

CRITERION TWO –

The institution has effectively organized the human, financial, and physical resources necessary to accomplish its purposes.

CHAPTER 4 –

Governance and Organization

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BASIS OF GOVERNANCE

In accordance with the provisions of Section 178.890 of the Revised Statutes of Missouri [RSMo], voters in St. Charles County approved the creation of St. Charles County Community College and elected a six-member governing board in April, 1986. Locally elected boards provide primary governance for community colleges in Missouri. Two state level boards oversee operations.

The Coordinating Board of Higher Education approves all transfer and career-technical programs offered by public colleges and universities within the state and proposes an overall budget for state aid to those institutions during legislative sessions. The nine members of CBHE are appointed by the governor, subject to state senate approval, to six-year terms of office. CBHE coordinates and directs statewide initiatives and provides for the uniform collection of data statewide.

Career-technical programs receive federal funding, administered through the Department of Elementary and Secondary Education [DESE].

NATIONAL AFFILIATIONS AND STATE ORGANIZATIONS

The College maintains membership in national and state organizations and associations that support its mission and purpose. Accrediting bodies for the College include the Higher Learning Commission of the North Central Association [NCA], the American Occupational Therapy Association [AOTA], the National League for Nursing [NLN], the Missouri State Board of Nursing, and the American Health Information Management Association. Other affiliations include the American Association of Community Colleges [AACC], the Association of Community College Trustees [ACCT], the National Association of College and University Business Officers [NACUBO], the National Council for Occupational Education [NCOE], the Community College Humanities Association [CCHA], the National Association for Developmental Education [NADE], the American Association of Collegiate Registrars and Admissions Officers [AACRAO], the Missouri Association of Collegiate Registrars and Admissions Officers [MACRAO], the National Association of College Stores [NACS], the Community College Business Officers [CCBO], the National Association for the Education of Young Children [NAEYC], and the Missouri Community College Association [MCCA].

BOARD OF TRUSTEES

The College is a political subdivision of the state and is governed by a six-member Board of Trustees. District residents elect board members at-large for six-year, staggered terms. The Board is legally responsible for the institution. The Board elects a president, vice-president, secretary, and treasurer from its membership.

The college district includes five St. Charles County school districts: Francis Howell, St. Charles, Fort Zumwalt, Wentzville, and Orchard Farm.

The Board establishes policies and procedures which govern the operations of the district. Monthly Board meetings are publicized and, other than for negotiations, legal matters, and

property acquisition or disposal as defined by state law, are open to the public. The monthly meeting agenda and minutes are published electronically and by printed means within the campus community. The Board selects and appoints the College President, and it reviews and acts upon the President's recommendations in matters and policies relating to the general institutional welfare including personnel, budgets, curricula, and capital expenditures. It delegates necessary authority and provides adequate financial means to operate the College. It provides counsel and advice to the College President and receives periodic reports on the administration of the institution. It reserves to itself all of its legal responsibilities for the operation of the College.

Board officers and members as of September 2001 are:

- Jean P. Ehlmann, *President*
(St. Charles, high school teacher); term expires 2006
- Dr. Daniel J. Conoyer, *Vice-President*
(St. Peters, retired St. Louis Community College professor and current St. Louis adjunct faculty member); term expires 2004
- Daniel K. Barklage, *Secretary*
(St. Charles, attorney); term expires 2006
- Roberta Campbell, *Treasurer*
(St. Peters, production support supervisor); term expires 2002
- James J. Rau, *Member*
(St. Charles, health care administrator); term expires 2004
- Shirley Sisco, *Member*
(Lake Saint Louis, retired hospital administrator and former member of St. Charles County Council); term expires 2002

The experience of the Trustees and their knowledge of the institution and the constituencies it serves contribute to their effectiveness as a governing board. The Board members have diverse professional experience, community board service, and are active in civic affairs. The Board has been both willing and able to provide the leadership requisite for founding and developing a new community college, including related campus facilities and operating resources.

ADMINISTRATIVE OFFICERS AND CABINET

The Board appointed Dr. John M. McGuire in November 1996 as the second chief executive officer for the College, replacing Dr. Donald D. Shook who had served since October 1986 as the founding president. The College is organized in functional areas with three executive officers: Dr. James B. Benedict, Vice-President for Student Services; William A. Berry, Vice-President for Administrative Services; and, Dr. Daniel P. Larson, Vice-President for Academic Affairs. (See the Organizational Chart found in Appendix A.)

The Cabinet consists of the College President and the three vice-presidents, along with the Associate Vice-President for Marketing and Communications, Director of Development, and Director of Human Resources. The Cabinet meets weekly to address administrative and

operational issues, act on recommendations from College constituents, and plan and implement activities that reflect Board direction. Cabinet business is not restricted to these executive officers and directors, however. Information from constituents is both sought and shared, and meeting minutes are distributed to all employees. Although responsibility for the governance of the College is vested in the administration, much of the activity is shared with the faculty, staff, and students through the internal governance structure addressed later in this chapter.

EXECUTIVE OFFICER AREAS OF RESPONSIBILITIES

The Student Services Division includes admissions and registrar functions, financial assistance, student development (student activities, clubs, organizations, intramurals, club sports and intercollegiate athletics, intake assessment, accessibility, career services, and counseling services), and institutional research and effectiveness. The four directors report to the Vice-President for Student Services.

The Administrative Services Division includes the areas of financial services (cashier's office, payroll, accounts receivable, accounts payable, grants and contracts billing), information technology (computer network, computer repair), purchasing (warehouse), facilities (grounds, house-keeping, maintenance, copy center, public safety) and the three auxiliary enterprises (Bookstore, Mid Rivers Kitchens, and Child Development Center). The seven directors report to the Vice-President for Administrative Services.

The Academic Affairs Division includes all academic and non-credit programs and courses, learning resources, and related programs and services. Academic Affairs includes six academic divisions, each administered by a dean: Arts & Humanities; Business & Social Science; Mathematics, Science & Health; Corporate & Community Development (C&CD); Learning Resources (LRC); and Regional Technical Education (RTEC). The six deans report to the Vice-President for Academic Affairs. Seven department chairs report to their respective deans in the instructional divisions, five associate deans report to the Dean of Corporate & Community Development, and three managers report to the Dean of Learning Resources. The Associate Dean of the Academic and Career Enhancement (ACE) Services and the Director of the Teaching, Learning & Technology Center (TLTC) report to the Vice-President for Academic Affairs, a change made in 2000-01 as part of the Academic Affairs reorganization, which is presented later in this chapter.

The Marketing & Communications Department oversees the development and execution of all marketing and communication activities, including the College's Internet and intranet web sites, the catalog, course offering schedules, brochures, newsletters, and other internal and external publications. The department creates and carries out advertising campaigns and related student recruitment activities in print and broadcast media, operates the College news bureau, and directs campaigns such as bond/tax levy elections and other special events and public relations activities.

The Development Office includes all fundraising activities, developing grants and related support through clearinghouse activities, representing the College in community relationship activities, and continuing development of the Alumni Association. The Director of Development serves as the Executive Director of the St. Charles Community College Foundation, which was founded in January 1996.

The Human Resources Office is responsible for the direction and coordination of all personnel activities, including recruitment, hiring, and evaluation along with management of employee benefits. With the departure of its director in September 1997, the previous Personnel Office evolved into the current Human Resource Office. In December 1997, the reporting line of the director was changed from the Vice-President for Administrative Services to the College President. The director became a Cabinet-level position due to the growth of the College and the criticality of the Human Resources function.

The Institutional Research & Effectiveness Office includes the basic research, assessment, and effectiveness functions of the College. This office was founded in 1997 as a direct outcome of the previous NCA site visit. In August 2001, the reporting line of the director was changed from the College President to the Vice-President for Student Services, who previously had served in the director's role.

COMMITTEES AND COUNCILS

The College actively solicits the advice and consent of many people as part of its decision-making processes. The College organization and structure include faculty and staff participation through internal governance. Planning and budgeting cycles are structured to encourage input from all employees in each operational unit for the identification of issues, goals, and needs. These become the basis for the annual *College Plan*, which deals with resource allocation for capital and non-capital expenditures, personnel positions, and annual and long-term goals.

Internal governance was reorganized in spring 1999 in order to improve communications between branch committees and to better define the purposes of those committees. Moreover, it was hoped that the reorganization would include a review process for disbanding committees that had fulfilled their missions. Through anecdotal information and conversation, several faculty and staff expressed concern that too few people were carrying too much of the committee workload. Since its introduction, the current internal governance system has evolved annually through a review process by the Core Committee as received from the six constituent branch committees. The *Internal Governance Handbook* provides details about the current structure and process.

The internal governance decision-making process includes input and discussion by all committee or group members, with consensus as the primary method for reaching decisions about recommendations. If consensus cannot be reached, decisions then are made by majority vote. The current internal governance structure consists of two main parts, the Core Committee and the six related branch committees:

- 1) **Core Committee** – fifteen members, including the six branch committee chairs and members of the Cabinet as well as other College representatives. The Core functions in three ways:
 - a) To review and develop policy recommendations, especially those coming from the six branch committees, to be forwarded to the College President.
 - b) To lead the annual planning process, establish strategic priorities for planning, review and develop the College mission, vision, and values, and review and recommend the *College Plan*.
 - c) To serve as a forum, with representatives from each employee group, for the sharing of information and discussion of College activities, initiatives, issues, procedures, and policies.

- 2) **Branch Committees** – membership includes 12-15 faculty and staff members on each committee, including an ex-officio (Cabinet member or designee). Student membership is encouraged. The branch committees represent the six major functional areas of the College, serving as resource and advisory bodies that provide support, guidance, suggestions, recommendations, and assist with planning.
 - a) **Community Relations** – deals with public information and communication issues, marketing of the College and its services, community relations activities, and community projects and programs.
 - b) **Curriculum** – deals with policies, process, and activities related to instructional programming, curriculum development, faculty development, and instructional projects and programs.
 - c) **Facilities Resources** – deals with the management of funds and use of physical facilities, instructional budget planning, and projects involving building and campus use.
 - d) **Human Resources** – deals with Human Resources issues, such as personnel, College-wide professional development, and related policies.
 - e) **Student Support** – deals with student participation, recognition, governance, social activities, and other aspects of student life on campus.
 - f) **Technology** – deals with policies, procedures, and strategies for the use of technology that can best facilitate teaching and learning, and College operations.

Subcommittees and task forces, several of which are listed below, are organized by the branch committees to accomplish particular projects or tasks.

1) **Committees and Task Forces**

- a) **Promotion Committee** – reviews and recommends faculty members for rank promotion.
 - b) **Sabbatical Committee** – reviews and recommends faculty members for sabbatical leave.
 - c) **Global Education Taskforce** – plans activities to globalize the curriculum and programs.
 - d) **General Education Taskforce** – formulates the *College Plan* to implement the new statewide general education model, effective fall 2002.
 - e) **Registration/Refund Committee** – hears student appeals regarding registration and refund issues.
 - f) **Commencement Committee** – plans and organizes the graduation ceremony and activities.
 - g) **Board Policy Manual Taskforce** – revises the format of the *Policy and Procedures Manual*.
 - h) **Staff Development Committee** – assists in planning staff and employee inservice activities.
 - i) **Faculty Development Committee** – assists in planning faculty inservice activities.
 - j) **Scholarship Subcommittee** – reviews and recommends scholarship recipients and establishes scholarship criteria.
 - k) Additional groups function within division and department structures.
- 2) **Deans Council** – the Academic Affairs deans, who meet weekly to address operational issues. Membership includes the Vice-President for Academic Affairs, Assistant to the Vice-President, Dean of Arts & Humanities, Dean of Business & Social Science, Dean of Mathematics, Science & Health, Dean of Corporate & Community Development, Dean of Learning Resources, Dean of Regional Technical Education, and Associate Dean of the ACE Center.
- 3) **Directors Council** – the Student Services directors, who meet weekly to address operational issues. Membership includes the Vice-President for Student Services, Director of Admissions and Registration, Director of Financial Assistance, Director of Student Development, and Director of Institutional Research & Effectiveness.

- 4) **Administrative Services Council** – the Administrative Services directors, who meet regularly to address operational issues. Membership includes the Vice-President for Administrative Services, Director of Financial Services, Director of Information Technology, Director of Purchasing, Director of Facilities, Director of the Bookstore, Director of Mid Rivers Kitchens, and Director of the Child Development Center.
- 5) **Assessment Steering Committee** – the leadership group that meets quarterly to plan and coordinate all assessment activities dealing with learning outcomes. Membership includes the Vice-President for Academic Affairs, Assistant to the Vice-President for Academic Affairs, Coordinators for General Education and for Career-Technical Programs, four faculty members, the Director of Institutional Research and Effectiveness, and two division deans.

ACADEMIC DEPARTMENT AND PROGRAM STRUCTURE

The College provides for wide involvement of the faculty in decision-making that involves curriculum and instructional issues along with department and program structures. The duties and responsibilities of the department chairs are outlined in the document presenting the 2000-01 structural reorganization of Academic Affairs, as summarized in the following job description:

The Department Chair is a faculty member who serves as a leader, mentor, and advocate for the department in a division structure. Department chairs provide academic, administrative, and supervisory leadership under the direction of the Division Dean, including encouragement for the use of instructional technology, diversity of learning approaches, intellectual pursuits, and accountability. Department chairs serve with reassigned time of six credit hours per semester from their instructional load. They are contracted for an additional twenty days during the calendar year. The Department Chair reports to the Division Dean.

The duties and responsibilities of the program coordinators are outlined in the same document, as summarized in the following job description:

The Program Coordinator is a faculty member who provides academic leadership for the program in a department and division structure, and those issues specific to it. Program Coordinators serve with reassigned time of three credit hours per semester from their instructional load and one credit hour during the Summer (may vary by program size and need) to assist the Division Dean and Department Chair in administering academic programs. The Program Coordinator reports to the Department Chair.

Further details about the role, duties, and responsibilities of the department chairs and program coordinators may be found in the Academic Affairs Structure document in the Resource Room. (See Exhibit A.)

EXTERNAL COMMITTEES

The College encourages community input on a variety of issues through formal and informal communication. For example, each career-technical program has an advisory committee that includes representatives from area business, industry, and potential employers of program graduates. These committees meet regularly to provide advice and recommendations for each associated program. The committee membership lists and meeting minutes are available in the Resource Room.

An external board of community leaders governs the St. Charles Community College Foundation. Under its founding by-laws in January 1996, the Foundation Board can have up to thirty community members who serve three-year terms. The Board meets five times annually to provide direction and support for Foundation activities. The Foundation Advisory Board currently consists of four community leaders who already have completed terms on the Foundation Board.

MAJOR CHANGES BETWEEN 1996 AND 2001

Since 1996, the Academic Affairs Division experienced three reorganizations, one each in spring 1998 and 1999, and the last one in 2000-01. The new College President (November 1996) and new academic vice-president (August 1999) were instrumental in bringing about these changes after an analysis of strategic direction in the context of current institutional growth and potential for the next decade.

Internal governance at the College has changed since 1996, most significantly toward a greater participatory model. As with any institutional change, positive and negative reactions were anticipated and have occurred. Through anecdotal evidence and conversations, it appears that developing an employee sense of trust and involvement remains a major obstacle. However, substantial progress has been made as presented in this chapter.

The executive leaders, together with the deans, department chairs, and program coordinators, have been positive about the improvement in shared governance through the most recent Academic Affairs reorganization. Regular meetings with each of these constituent groups, along with the classified/support staff and professional/technical staff, continue to provide the input and suggestions necessary to make the organizational structure workable. The College now appears ready to meet the anticipated challenges of continuing growth through the first decade of the new millennium.

In 1999, the title of Vice-President for Instruction was changed to the Vice-President for Academic Affairs and that of Vice-President for Business Services to the Vice-President for Administrative Services. In 2001, the Director of Marketing and Communications became the Associate Vice-President for Marketing and Communications. These changes occurred as the College continued its growth and maturation.

STRENGTHS

- The policies, regulations, and procedures of the Board of Trustees are comprehensive, detailed, and accessible to College employees and the community through the President's Office.
- The Board supports and respects the College President and administrators, is dedicated to the College mission, vision, and values, is knowledgeable about institutional affairs and activities, and acts in a timely and expeditious fashion.
- The Board understands its responsibilities for setting policy and maintaining fiscal oversight and accountability, while relying on the College administration for operational management.
- Lines of authority are defined and delineated carefully from the Board to the College President, Vice-Presidents, Deans and Directors, Associate Deans and Managers, Department Chairs, and Program Coordinators. Decision-making processes follow established organizational channels and respond appropriately in both normal and crisis situations. Anecdotal evidence and conversation indicate that College employees are beginning to believe their input is considered seriously in the decision-making process.
- The College President, Vice-Presidents, Deans, and Directors recognize and support the importance of a collaborative working relationship with the faculty and staff to achieve College goals and objectives.
- Through regular quarterly meetings with the Vice-President for Academic Affairs and in their working relationships with the Division Deans, the Department Chairs and Program Coordinators are supportive of the recent academic reorganization, and are achieving institutional goals within their own departments and programs.
- The organizational structure encourages extensive grass-roots involvement with all employees and input on a broad range of issues. Information flow, decision-making input, and shared ideas complement the current management style.
- The College conducted its first faculty survey in fall 1998 and its first employee climate survey in November 2000 to assess and evaluate the level of satisfaction by employees for their jobs, colleagues, supervisors, key administrators, and the institution. Specific questions dealt with issues such as policies and procedures, goals, staffing, leadership, communication, governance, and effectiveness. (See Appendix C.)
- The organizational structure of the institution has been responsive to the changing needs of the College as it has continued to grow and mature during the past five years.

CHALLENGES

- Effective communication among all employee groups and adequate dissemination of information within the institution continues to be a challenge.
- The size of each branch committee, now 12-15 members, needs additional review in order to use faculty and staff most effectively in their collateral assignments for College service. In spring 2001, the Human Resources branch committee recommended that its faculty membership could be reduced from six to four, which was implemented in fall 2001. The Student Support branch committee recommended that the number of students on the committee be increased from 1 to 3 in fall 2001.

RECOMMENDATIONS FOR THE FUTURE

- The College should continue to focus on improving communication through employee development and procedural clarity relative to all levels of institutional governance.
- The College should establish definitive procedures for delineating clear institutional intent and support for shared governance and decision-making, and for clarifying expectations relative to committee service.
- The College should concentrate more effort to provide the environmental change that promotes greater faculty, staff, and administrative involvement in institutional governance.
- The College should establish an assessment process to determine the impact of the recommendations in this self-study on future decision-making and strategic directions.