



GOVERNANCE CHARTER

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Revised 9/9/05 by Cabinet and 1/24/06 by Board of Trustees

Review Schedule: Every three years

DECLARATION

The Board of Trustees and the community of Garrett College subscribe to the proposition that a community bonded together in mutual respect can interact in a spirit of open communication. We encourage and respect the full involvement of all in guiding institutional life toward the common good. We believe further that a college must be a living example of its principles and vision. Garrett College has a duty to be a model of good self-government so that its students can carry with them ideals for building a better life, realizing a better future, and perpetuating democratic values.

The principles by which Garrett College elects to govern itself are the fundamental principles undergirding and guiding community college education:

- PRINCIPLE I: Every human being has dignity and worth.
- PRINCIPLE II: All human beings should be equal under the law.
- PRINCIPLE III: Participative democracy aimed at consensus is the form of government that best fits the achievement of the above principles.

We adopt this form of government since it has demonstrated the human capability to live and work together in harmony and mutual respect and as a living example of the power of reason, democracy, and goodwill.

We dedicate our government to our students, now and to come, because they are our future and our best hope for a secure and flourishing posterity.

GOALS OF GOVERNANCE

The goals of governance reflect principles Garrett College believes essential to both harmony and efficiency:

Integration

A college is a complex yet interrelated organization. Its various constituencies have distinct functional responsibilities. Each does its own part in furtherance of common institutional objectives. The constituencies depend on each other for the successful performance of their jobs. Frequently decisions made by one individual, department, or division influences the effectiveness of others. Consequently, good government should view decision-making organically. Each part must function harmoniously and in balance with others. Otherwise bad decisions, discord, and inefficiency are likely.

Democracy and Inclusiveness

Because an institution is an integrated and functionally interdependent complex, the active participation of all is desirable. A governance system should recognize the legitimacy of the diverse perspectives of the various constituencies comprising the college community. Each perspective contributes to the collective wisdom.

For the same reasons a governance system should be democratic in spirit. Policy should take into account the collective will since the effects of policy are likely to be felt throughout the community as a whole.

Openness and Communications

An administration that is democratic in spirit must rely on an informed constituency if its decisions are to be the result of communal investigation and the common application of intelligence. Without good and open communication, people are encased within their own subjectivity. A good governmental system will incorporate a communication network that permits and encourages dialogue, understanding, joint investigation, and creative collaboration.

Efficiency

A college is a dynamic and complex institution. Like a business it must make routine decisions daily; it must address current events; and it must respond to emergencies. A government that stresses democracy and communication cannot be incapacitated by its own decision-making processes.

Flexibility

No governance system will be perfect. Hence, a governance system must be capable of changing procedurally and of adapting to new circumstances that the original governance system did not foresee.

Responsibility

Garrett College is a public community college. Statute vests responsibility with the Board of Trustees to hold in trust and good custody the interests of the county, the state, and the citizenry. These are the responsibilities for which the Board is accountable and which it cannot delegate.

The President is an agent of the Board and serves at its pleasure. S/he cannot delegate statutory responsibilities assigned to the Board. Consequently, all decision-making must be in the form of recommendations to the President or the Board. However, the President and the Board are themselves constituent

parts of the collective community, and they have a moral obligation to support college governance procedures so long as they do not issue in recommendations contrary to statute, fundamental principles or mission, or the vital interests of the college or the larger community.

Governmental Procedures

The attached chart illustrates the structure of the governance system at Garrett College. The government has three main functions: to formulate policy, to implement policy, and to adjudicate as needs arise. The college catalog and the Garrett College Personnel Manual publicize adjudication procedures already enacted. This governance system incorporates others.

POLICY FORMULATION

Recommendations are intended to emanate from the college community, flowing from the bottom up. The college community is defined broadly so as to include the staff, the faculty, the students, the Board of Trustees, and the larger community of Garrett College.

(1) Individuals and Groups

Any person or group from within or outside the college may introduce an idea or recommendation for collective consideration.

(2) Divisions and Departments

The College is organized into six divisions- Academic Affairs, Administrative Services, Continuing Education, Information Technology, Student Development, and Personnel. Departments are sub-units of divisions. Divisions and departments are represented on the College Cabinet as the Chart of Cabinet Membership shows.

The college governance system is democratic in design: it stresses involvement and good communication. For this reason it encourages the divisions and departments to hold regular meetings timed to complement the regular meetings of other major segments of the governance structure. Participation in recommending policy is voluntary unless part of an employee's professional responsibilities.

For the purpose of college governance, the Faculty Senate, the Staff Senate, and the Student Government Association shall enjoy the rights and privileges of participation extended to divisions and departments.

Divisions, departments, and constituencies shall be represented. The following chart of membership defines the voting members of the Cabinet:

Chart of Cabinet Membership		
Functional Area	Constituency	Cabinet Representative
Board of Trustees		Chairperson or Designee (ex officio)
President's Office		President (Chair)
Special Projects		Special Assistant to the President
Academic Affairs		Dean of Academic Affairs
Arts and Sciences		Associate Dean of Academic Affairs
Juvenile Justice		Director of Juvenile Justice
Adventure Sports		Director of Adventure Sports
Natural Resources & Wildlife Technology		Academic Program Director of Natural Resources and Wildlife Technology
Business and Information Technology		Director of Business and Information Technology
Student Development		Dean of Student Development
Financial Services		Dean of Administration Director of the Business Office
Information Technology		Dean of Information Technology
Student Government Association		SGA President or Designee
Continuing Education		Dean of Continuing Education & Training
Library		Director of Library
Facilities		Director of Campus Facilities
Athletics		Director of Athletics
	Faculty	Faculty Senate Chair or Designee and One Faculty-at-Large
	Staff	Staff Senate President or Designee and Two Staff-at-Large
Personnel		Director of Personnel

Recommendations: The Cabinet advises the President, who chairs the meetings.

Proxies: Absent members may give their proxy to a representative to act and vote in their absence. The President's Executive Secretary shall be notified of proxy appointments prior to the meeting.

Scope: The Cabinet may consider any and all issues pertaining to College life.

Representative Body: The members of the Cabinet serve as informal links conveying information to their constituencies and carrying their constituencies' viewpoints back to the Cabinet. They may act as individuals but should make clear when they are acting in behalf of their constituency and when they are representing their own views.

Meetings: Ordinarily the Cabinet will meet monthly but may meet more frequently at the discretion of the President.

Minutes and Agendas: The President's Executive Secretary or designee shall take all minutes and disseminate them to all college staff, trustees, and Student Government officers. The Cabinet agenda shall ordinarily be published one week prior to the meeting date and the minutes shall ordinarily be published within ten (10) working days after the meeting date.

Flexibility: In cases of emergency, when an administrator at any level must make a general policy decision prior to regular Cabinet meeting, s/he shall ordinarily report to the Cabinet at its next scheduled meeting.

Guest: Subject to the approval of the supervisor or, in the absence of the supervisor's approval, the approval of the President, any member of the College community may attend and speak at Cabinet meetings.

(3) Faculty Senate:

The Faculty Senate shall be comprised of members as defined by the Faculty Senate charter. It shall be governed by a constitution of its own design subject to the approval of the Board of Trustees. The Faculty Senate is empowered to recommend policy to the Cabinet through its representatives.

(4) Staff Senate:

The Staff Senate shall be comprised of all regular full- and part-time staff members not included in the Faculty Senate or the Administrative Council. The Staff Senate shall be governed by a constitution of its own

design subject to the approval of the Board. The Staff Senate is empowered to recommend policy to the Cabinet through its representatives.

(5) All College Forum:

The All College Forum shall meet each semester at the discretion of the President. It is open to all members of the College community.

The All College Forum shall function as a forum for the informational exchange and as an opportunity for any member of the College community to speak on any matter of concern or interest.

The President shall chair the All College Forum and shall have his/her Executive Secretary publish the agenda to all College personnel, the Board of Trustees, and the Student Government.

The All College Forum is intended to be inclusive. However, all College offices shall remain open with at least minimum staffing during the meeting of the All College Forum unless the President approves an exception.

(6) Cabinet:

Recognizing that direct democracy is impractical, Garrett College adopts a representative form of governance that encourages participation and guidance from all. The Cabinet recommends general policy to the President, considers issues of inter-divisional interest, and functions as a forum for information exchange.

(7) Facilitator:

Governmental systems are as good as the people who run them. Invariably, albeit typically without intent, the procedures to maximize communication and democratic involvement break down. For this reason the Garrett College governance system incorporates a communications alternative.

Any person in the College community is permitted to petition the Cabinet for the selection of the facilitator and to submit for Cabinet consideration and approval a candidate. The facilitator should be a highly respected member of the community at large. The integrity and ability of the individual to judge without bias or prejudice should be unquestioned. The facilitator shall act as a good faith partner to rectify in an informal manner any concern or dispute. The facilitator shall have access to both the President and the Board as a whole. The

facilitator acts with the authority of the Board of Trustees and may be removed from office by vote of the Board.

(8) President:

The President shall act on the recommendations of the Cabinet.

(9) Board of Trustees:

The Board of Trustees shall act on the recommendations of the President.

POLICY IMPLEMENTATION

The College has seven divisions for implementing policy. Responsibility for policy implementation flows through the respective division heads.

Administrative Council

The Administrative Council advises the President on policy execution. The Council is comprised of the six division heads and the President's staff assistant:

President:	President
Division Heads:	Dean of Academic Affairs
	Dean of Administration
	Dean of Continuing Education & Training
	Dean of Student Development
	Dean of Information Technology
	Dean of Personnel

Standing Committees and Authorities

The College shall recognize nine standing committees. These committees are instruments of policy implementation, presuming broad authorities vested in them based on institutional tradition or on express actions of the Cabinet, President, or the Board of Trustees. Ordinarily standing committees shall recommend to the area administrator, who will in turn recommend to the President. However, the President, the area administrator or any member of the College community may elect to have committee recommendations reviewed by the Cabinet to permit broad institutional involvement as needs arise.

Each standing committee shall meet according to a regular schedule as determined by the appropriate area administrator and shall take minutes appropriate.

Curriculum Committee: The committee shall be appointed by the Dean of Academic Affairs. The committee shall receive, review, and recommend with respect to all additions, deletions, or amendments concerning Garrett College's credit courses.

Academic Standards Committee: The committee shall also be responsible for ensuring the integrity of Garrett College's academic standards and shall recommend additions, deletions, or amendments to academic rules, regulations, and procedures pertaining to academic standards and standards of academic progress. The committee shall recommend to the Dean of Academic, who shall recommend to the President.

Organization and Salary Committee (O&S): The Organization and Salary Committee shall be chaired by the Director of Personnel. The President and Chairperson of the Board of Trustees (or a designee) shall be ex officio members of the committee. Membership shall include the following:

Standing Members

Trustee (ex officio)
President
Director of Personnel
Faculty Senate President (or designee)
Staff Senate President (or designee)

3 At Large Members (from the following)

1 Administrative Services
1 Academic Area
1 Continuing Education
1 Maintenance
1 Library
1 Student Services
1 Information Technology

All members are voting. A quorum shall be a majority of members who are not ex officio. Voting privileges on point evaluations shall not be granted until sufficient orientation and experience have been achieved in the judgment of the chairperson.

At large members shall be appointed by the President. Each at-large member shall serve a three-year term.

Order of Rotation

Administrative Services
Continuing Education
Library
Student Services
Academic Area
Maintenance
Information Technology
Administrative Services

All departments shall be represented on a fair basis of rotation. The rotation follows the ordering of the above list of at large members. Presidential appointment of at-large members is intended to ensure that the committee does not become politicized. With the exception of the senate representatives, no members are to represent the interests of a constituency. Total numbers are to be 7 to 9, with 7 being an optimum operational number.

All members of the O&S shall be trained in Garrett College's point evaluation rating system for determining job classifications. As new jobs are created or old jobs amended, the O&S shall conduct point evaluations and recommend classifications to the President.

The O&S shall also be responsible for the ongoing review, evaluation, addition, deletion, or amendment of all Garrett College's personnel and salary policies and procedures. The committee shall recommend to the President.

Quality of Work Life Committee: The Quality of Work Life Committee shall review, recommend, and institute modifications to work life quality at Garrett College. The chair shall be the Director of Personnel.

Budget Council: The Budget Council establishes an integrated, prioritized ordering of expenditures for Garrett College. The Budget Council is responsible for recommending the annual operating budget to the Cabinet predicated on the goals outlined in the strategic plan.

Discretionary Funds Committees: The following committees have been established for administrative effectiveness in determining the expenditure of discretionary funds. The committees shall be activated at the discretion of the President.

- (1) Capital Improvements and Deferred Maintenance: This committee shall establish a long-term deferred maintenance policy including a financial plan. In addition, the committee shall solicit and conduct an annual review of requests for maintenance improvements and develop a documented, justified, and timely budget request in priority order. The committee chair shall be the Director of Campus Facilities.
- (2) Information Technology: This committee shall establish a long-term policy including a financial plan for the orderly development of Garrett College's information technology capacity. In addition, the committee shall solicit and conduct an annual review of requests for equipment and related materials and develop a documented, justified, and timely budget request in priority order. The committee chair shall be the Dean of Information Technology.
- (3) Instructional Equipment: This committee shall establish a long-term policy including a financial plan for the orderly development of Garrett College's instructional equipment capacity. In addition, the committee shall solicit and conduct an annual review of requests for instructional equipment and related materials and develop a documented, justified, and timely budget request in priority order. The committee chair shall be the Dean of Academic Affairs.
- (4) Institutional Equipment and Furnishings: This committee shall establish a long-term policy including a financial plan for the orderly development of Garrett College's institutional equipment capacity and institutional furnishings. In addition, the committee shall solicit and conduct an annual review of requests for institutional equipment, furnishings and related materials and develop a documented, justified, and timely budget request in priority order. The committee chair shall be the Dean of Administration.

The chairs of the discretionary funds committees are responsible for assembling representative committees and for ensuring broad and fair solicitation and review of requests for funding. Review criteria and line item budgetary justification should without exception reflect the strategic goals and objectives of the Strategic Plan and operating plans currently in force.

OVERALL COMMUNICATION

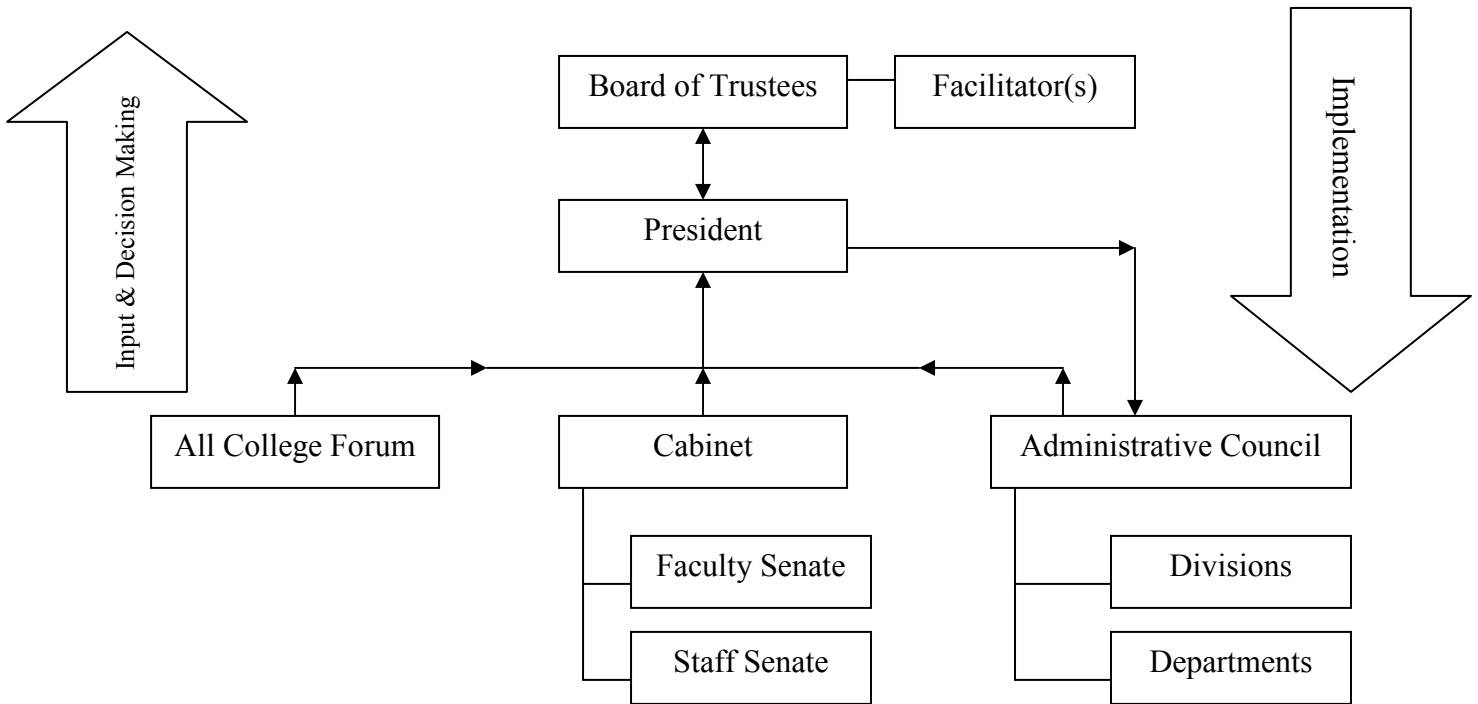
To enhance College communication, the Governance Charter adopts several means: broad representation on the Cabinet, All College Forums, the Facilitator, Trustee representation on the Cabinet, standing committees, and the Administrative Council. The Board of Trustees supports and encourages communication. Individuals may be put on the Board agenda to speak with the Board as a whole on any topic of concern or interest.

AMENDMENT OF THE GOVERNANCE CHARTER

This governance charter may be amended by recommendation of the Cabinet subject to the approval of the President and the Board.

This charter shall be evaluated and either amended or renewed at least every three years.

Garrett College Governance Flow Chart



Pres office\data\guiding documents\Governance Charter 1 06 final