

As a fundamental principle, the College thrives when diverse groups of people are included in the decision-making process, understand developments within the College, and are invited to participate as true partners in an equitable manner. To support this principle and foster an inclusive organizational climate focused on mutual respect, transparency, and open communication, the College employs a collaborative decision-making structure and process which embraces the tenants of shared governance.

With a focused purpose of encouraging successful organizational outcomes and the continuous improvement of the College's student learning and support systems, shared governance allows employee input into decisions that influence strategic priorities, administrative policy, rules, guidelines, procedures, and plans through the establishment of defined roles with a clear designation of public accountability.

As it pertains to collaborative decision-making in a shared governance system, the College recognizes that "shared" does not mean that every constituency gets to participate at every stage; nor does it mean that any constituency exercises complete control over the process. Further, shared governance does not usurp administrative authority to make operational decisions, supersede collective bargaining agreements, or infringe on faculty academic freedoms. The key to genuine and effective shared governance is continuous transparent communication in ways that nurture mutual respect and inclusion between all stakeholder groups.

The CEO, however, will retain final authority and responsibility for all administrative and operational decisions. In developing a collaborative decision-making system, the Board recognizes that "collaborative" does not mean that every constituency has an opportunity to contribute at every stage; nor does it mean that any single constituency exercises complete control over the process.

As it relates to the administration and operation of the College, the Board recognizes that institutional change is necessary, constant, and inevitable. In order to ensure the College remains relevant to a dynamically changing external environment, the Board expects all stakeholders to be open to doing things differently when circumstances require. In addition, the Board values forms of decision-making that promote transparency, communication, and accountability. Further, the Board recognizes that focusing the talent, creativity, engagement, and collective intelligence of employees will contribute to effective decisions that lead to positive outcomes for students and the community. Additionally, the Board believes that a culture of collaborative decision-making, with defined roles and responsibilities, that integrates cooperative approaches for the development and implementation of ideas, plans, and operational decisions will enhance organizational unity, improve employee morale, nurture trust, encourage respect, foster feelings of inclusion, and create a culture of continuous improvement. Finally, the Board believes these principles provide the foundation for an effective collaborative decision-making system.