conducted election, and no more than four appointees selected by administration.

5. In the selection of a Director or Executive Director, outside of Academic Affairs, the composition of the selection committee shall include two full-time and one adjunct faculty, selected in a Senate conducted election, and appointees as selected by administration.

Should the responsibilities of such a Director or Executive Director entail the supervision of faculty and/or the implementation of academic policy, the composition of the selection committee shall include two full-time and one adjunct faculty, selected in a Senate conducted election, and appointees as selected by administration not to exceed the number of faculty serving on the committee.

6. Faculty vacancies on selection committees shall be filled in Senate conducted elections whenever possible. In the event that a sufficient number of faculty is not available to hold an election (e.g. Spring or Summer Session), the Senate is empowered to make appointments to such committees.

7. Provision shall be made for faculty consultation through the Senate in the creation or modification of any academic administrative position or non-academic administrative position at the director level or above. Once established, such positions shall be filled as prescribed in the appropriate category.
VII. COLLECTIVE BARGAINING AGENT

Nothing included in this document shall be interpreted as inhibiting or interfering with, in any way, the legal status or legal function of the duly designated HFCC-FT sole bargaining agent as the exclusive representative of all the employees in such unit, for the purpose of collective bargaining with respect to rates of pay, wages, hours of employment, and other conditions of employment, nor will anything herein take precedence over results of negotiations with the HFCC-FT sole bargaining agent.

VIII. CONCLUSION

Organization and procedures are only the means by which governing boards, administrative officers, and faculties fulfill their responsibilities, give an institution of higher education its special character, and accomplish its goals. Academic freedom, professional integrity, competence, and the advancement of learning are also concerns of the Board of Trustees, administration, and faculty.

IX. AMENDMENT PROCEDURES

Amendment to the Faculty Organization Constitution, Faculty Organization By-laws, Faculty Senate Constitution, and Faculty Senate By-laws.

A. A Constitutional or By-law amendment, subject to the limitations of Article I.D. addressing the authority of the Board of Trustees and Article VII addressing the authority of the HFCC-FT Collective Bargaining Agent, may be initiated in writing to the Faculty Senate Chairperson by any member of the Faculty Organization or the President.

B. After 21 calendar days’ notice, a meeting of the Faculty Organization shall be called, within the Fall or Winter Semesters, by the Chair of the Senate to vote upon the proposed amendment. A two-thirds vote of those qualified to vote and in attendance at the Faculty Organization meeting shall constitute passage of the amendment, upon which the amendment shall be forwarded to the President for approval, provided the proposed amendment is in accordance with Article VII, the Collective Bargaining Agent article of this Constitution.

C. Any provision or amendment of any College governance document, emanating from any source, that affects the roles or governance structures of the Faculty Organization or the Faculty Senate, including the process of recommending academic policies to the President or the process of submitting an appeal to the Trustees, must be approved by qualified voting members of the Faculty Organization and the President.

D. The President shall have 21 calendar days in which to accept, decline or revise the proposed amendment. Should the President choose to revise or decline the proposed amendment, the Senate shall be notified in writing of the reasons.

E. The Faculty Senate shall review the decision of the President, and may: (1) return the original proposed amendment to the Faculty Organization for approval or further consideration,
revise the proposed amendment and resubmit it to the Faculty Organization and President, or (3) recommend to the Faculty Organization that it appeal the President’s decision regarding the original proposed amendment to the Board of Trustees.

The Faculty Organization may appeal the President’s decision to the Board of Trustees with a two-thirds majority vote by those qualified to vote and in attendance at a Faculty Organization meeting. Voting shall be limited to those who qualify for membership in the Faculty Organization and who are in attendance at the meeting. The Board of Trustees’ determination is final.

F. Any alteration of the roles and structures of the Faculty Senate or Faculty Organization is subject to Article VII, the Collective Bargaining Agent article of this Constitution.

G. It is understood, in accordance with the HFCC-FT Collective Bargaining Agreement, that no changes or amendments to the Constitution and/or By-laws of the Faculty Organization shall be made without the mutual agreement of the parties to the HFCC-FT Collective Bargaining Agreement and that grievances arising from changes or amendments to the Constitution, without mutual agreement of the Union and College, shall be subject to binding arbitration provision of the contract. It is further understood that grievances regarding violations arising from existing provisions of the Constitution, By-laws of the Constitution, and procedures outlined within the Constitution shall be subject to the advisory arbitration provision of the contract.
COORDINATING COUNCIL DOCUMENTATION
I. MISSION

The Coordinating Council is an advisory council to the President of the college and a mediatory council between other councils, committees and governing bodies on campus. The Coordinating Council considers issues, conflicts, and/or policies brought before it; recommends solutions, avenues of research, and avenues of governance to the President and to other groups on campus; and records and tracks governance functions related to Council business.

II. MEMBERSHIP

The Coordinating Council an advisory body. Each constituency represented on the Council will elect/appoint a representative according to their own bylaws. The term of the members is not to exceed three years. Members on Coordinating Council will not serve concurrently on any other Council. The Coordinating Council is composed of a cross-section of all employees of the College and will consist of the following members:

☐ The President (Chair)
☐ Two Cabinet members
☐ Two non-exempt administrators
☐ Two support staff
☐ One Engineer
☐ Two full-time faculty
☐ Two adjunct faculty
☐ One exempt (non-Cabinet)
☐ One student

III. Terms

Seats will be filled for two years based on staggered elections/appointments on a rotating basis. Rotations will begin in the 2016/17 year. Elections/Appointments will take place in the late winter semester for the next Academic year.

IV. MEETINGS

The Coordinating Council will meet monthly. Other meetings will be convened as needed. A member unable to attend a meeting may designate a proxy.

V. FUNCTIONS/RESPONSIBILITIES

1. The President of Henry Ford College will chair the Coordinating Council.
2. The primary function of the Coordinating Council is to coordinate the activity of the other Councils by routing work to the appropriate councils, governing bodies, offices, and employees. The Council also serves to track communications, information exchanges, and actions between the councils.

3. The Coordinating Council will review and track all policy proposals and recommendations for procedural changes that originate in the Academic and Operations Councils.

4. Any issue may be brought before the Coordinating Council by any individual or group, however The Coordinating Council does not deliberate on labor/union issues. The Coordinating Council will formally route non-council issues directly to the President if the issue requires executive attention due to federal regulations. The Coordinating Council will review, recommend and direct (or redirect) issues to either the Operational or Academic Council, or to divisions or departments to ensure that the issue is brought to the appropriate committee or other responsible authority.

5. The Coordinating Council may recommend to the President that a particular issue requires a task force or CPI team, adhoc committee, or study group before making an informed recommendation. It may review recommended changes and respond to the originating body by requesting further study or additional recommendations.

6. Once an issue has been brought to the Coordinating Council, the Coordinating Council will be responsible for informing the individual or group, and if necessary, the entire College Community of what is happening with respect to this issue.
   a. Not every issue will require widespread reporting. In cases where there is already a mechanism in place for handling an issue or question, a simple statement to the affected individuals/groups will fulfill this obligation.
   b. In assisting with important issues having college-wide impact, the Coordinating Council will seek to ensure that discussions are transparent and documented.
   c. The Coordinating Council may schedule issue forums as needed.

7. The Coordinating Council will serve as the College archivist for all of the Councils and report annually on all shared governance activity in an annual summary report.

8. The Coordinating Council will ensure that college-wide policy revision recommendations are properly vetted by seeking out the appropriate experts on whether proposed changes are consistent with HFC’s mission, vision, and values; compliant with the Higher Learning Commission's Assumed Practices; and Federal Compliance.

9. The Coordinating Council will designate a secretary to record minutes.

10. Decisions in the Coordinating Council are made using the Consensus model of meetings and are voted on with a 60% supermajority. These decisions will be recorded by the secretary in the form of minutes and these minutes will be posted online for the college community.

11. Bylaws will be reviewed annually.
The Coordinating Council uses a modified Consensus Model of decision-making for meetings. The Council operates on trust, cooperation, flexibility and inclusivity. This model has structure but is not cluttered with parliamentary procedures. Our meetings are based in an all-inclusive, discussion model ensuring that all have a voice in our recommendations. Using this model, discussion is encouraged and a round-table “show of support” is used to gage consensus. Using this model ensures that anyone with concerns has a voice in a more casual, supportive atmosphere, allowing for modifications and compromise when necessary. We are a recommendation-based council and decisions are usually based in directing or routing issues. In the event that a consensus cannot be reached after exhaustive discussion (15 minutes), then a vote will take place. Due to the time-sensitive nature of most issues it would not make practical sense to hold-up recommendations based on one person’s dissent. The decision rule we use is based on a super majority of 75%.

1. Someone presents an idea. It could be a formal proposal, but most of the time it's just an idea, not yet fully formed. Quite often it is a problem or a complaint in need of resolution or routing.

2. The idea is passed around and the pros and cons are discussed in a respectful, inclusive manner.

3. As a result of the discussion—the more input, the better—the idea is often modified based on the issue, sometimes it encompasses more than one issue and needs more direction/discussion.

4. If a general agreement seems to be emerging, you can test for consensus by restating the latest version of the idea or proposal to see if everybody agrees.

5. If anyone dissents, you return to the discussion to see if you can modify the idea further to make it acceptable to everyone. Modifications/discussions will be limited to 15 minutes on any one topic before a vote will be taken.

6. A voice of consent or raising of hands will test consensus.

7. Consensus is defined as a super majority of 75%

8. In the event that a consensus cannot be reached, a vote will be taken.

9. The Chair/Facilitator votes and contributes as a member of the council.
OPERATIONS COUNCIL DOCUMENTATION
Operations Council By-Laws
(Revised 06/21/16)

Article I – Membership

The following shall comprise the membership of the Operations Council:

1. **Elected Members**
   a. Admissions, Registration, and Records: 1 administrator
      1 support staff
   b. Auxiliary Services: 1 administrator
   c. Campus Safety: 1 administrator
   d. Facilities: 1 engineer
      1 support staff
   e. Financial Aid: 1 administrator
      1 support staff
   f. Financial Services: 2 administrators
   g. Information Technology Services: 1 administrator
      1 support staff
   h. Welcome Center: 2 support staff
   i. Academic Assistant: 1 support staff
   j.

2. **Appointed Members**
   a. Associate Dean: 1 elected from Academic Council
   b. Cabinet: VP of Administrative Services
      VP of Financial and Auxiliary Services
      VP of Information, Marketing, and Effectiveness
   c. Faculty Liaison: 1 elected from Academic Council
   d. Human Resources: 1 adjunct elected from Academic Council
   e. Student Liaison: 1 exempt
   f.

3. All 23 members have voting privileges.

Article II - Operational Structure

1. The Council shall operate on a July - June calendar year.
2. Selection of elected members
a. Administrative, engineer, exempt, and support members will be nominated and elected according to and by their respective constituencies.

b. Elections shall take place in March in advance of the upcoming Council year.

3. Terms of membership
a. Each elected member shall serve a two-year term. Terms shall be staggered so that only half of the elected representative seats are up for re-election at once. There are no term limits on individual representatives.

4. Meetings - Regular meetings shall be held monthly.
   a. With consideration of vacancies of voting members, meeting quorum shall be at least half of the non-appointed Council membership.
   b. Robert's Rules of Order shall be considered the authority in all cases not covered specifically by the Operational Council bylaws.

Article III – Officers

1. The Council shall include the following elected officers: Chair, Vice Chair, Recording Secretary, and Parliamentarian.
   a. Election of Officers – The Council shall conduct an election for each of the officer seats in April in advance of the Council year. Officers must be elected from non-appointed Council membership.
   b. Terms for officers shall be one (1) year. There are no term limits on officers.
   c. In the event of a mid-year vacancy, the Council shall conduct an election at the next scheduled meeting to fill any officer vacancy.

2. Duties of Officers
   a. The Operations Council Chair shall:
      i. Chair all Operations Council meeting.
      ii. Ensure matters are dealt with in an orderly, efficient manner.
      iii. Bring impartiality and objectivity to meetings and decision-making.
      iv. Involve all members in the decision making process.
      v. Make arrangements for meetings and notify members of date, time, and place of meetings.
      vi. Prepare agendas for each meeting of the Operations Council.
      vii. Delegate responsibilities to committee members.
      viii. Communicate with all committee members, including Recording Secretary, via e-mail or telephone, regarding on-going committee business as necessary between meetings.
      x. Act as liaison with College President, Coordinating Council, Academic Council, and Student Leadership Organization, as necessary.
      xi. Establish and maintain appropriate timetables for accomplishment of projects, tasks, etc.
      xii. Obtain from outgoing chair, maintain, and pass to incoming chair any committee resource notebook and working papers.

   b. The Operations Council Vice Chair shall:
      i. Serve as replacement for Chair, presiding over meetings, when Chair is unable to attend. All of the Chair’s powers can be delegated to the Vice Chair in these instances.
      ii. Temporarily assume the responsibilities of Chair, should the Chair position become vacant, until a new Chair is elected.
      iii. Be available to serve on subcommittees of the Operations Council as needed.
c. The Operations Council Recording Secretary shall:
   i. Record minutes for Operations Council Meetings.
   ii. Circulate minutes for approval to all members of Operations Council.
   iii. Keep record of members who attend Operations Council meetings.
   iv. Act as custodian of all relevant Operations Council documents including, but not limited to: minutes, sign-In Sheets, Constitution, and By-Laws.
   v. Ensure there is a quorum present at meetings.
   vi. Maintain a roster of Operations Council members to include: Name, area of representation, e-mail address, bargaining unit, and date term expires.

d. The Operations Council Parliamentarian shall:
   i. Advise and counsel Chair on parliamentary procedures.
   ii. Act as a source of information on parliamentary procedure; however, Parliamentarian has no authority to enforce his/her ideas or rulings. Both the presiding officer and the organization may disregard the advice of the Parliamentarian.
   iii. Answer any inquiries from presiding officer.
   iv. As far as possible, attempt to anticipate difficult situations and keep the presiding officer advised concerning questions in dispute or points of order.
   v. Have a copy of Roberts Rules of Order available during all Operations Council meetings.

Article IV – Elections Committee

1. Committee shall be no less and no more than three current members.
2. Volunteers will be taken from Operations Council to serve on Election Committee.
3. Elections Committee Elections
   a. If more than three members volunteer for Elections Committee, Vice Chair shall hold election in April of prior year to select Elections Committee. Top three vote recipients shall comprise Elections Committee.
   b. Election Committee shall convene in May and select Chair of Committee. Chair shall be Election Commissioner.
   c. There are no term limits for Elections Committee members.
   d. There are no term limits for the Elections Commissioner.
   e. Elections Committee members shall hold no other Operations Council officer position while serving as Elections Committee members.
   f. All elections conducted by the Elections Committee shall be by secret ballot and shall take place during Operations Council meetings.
   g. Tallying of votes shall be done independently by the Election Committee members and results given to Election Commissioner.
   h. Election Commissioner will announce all election results.
   i. Proxies will not be allowed.
   j. Matters discussed by the Election Committee are strictly confidential, and result information should NOT be revealed until all elections have been concluded.

Article V – Amendments to Constitution and By-Laws

1. The By-Laws Committee shall be a standing committee of the Operations Council and is open to all members.
2. Amendments to the Constitution and By-Laws can be presented by any member of the Operations Council. The preferred method is to submit amendments to the By-Laws Committee for review. Proposed amendments to
the Constitution and By-Laws must not conflict with the provisions of the constitutions or by-laws of the Faculty Organization, Faculty Senate, Coordinating Council, or Academic Council.

3. Proposed amendments to the Constitution and By-Laws shall be in writing and shall be considered according to the following process:
   a. A reading of the proposed change(s) shall take place at a regular meeting of the Operations Council.
   b. A vote on the proposed change(s) shall take place at the next regular meeting of the Operations Council. Said vote shall require 2/3 majority of those present.
Constitution of the Henry Ford Community College Operational Council

Purpose

The purpose of the Operational Council is to ensure the best possible recommendation on operational policy is provided to the College Coordinating Council for review, feedback, and endorsement before being sent to the President and Board of Trustees for approval.

To that end, the Operational Council will create standing committees, sub-committees, and ad-hoc committees as called for. The Council will maintain communication with the Academic and Student Councils via liaisons. Depending on the complexity and urgency of a given issue, the Council will establish task forces or make recommendations for CPI teams. Such practices will ensure cross-functional issues are identified, duplication of work is avoided, and ramifications of any policy or procedural changes are vetted and addressed before they are implemented.

The Council will periodically review the policies and procedures it implements to ensure accuracy, efficiency, cost-effectiveness, intended impact on stakeholders, and adherence to the College Mission.

Major Categories of Responsibilities

Enrollment Management

- Review environmental scanning information and communicate changing demographics of student populations (prospect, admit, enrolled)
- Assist in coordinating and communicating recruitment efforts (i.e. Open House, program collateral, website, etc.)
- Support retention, persistence and completion initiatives (from the operational perspective, through surveys, information, etc.)
Student Services

- Provide input on operational issues related to student service

Technology

- Discuss administrative data needs and policy and procedural issues
- Provide input in administrative technology planning

Evaluation Non-Instructional Areas

- Coordinate the evaluation of non-instructional departments and disseminate results to appropriate parties
- Coordinate the plans to improve non-instructional areas

Campus Environment

- Provide input on decisions related to facilities, campus safety, food service, or the campus environment

Records

- Ensure that the College is maintaining appropriate records
- Manage college-wide record retention and related policies

Human Resources

- Provide input on decisions related to human resource (training, hiring, etc.)
- Provide input in strategic staffing plans (non-academic)

Non-Academic Policies, Procedures and Processes

- Provide input on the creation and development of college procedures
- Assist in communicating and recording college policies and procedures

Accreditation

- Assist in NCA/HLC reaccreditation process
- Review criteria for accreditation and make recommendations for change in efforts to comply
- Coordinate the retention of documents necessary for accreditation
ACADEMIC COUNCIL
CHARGE AND BY-LAWS

I. PURPOSE

The Academic Council (Council) is a collaborative body comprised of faculty and administrators from Academic Affairs and other areas of the college impacted by academic policy and procedure. In a collegial and professional atmosphere academic issues and procedures are addressed and continually improved. The purposes of the Council are three-fold: 1) to develop recommendations on academic procedure, 2) to implement academic policies and procedures, and 3) to provide a forum for communication and discussion regarding administrative planning, funding for educational purposes, including operational expenditures and capital expenditures, and current or projected College budget decisions affecting academic policy.

To these ends, the Council will create standing committees, sub-committees, and ad-hoc committees as needed. Depending on the complexity and urgency of a given issue, the Council may establish task forces or recommend Continuous Process Improvement (CPI) teams. Council will work to ensure that cross-functional issues are identified, duplication of work is avoided, and ramifications of policy or procedural changes are vetted and addressed before they are implemented. The Council will maintain communication with the Senate, Operations, Coordinating, and Student Councils.

In collaboration with Senate, the Council will periodically review the policies, and procedures it implements to ensure accuracy, efficiency, cost-effectiveness, intended impact on stakeholders, and adherence to the College Mission.

II. MAJOR CATEGORIES OF RESPONSIBILITIES

A. The Academic Council shall have responsibility regarding recommendations to the President or Coordinating Council regarding the following areas related to the college:

1. Consult with the Senate regarding implications of Senate academic policy recommendations.

2. Develop and recommend procedures associated with implementing academic policy.

3. Collaborate with the Senate, the Operations Council and the Coordinating Council in the development of non-academic policy recommendations.

4. Collaborate with Operations and Coordinating Councils in the development of non-academic procedures, as appropriate.

5. Support improvement of the teaching & learning environment. The allocation of resources among competing demands has important implications for the instructional responsibilities that are the primary concern of the academic area. To that end the Council shall coordinate items such as:

   a. Creation and maintenance of a Classroom Technology plan
   b. Creation and maintenance of a Classroom Furniture plan
   c. Assist with determination of a Learning Management System
   d. Alignment of Technology Investment Committee and Technology Investment Committee decisions with academic planning processes to insure maximum efficiency of funding
6. Monitor program/academic review process and the dissemination of results to appropriate parties.

7. Implement academic procedures and processes.

8. Oversee coordination of retention efforts and procedures through the Retention Advisory Committee.

9. Assist with elements of the accreditation process related to academic policy and procedure:
   a. Assist in program specific/HLC reaccreditation process
   b. Review criteria for accreditation and make recommendations for change in efforts to comply
   c. Coordinate the retention of documents necessary for accreditation

10. Recommend Special Awards.

11. Recommend policies and develop procedures for judicial processes including the Judicial Board for Non-Academic Appeal.

B. The Council shall share responsibility with the Coordinating Council and the Senate and attempt to reach consensus in recommending policies to the President and Board of Trustees in matters such as but not limited to:
   1. Major changes in the size of the student body;
   2. The establishment of new schools or divisions;
   3. The provision of extension services to the community;
   4. Assumption by the institution of research or service obligations to private or public agencies;
   5. Facilities and support for research conducted by faculty members and students;
   6. Adding, curtailing or eliminating programs.

C. The Council will work with the Coordinating Council and the Operations Council in recommending to the President and Board of Trustees policies related to planning for improvement or addition of physical facilities.

III. CRITERIA FOR THE ACADEMIC COUNCILS CONSIDERATION OF AN ISSUE AND FOR FORWARDING RECOMMENDATIONS TO THE COORDINATING COUNCIL

A. Recommendations regarding new academic procedures or procedural changes or recommendations on matters within the purview of Academic Council shall be forwarded to the Academic Council by individuals, standing committees, divisions, the Senate, Coordinating Council, Operations Council, Task Forces, Continuous Process Improvement (CPI) Teams, or other sources.
B. Only issues that have failed to be adequately addressed through normal operational structures (i.e. Divisional or management) should be brought to the council.

C. An issue must be related to the policies, practices, procedures, standards and operation of the College and related to teaching or student-learning environment.

D. Depending on the complexity and urgency of an issue, the Council may assign an ad-hoc committee or recommend a CPI team in order to make the best, most effective, and most informed recommendations to the Coordinating Council (CC).

E. The Council will be mindful of its responsibility to produce results in a timely manner with consideration of over-complication.

F. The Council may approve, amend, or forward recommendations regarding new academic procedures, academic procedure changes or recommendations on matters otherwise under the authority of the Council to the CC.

G. Recommendations will be forwarded to the CC based on the result of a vote by all members of the Council and, in order to provide the fullest and most informative recommendation to the CC, will include an explanation of any dissenting opinions. In the event of a tie vote, the recommendation does not go forward.

H. If a recommendation is rejected or amended by the Council and the initiating body repasses the recommendation, the Council shall again consider the measure and forward it to the CC. The Council shall have the option of advocating an alternate proposal.

I. In the event a recommendation to the CC is returned to the Council for further clarification, revision, or amendment, the Council will consider answering the CC a priority in order to clear the issue from the both Council’s agenda.

IV. ACADEMIC COUNCIL BY-LAWS

A. Membership

The Academic Council membership shall consist of:

- Senate Chair
- Vice President of Academic Affairs
- Associate Deans
- Director of Workforce & Professional Development
- Director of Teaching & Learning Services
- One full-time employee appointed from College employees who report to the Vice of Academic Affairs
- A representative appointed from Counseling and Advising
- A representative appointed from Financial Aid
- A representative appointed from Information Technology Services (ITS)
- A representative appointed from Institutional Research
- A representative appointed from Registration and Records
- Three full-time faculty selected by a process determined by the Faculty Senate
- Three adjunct faculty selected by a process determined by the Faculty Senate
B. Operational Structure

1. The Council shall operate on a July – June calendar year

2. Terms of Membership
   a. Each appointed member shall serve a one-year term. There are no term limits on individual representatives.
   b. Senate representatives shall serve staggered three-year terms and shall be eligible for reappointment.

3. Meetings
   The Council will meet at least once per semester. Additional meetings can be scheduled by either the Senate Chairperson or Vice-president of Academic Affairs with at least 14 calendar days’ notice.
   a. With consideration of vacancies of voting members, meeting quorum shall be at least half of the Council membership.
   b. Robert’s Rules of Order shall be considered the authority in all cases not covered specifically by the Council bylaws.
   c. The unapproved minutes of the Council shall be published and sent to each member of the Council and others as deemed appropriate (such as employee groups that make up the Academic Council) by the Secretary within 14 days of meeting.
   d. Approved minutes of the Council shall be published on the HFC Employee Portal Page for Academic Council.

4. Officers
   a. The Council shall be co-chaired by the Senate Chairperson and Vice-president of Academic Affairs.
   b. The Council shall include a Secretary for publishing minutes.
   c. The Council shall include a Parliamentarian to insure adherence to Robert’s Rules of Order.
   d. Selection of officers – The Council shall conduct an election for each of the officer seats in April in advance of the Council year, with the exception of co-chairs.
   e. The officers shall hold office for one year and shall be eligible for reelection. There are no term limits on officers.
   f. In the event of a mid-year vacancy, the Council shall conduct an election at the next scheduled meeting to fill any officer vacancy.

C. Amendment Procedures

1. An amendment to this document may be initiated in writing by any member of the Council or the President. An amendment to this document must not conflict with the provisions of the constitutions or bylaws of the Faculty Organization, Faculty Senate, Coordinating Council, or Operations Council.
2. After 21 calendar days' notice, a meeting of the Council shall be called, within the Fall or Winter Semesters, by one of the Council Chairs to vote upon the proposed amendment. A two-thirds vote of those in attendance at the Academic Council meeting shall constitute passage of the amendment, upon which the amendment shall be forwarded to the President for approval.
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