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Leeward Community College Shared Governance Policy

I. Purpose

The purpose of this policy is to provide a framework of the governance and decision-making bodies and processes available to all personnel at Leeward Community College (Leeward CC). Leeward CC, as a member of the University of Hawai'i system, is governed by the policies set forth by the University's Board of Regents (BOR). [The BOR General Overview](#) provides the campuses with a perspective on governance structure and our shared responsibilities in decision making. The Overview states that "the standard institutional reference for desirable academic governance is the ['Statement on Government of Colleges and Universities \(SGCU\).'](#)"

This statement calls for governance based on a community of interdependent groups—the BOR, administration, faculty, students, and others. We, as a College, recognize and take into account the roles of these groups. Leeward CC supports the formal process of collaborating, delegating, recommending, and making decisions. In this process, we attempt to provide spaces for respectful communication for the sharing of values, professional opinions, and meaningful information, especially for those stakeholders affected by decisions. While we carefully consider roles and responsibilities of all the interdependent groups, we are reminded to be mindful of delegated expertise and authority.

II. Related Policies and Documents

- A. [Board of Regents General Overview](#)
- B. [Board of Regents Policy RP 1.210](#): Regents' Policy on Faculty Involvement in Academic Decision-Making and Academic Policy Development
- C. [Board of Regents Policy RP 7.201](#): Student Organizations
- D. [Executive Policy EP4.201](#): Integrated Long-Range Planning Framework
- E. [Executive Policy 1.201: Faculty Involvement in Academic Policy](#)
- F. [Executive Policy 1.102: Authority to Manage and Control the Operations of the Campus](#)
- G. [Executive Policy 7.101: Delegation of Authority for Student Affairs](#)
- H. [UHPA-BOR Agreement, R-20](#): Roles And Consultation Protocols Involving UH Administration, UH Professional Assembly, And UH Faculty Senates
- I. [UHCC Policy 1.104 Community College Council of Native Hawaiian Chairs](#)

III. Definitions

Leeward CC seeks to promote professional collegial relationships among its four interdependent, member-based, charter-driven Authorized Governance Bodies (AGBs) and the Administration. Each AGB has a specific purpose, form, and function that delineates their individual memberships, roles, and responsibilities. The AGBs at Leeward CC communicate with one another and directly with the administration to support the overall operation of the campus, and they include:

- Student Government, [Student Government Constitution](#)
- Pūko‘a no nā ‘Ewa Council, [Pūko‘a no nā ‘Ewa Charter and Bylaws](#)
- Faculty Senate, [Faculty Senate Charter and Bylaws](#)
- Campus Council, [Campus Council Charter and Bylaws](#)

Constituent-based AGBs are authorized either through the official University of Hawai‘i BOR policies or through the individual College’s Administration. Pūko‘a no nā ‘Ewa Council, Faculty Senate, and Student Government are authorized by the BOR. Campus Council is a representative campus body authorized by the College Administration.

Student Government - <http://studentlife.leeward.hawaii.edu/SG>

Student Government is the governing body, legislative assembly, and administration of Associated Students of the University of Hawai‘i - Leeward Community College (ASUH-Leeward CC). The Student Government organization is chartered by the UH-BOR, abides by the rules, responsibilities, and obligations set forth by the BOR Policies, RP 7.201, Chapter 7, Student Affairs, states that “1. The board encourages the establishment of a robust student life program, including the establishment of student organizations. 2. The board recognizes the establishment of two types of student organizations: Chartered Student Organizations and Registered Independent Organizations.”

Pūko‘a no nā ‘Ewa - <http://www.leeward.hawaii.edu/na-ewa-council>

Pūko‘a no nā ‘Ewa Council is the advisory body of Leeward CC concerning issues pertaining to Hawaiian language, culture, and history, and other matters as they impact Native Hawaiians and Native Hawaiian programs. The Council also represents Leeward CC as part of the [Pūko‘a Council](#), who represents Native Hawaiians within the University of Hawai‘i System.

Faculty Senate - <http://www2.leeward.hawaii.edu/facultysenate/>

The Faculty Senate is chartered by the BOR as the primary voice of faculty and advisory body in the academic governance of the College. Through its various standing committees, the faculty exercises its role in academic decision-making and policy development at the College. The Faculty Senate provides and receives recommendations and advice from other governing bodies and the Administration. The Senate also represents Leeward CC faculty as a part of system-level [Community College Council of Faculty Senate Chair](#) (CCCFSC) and [All Campus Council of Faculty Senate Chairs](#) (ACCFSC).

Campus Council - <http://intranet.leeward.hawaii.edu/campus-council>

The Campus Council was established in order that all staff have a representative voice in the shared governance processes of the College. The Campus Council serves as a recommending body to the Chancellor for finalizing planning and budgetary matters, including but not limited to program reviews, area plans, budget structuring and prioritization of the College's operational expenditure plan. In addition, Campus Council reviews and recommends new and revised policies to the Chancellor. On behalf of the constituencies of the College, it has the responsibility of recommending priorities to the Chancellor and through the Chancellor to the Vice President for Community Colleges, President of the UH, and UHBOR. 'Priorities,' under this constitution, means establishing preferences for the direction of the College, particularly in regard to budget planning and resource allocation.

IV. Policy Objectives

To provide an overview of AGBs and establish clear guidelines and mechanisms of shared governance encouraging communication of decision-making across the institution.

V. Procedures and Responsibilities of AGBs

Generally speaking, AGBs and Administration (as defined in the [Organizational Chart](#)) agree that:

- Leeward CC constituents will work to fulfill the College's mission in a spirit of aloha and collegiality, understanding that each constituent is a valued contributor toward student success.
- All faculty, staff, and students have the right to participate in the College's decision-making processes.
- Any individual or group of individuals on campus has the right to formally express their views on issues of importance to them through an AGB.

- The College's AGBs shall educate their constituents on the nature of the business addressed at their meetings and will refer constituents to the governance bodies which are the most appropriate to vet their suggestions, questions, and concerns.
- AGBs are dually charged with facilitating communication between constituents and the Administration and by providing recommendations reflecting constituents' views to the Administration.

Each AGB assumes responsibility for working openly with each other and the Administration. This is an effort to empower faculty and staff to support student learning and success, with a special commitment to Native Hawaiian students and communities. These groups are encouraged to exercise their roles and responsibilities as defined in their charters and bylaws, and as recognized by the other bodies. In doing so, each body is encouraged to:

- Provide notice of election, appointment, and membership.
- Provide notice of the current Statement of Governance or Charter and Bylaws.
- Provide notice of meeting dates and times.
- Provide notice of the agenda.
- Provide notice of meeting minutes.
- Share decisions in accordance with their charter and made in session.
- Share advice or recommendations across bodies and to the Administration.
- Request clarifications from bodies in the shared governance structure.
- Solicit response from the Administration through formal clarification processes.
- Conduct regular review of internal and college governance policy and practice, in an effort to manage effectively in support of student learning.

Dually, the Administration has a responsibility to communicate and work with AGBs. This is in an effort to share information in an open, timely, and transparent manner thereby empowering AGBs and their constituents to review, approve, and implement the necessary changes related to administrative decision-making. The Administration is generally encouraged to:

- Demonstrate aloha and collegiality for campus constituents by placing considerable weight on the recommendations made by campus governing bodies.
- Interpret BOR policies to support decision-making processes for campus operational management and governance.
- Provide notice of decisions in a timely manner.
- Provide context and feedback surrounding decisions contrary to the recommendations of the AGBs by presenting their reasons directly to the

- appropriate governing group(s), preferably in person or in writing, for presentation at their subsequent meeting, or within an agreed upon timeframe.
- Communicate with the AGBs in both formal and informal ways when considering making decisions that have a direct impact on the various bodies' specific areas of responsibility.
 - Meet regularly with the leadership of campus AGBs and regularly attends meetings of the Campus Council.

VI. Additional Campus Bodies and Processes

The College is committed to increase opportunities for all campus faculty, staff, and students to participate in the formal decision-making process. In addition to the AGBs, other groups are designed to contribute to the governance of the College in their specific areas of responsibility. All constituents are supported in this process by Representative Groups (RGs).

While RGs do not have the formal, authorized responsibilities and procedures of a BOR- or College-chartered group, the College recognizes the RGs as invaluable contributors in the operations of the college. This includes gathering information, advice, and data that informs the general decisions on campus policy, procedures, budgeting, and operational issues.

- **The Administrative, Professional, and Technical (APT) Group** is an open body representing all APTs (*not inclusive of casual hire equivalent) currently employed at Leeward CC. The APT Group provides input and advice on College priorities, a forum to exchange information, and is represented on the Campus Council.
- **The Operations & Maintenance (O&M) Group** provides O&M employees an opportunity to participate in the shared governance of the College. The O&M group promotes staff development and training, as well as improved communications between and among the O&M staff and the College in order to improve the work environment and productivity, and is represented on the Campus Council.
- **The Lecturers Group** ensures that lecturers participate in decision making and shared governance of the College by participating in meaningful communication between lecturers and College exists for the promotion of professional development and lecturer concerns to be discussed and addressed, and is represented on Campus Council.

- **The Administrative Support Group (ASG)** promotes interaction, problem-solving, discussion of professional issues from the perspective of administrative support staff. The ASG encourages camaraderie through professional and community service, provides educational programs and support for professional development, and participates in the Campus Council and various campus committees.
- In addition, a variety of ad hoc Committees and Task Forces are developed as needed. Ad hoc committees and task forces are drawn as a diverse, appropriate, and inclusive group of members from the College community. These project-specific committees and task forces offer direct opportunities for faculty, staff, and students to participate in the College's decision-making process, in such areas as strategic planning, long-range development planning, and budgeting. These opportunities are in addition to the standing committees and task forces created within each of the four authorized organizations.

VII. Summary

The purpose of this document is to generally describe the various organizations that represent personnel at Leeward CC in the broad-based, inclusive process of shared governance and decision-making. It strives to outline the relationship between these bodies and the Administration and their individual responsibilities to their constituents and each other. Leeward CC provides comprehensive structures for participation in the College's decision-making in the form of advisory councils established by executive Administrators, ad hoc committees and task forces that are created for specific purposes, standing committees of the Faculty Senate, as well as appropriate committees of the AGBs.

The BOR recognizes the need for a system of shared governance that is based on authorized constituent-based organizations responsible for facilitating systems of the College and making recommendations or providing advice to the College and Administration. Overall, the campus strives to foster an opportunity for direct participation for all personnel on issues of campus-wide importance and does so through a variety of meetings, forums, and electronic media formats.

While this policy authorizes the various bodies of Leeward CC to make decisions on its own and in committee, it also recognizes that the UH-BOR has final institutional authority.