Academic Affairs Minutes
September 8, 2025 at 2:00pm
River Room

Chair: (Dr. Ian Nicolaides)

Roll Call:

	Blake Goforth	x	Dr. Kristin Shelby	x	David Black
	Danielle Boyd	x	Ginny Severs	x	Dr. April Teske
x	Dr. Ian Nicolaides	x	Becky Steinmetz	x	Reece Rutland
x	Rachael Trotter		Mackenzie Scherer	x	Jennifer Watkins
x	Sheryl Ribbing	x	Teale Betts		

I. **Call to Order** at 2:04 p.m. by Dr. Nicolaides

II. **Approve Minutes of August 11, 2025 Meeting** A motion was made to approved the minutes as presented by Dr. Shelby and seconded by Ginny. All approved.

III. **Additions to the Agenda**

IV. **Reports from Other Shared Governance Meetings**

SAAT- Assessment Day was last week. We already has a rough draft of improvements for next year's Assessment Day.

C&I will have its first meeting for this academic year on Sept 18.

V. **Items for Discussion**

- **Review Council Charge (Discussion)**

Review of AAC Charge by Dr. Nicolaides. Dr. Teske explained that AAC is that we (AAC) are the overarching body for academics. If there is an issue in another team that is academic related, it can come to us. Dr. Teske went over AA goals for FY26 and explained AAC may have to weigh in on those goals. Dr. Shelby explained a route within her area and how the different academic teams/councils should be involved. An example was discussed. Dr.

Teske thinks this council would be a great “think tank.” Sheryl thinks Reece would be great with interdisciplinary courses. Dr. Teske added Dr. Muckler is a great asset.

Sheryl expanded on her idea for interdisciplinary courses. The council discussed ways to make her idea become actionable.

- **Dual Credit Operating Standard – Approved (Informational)**

Executive Council approved this operating standard. Teale worked with Dr. Teske to finalize this standard. Dr. Teske displayed the OS for the council to review.

- **Review and provide feedback on Dr. Taylor operating standards: (Discussion)**
    a. **A1000.00**
    b. **A1000.05**
    c. **A1000.10**

The council reviewed the proposed OS from Dr. Taylor and gave feedback to Dr. Teske about the presented operating standards.

- **Review/prioritize outstanding AA operating standards (Decision)**

Dr. Teske reviewed our outstanding acdemic OS that do not exist. We need to work on the Curriculum Excellence OS. Dr. Shelby will be in charge of creating these standards. Dr. Teske wants us to work on Field Trips and Independent Study this upcoming year. Using the field trip forms, we can put something together, making guidelines to approve or deny a field trip. The processes for reserving transportation, etc. We need to get those who go on field trips often to give input on the Field Trip OS. For Independent Study, Dr. Teske and Becky will work on this one. It has everything to do with workload for faculty. There needs to be guidelines when an Independent Study are performed and not and how it is delivered. Dr. Teske will work on some of the outstanding OS, assign some to identified appropriate people, and clarify some with Dr. Taylor. Dr. Nicolaides added if someone has an interest where they might want to pitch in and help to let Dr. Teske know.

VI. **New Business**

VII. **Adjournment** at 3:30 A motion was made by Sheryl and seconded by Dr. Shelby. All approved.

Operating Standard

Title: Administrative Policy & Operating Standard Framework **Number:** A1000.00
Type: Administrative
Responsible: President
Related Policies: All Administrative Policies within the Administrative Policy Manual
Linked Operating Standards: A1000.05
Related Laws: None
Related External Standards: None
HLC Criterion: 1A, 1B, 2A, 2B, 2C, 4A, 4C

1.0 Statement

Shawnee Community College affirms that effective governance requires a clear distinction between the Board's role in setting policy direction and the Administration's role in implementing policy through values, practices, and systems.

This framework is rooted in the College's commitment to transparency, shared responsibility, and continuous improvement in service to students, employees, and community with the ultimate aim of advancing student success and community trust. It establishes how Board Policy, Administrative Policy, and Operating Standards interrelate, ensuring alignment with the College's mission and values.

All Administrative Policies and Operating Standards are issued under the authority delegated to the President by the Board of Trustees.

2.0 Purpose & Scope

This standard provides the foundational framework for the College's Administrative Policy Manual and its supporting Operating Standards. It clarifies the hierarchy of governance instruments, defines their respective purposes, and establishes how they work together to achieve institutional effectiveness.

As the initial standard under the Shared Governance policy, this document establishes the framework upon which all subsequent Administrative Policies and Operating Standards will be built.

It applies to all Administrative Policies and Operating Standards issued under presidential authority through the College's shared governance system.

3.0 Definitions

For the purposes of this framework, the following definitions apply:

- **Administrative Policy** – Values-driven commitments adopted under presidential authority that articulate and guide the College's culture, behaviors, and impact on students, employees, and community. Administrative Policies provide the foundation for Operating Standards.
- **Board Policy** – Statements adopted by the Board of Trustees that establish Strategic Outcomes (desired results related to college purpose), Executive Limitations (boundaries for presidential action), Delegation of Authority (Board–President relationship), and Bylaws (Board operations.
- **Operating Standard** (OS) – Administrative tools that translate Administrative Policies into actionable processes, procedures, and measurable practices.
- **Shared Governance** – The College's administrative system for developing and reviewing policies and standards through councils, teams, and Cabinet, with final approval by the President.

Common definitions used across Administrative Policies and Operating Standards are maintained in the Master Definitions List (see A1000.10)

4.0 Framework Hierarchy

4.1 Board Policy

- Adopted by the Board of Trustees.
- Defines Strategic Outcomes, Executive Limitations, Delegation of Authority, and Bylaws.
- Establishes direction and boundaries but does not prescribe operational detail.

4.2 Administrative Policy

- Authorized under the President's delegated authority.
- Express the College's values, institutional commitments, and desired impact.
- Provide the foundation for consistency and integrity in operations.

4.3 Operating Standards

- Administrative instruments that implement Administrative Policy.
- Vary in detail depending on purpose.
- May connect directly to Shawnee Community College Effectiveness System (SCCES) and Monitoring Reports where outcomes or compliance are measurable.
- Each Operating Standard will explicitly identify the Administrative Policy it supports.

- See A1000.05 Developing Operating Standards for detailed drafting and review guidance.

5.0 Guiding Principles

- **Alignment** – All OSs must identify the Administrative Policy (or policies) they support.
- **Values First** – Administrative Policies remain principle-based and aspirational; OSs serve as their practical extensions.
- **Flexibility** – Not every OS requires the same level of detail; A1000.05 provides decision prompts for inclusion.
- **Transparency** – Policy and OS development occurs through Shared Governance to ensure broad input and communication.
- **Integration** – When relevant, OSs should connect to SCCES and Monitoring Reports to demonstrate institutional effectiveness.
- **Continuous Improvement** – Policies and OSs are reviewed regularly to ensure ongoing effectiveness and institutional learning.

6.0 Roles & Responsibilities

- **Board of Trustees** – Establishes Board Policy.
- **President** – Issues Administrative Policies and OSs under delegated authority.
- **President's Office** – Serves as the official repository of all Board Policies, Administrative Policies, and Operating Standards; ensures publication of current versions on the College's website; and maintains archival copies.
- **Shared Governance Councils** – Review, refine, and recommend Administrative Policies and OSs.
- **Executive Council** – Serves as the coordinating council for Administrative Policies and Operating Standards, develops institution-wide policies and standards, integrates recommendations from other Councils, and makes final recommendations to the President.
- **Cabinet** – Ensures alignment, coordination, communication, and resource allocation across Councils and Teams. While membership may overlap with Executive Council, Cabinet's role is strategic and operational, while Executive Council's role is governance.
- **Teams** – Implement Strategic Plan initiatives and resolve day-to-day operational issues. Teams do not originate Administrative Policies or Operating Standards but may identify issues that require Council-level policy or standard development.
- **Office of Institutional Effectiveness (OIE)** – Advises on SCCES and Monitoring Report integration.

7.0 Oversight & Review

- The President's Office will ensure that the **latest approved versions** of Board Policies, Administrative Policies, and Operating Standards are always available on the College website.
- Each August, the President's Office will compile and publish updated archival PDF manuals of:

    - Board Policy Manual
    - Administrative Policy Manual
    - Shared Governance Manual
- Archived PDFs will be posted on the College website for transparency and retained by the President's Office for historical reference.
- In the event of conflict, the website version will be considered the official record.
- Administrative Policies and OSs will undergo review at least once every three years, or sooner if required.
- All changes will be documented in a Change Log within each policy or standard.
- This framework may be amended as needed to reflect evolving governance practices or future distinctions between Board and Administrative Operating Standards.

Change Log	**Governance Unit: Executive Council**
Date	**Description of Change**
	Initial Adoption

Operating Standard

Title: Developing Operating Standards **Number:** A1000.05
Type: Administrative
Responsible: President
Related Policies: A1000
Linked Operating Standards: A1000.00; All
Related Laws: None
Related External Standards: None
HLC Criterion: 1A, 2A, 2B, 2C, 4A, 4C

1.0 Statement

Shawnee Community College affirms that Operating Standards (OSs) are more than administrative tools; they are expressions of the College's values in action. Developed through shared governance, OSs embody collaboration, fairness, and transparency while guiding how we translate our commitments into consistent practices. By doing so, they promote accountability, equity, and clarity in service to students, employees, and the broader community. Operating Standards ensure that daily operations reflect the College's mission, advance student success, and sustain public trust.

2.0 Purpose & Scope

The purpose of this standard is to:

- Provide a uniform process for creating and revising OSs.
- Ensure that OSs are consistent, accessible, and appropriately detailed.
- Support the integration of SCCES and Monitoring Report evidence when applicable.
- Serve as guidance for Shared Governance Councils, Cabinet, and the President's Office in drafting and maintaining OSs.
- Operating Standards exist to put Administrative Policies into practice through consistent processes, responsibilities, and guidelines.

This standard applies to all OSs developed under the Shared Governance system.

3.0 Definitions

This OS uses common definitions maintained in the Master Definitions List (see A1000.10). During the transition period, some definitions are included here for clarity until fully integrated into the Master List.

- **Administrative Policy** – Values-driven commitments adopted under presidential authority that articulate and guide the College's culture, behaviors, and impact on students, employees, and community. Administrative Policies provide the foundation for Operating Standards.
- **Board Policy** – Statements adopted by the Board of Trustees that establish Strategic Outcomes (desired results related to college purpose), Executive Limitations (boundaries for presidential action), Delegation of Authority (Board–President relationship), and Bylaws (Board operations.
- **Decision Prompts** – Guiding questions provided in this standard to help determine when to include specific sections in an OS.
- **Guideline** – A recommended course of action or "*pre-made decision boundary*" designed to promote consistency and reduce ambiguity, while leaving room for professional judgment and flexibility.
- **Operating Standard (OS)** – An administrative tool that translates Administrative Policy into consistent practices, expectations, and measurable outcomes.
- **Practice** – The customary or habitual way something is done in daily operations; may or may not be formalized in policy, procedures, or standards.
- **Procedure** – Step-by-step actions that show how a process is carried out consistently. Flowcharts are encouraged where appropriate to support clarity, usability, and training. Procedures are most valuable when they provide clarity, enable compliance, support training, and/or enhance accountability.
- **Process** – A broad sequence of related activities that collectively achieve an outcome (e.g., student registration, payroll). Focuses on the "what."
- **Rule** – A mandatory directive or requirement that must be followed, often grounded in law, regulation, or institutional policy.
- **System** – An interconnected set of processes, structures, and practices designed to achieve defined results. Systems connect inputs and processes to outputs (the intended results of system operation) and outcomes (the actual results that occur because the system operates). Examples include the Shawnee Community College Effectiveness System (SCCES), the Financial Planning & Resource Allocation System, or the Student Enrollment and Success System.
- **Template** – The approved OS structure that ensures consistency across all standards.

4.0 Standard Section Structure

All OSs should use the approved template. The standard sections are listed below, and guidance on when to include, abbreviate, or omit a section is provided in 5**.0 Decision**

Prompts for Section Inclusion. Additional sections may be included when necessary to ensure clarity, consistency, or to address the complexity of the OS.

- **Header Block** – Includes Title, Number, Type, Responsible, Related Policies, Linked OSs, Related Laws/Standards, HLC Criteria. *Completed and maintained by the President's Office.*
- **Statement** – Values-driven rationale for the OS.
- **Purpose & Scope** – Defines intent and applicability.
- **Definitions** – Clarifies technical or legal terms as needed.
- **Roles & Responsibilities** – Assigns accountability.
- **Procedures** – Step-by-step actions that show how a process is carried out consistently. **Flowcharts are encouraged where appropriate to support clarity, usability, and training.** Procedures are most valuable when they provide clarity, enable compliance, support training, and/or enhance accountability.
- **Guidelines** – Recommended practices or "*pre-made decision boundaries*" that provide direction and promote consistency while allowing professional judgment. Guidelines communicate institutional decisions or parameters within which employees may exercise discretion.
- **SCCES Connections** – Identify any Key Performance Elements (KPEs), Key Performance Areas (KPAs), or Key Performance Measures (KPMs) supported by this OS. If applicable, specific Key Performance Indicators (KPIs) may also be referenced where the OS directly influences a measurable indicator.
- **Monitoring Report Connections** – Identify whether this OS generates evidence that supports compliance with Board Strategic Outcomes or Executive Limitations. *This section is limited to evidence that will be reported to the Board through Monitoring Reports.*
- **Data Collection & Review** – Describe how the College will internally review and evaluate the effectiveness of this OS. This includes defining the review cycle, identifying what data will be collected, and specifying who is responsible for analysis. Data Collection & Review supports continuous improvement of administrative practices.
- **Change Log** – Documents revisions. *Maintained by the President's Office.*

5.0 Decision Prompts for Section Inclusion

The following prompts correspond directly to the sections in 4**.0 Standard Section Structure** and are intended to help drafters decide which should be included or abbreviated in a given OS.

- **Definitions** – Does this OS use specialized or unique terms not already included in the Master Definitions List (see A1000.10)?
- **Roles & Responsibilities** – Do multiple offices or functions share responsibility?
- **Procedures** – Would step-by-step instructions add value by providing clarity, enabling compliance, or supporting training and accountability? Or can existing departmental procedures be referenced instead?

- **Guidelines** – Would pre-made decisions or boundary conditions add value by promoting consistency, reducing ambiguity, or supporting professional judgment?
- **SCCES Connections** – Does this OS support a KPE, KPA, or KPM within SCCES? If it directly influences a measurable indicator, should a KPI also be referenced?
- **Monitoring Report Connections** – Does this OS provide measurable evidence that the Board will require to evaluate a Strategic Outcome or Executive Limitation?
- **Data Collection & Review** – What information will the College collect internally to assess whether this OS is working as intended? Who reviews it, and how often?

6.0 Roles & Responsibilities

Proposals for Operating Standards — whether new, revised, or retired — may originate from any Council, Team, Cabinet, or the President. Drafting Teams are then responsible for preparing proposals in consultation with appropriate stakeholders.

- **Drafting Team/Proposer** – Initiates an OS proposal and consults stakeholders as needed.
- **Shared Governance Councils** – Develop, review, and refine OSs within their respective domains. Councils recommend draft OSs to Executive Council for institutional alignment.
- **Executive Council** – Reviews and refines OSs originating from any Council, ensures alignment with institutional priorities, and recommends them to the President for approval.
- **Cabinet** – Ensures strategic alignment, coordination, and resource feasibility of OSs. While membership may overlap with Executive Council, Cabinet's role is strategic and operational, while Executive Council's role is governance.
- **President** – Approves OSs under delegated Board authority.
    - The President may issue an OS directly when urgent compliance, legal, or accreditation matters require immediate action. Such OSs will be forwarded to Executive Council for subsequent review to ensure alignment with institutional priorities and Shared Governance.
- **President's Office** – Maintains the official repository, publishes OSs, ensures completion of the Header Block, and manages the Change Log for all OSs. The President's Office also oversees the Master Definitions List (see A1000.10), ensuring consistency of terminology across all Operating Standards and coordinating updates with Shared Governance Councils as needed.
- **Office of Institutional Effectiveness (OIE)** – Supports SCCES and Monitoring Report integration and advises on assessment measures.

Note: Teams primarily implement Strategic Plan initiatives and resolve operational issues. While they do not originate OSs, Teams may identify needs that Councils translate into policy or standards.

7.0 Oversight & Review

- OSs must be reviewed at least once every three years or sooner if required by law, accreditation, or institutional need.
- Reviews should consider SCCES alignment, Monitoring Report utility, and operational effectiveness.
- All changes must be documented in the Change Log.

Change Log	Governance Unit: Executive Council
Date	**Description of Change**
	Initial Adoption

Operating Standard

Title: Definitions List Management **Number:** A1000.10
Type: Administrative
Responsible: President
Related Policies: A1000
Linked Operating Standards: A1000.00; A1000.05; All
Related Laws: None
Related External Standards: None
HLC Criterion: 1A, 2A, 2B

1.0 Statement

Shawnee Community College affirms that clarity and consistency of terminology are essential to transparent governance, equity, and institutional effectiveness. Definitions provide a common language that reduces ambiguity, strengthens accountability, and ensures that Administrative Policies and Operating Standards are applied consistently across the College. By maintaining a single authoritative list of definitions, the College fosters confidence among students, employees, and the broader community that policies and standards are implemented with fairness, accuracy, and shared understanding.

2.0 Purpose & Scope

The purpose of this standard is to establish and maintain the **Definitions List** as the authoritative source for terminology used in Administrative Policies, Operating Standards, and related governance documents.

This standard applies to:

- All Administrative Policies and Operating Standards issued under the Shared Governance framework.
- All Councils, Teams, and other governance bodies responsible for developing or recommending Administrative Policies or Operating Standards.
- Any institutional document that references or applies Board or Administrative Policy.

3.0 Definitions

- **Definitions List** – The single authoritative, living list of definitions approved for use in Administrative Policies, Operating Standards, and related governance documents. Maintained and published by the President's Office, the list ensures consistency and prevents duplication or conflict of terms.
- **Specialized Term** – A word or phrase that carries a precise, context-specific meaning within the College's governance or operations, which may differ from its everyday use. Examples include "*Operating Standard*," "*Monitoring Report*," "*Credit Hour*," or "*Executive Council*."

4.0 Procedures

The President's Office shall maintain a current Definitions List Workflow that outlines the steps for submitting, reviewing, approving, publishing, and archiving definitions. This workflow, including a flowchart, shall be accessible to all governance bodies. All proposals must follow the workflow to ensure consistency, transparency, and proper routing to the Executive Council for approval.

This workflow complements the guidance provided in A1000.05 Developing Operating Standards.

5.0 Guidelines

Definitions should be written to promote clarity and consistency across the College. In general:

- Keep definitions concise (1–3 sentences).
- Use plain language, accessible to non-specialists.
- Avoid duplicating terms already included in the Definitions List.

- Provide examples when a term may carry a specialized meaning that differs from common usage.

6.0 Roles & Responsibilities

- **President's Office** – Maintains and publishes the Definitions List on the College website and ensures archival copies are kept, including the annual snapshot included in the Shared Governance Manual published each August.
- **Executive Assistant to the President (Shared Governance) or designee** – Serves as custodian of the Definitions List; responsible for logistics, including collecting proposals, maintaining the workflow/flowchart, formatting entries, publishing the official list, and archiving versions.
- **Shared Governance Councils** – Identify terms that require definition and recommend additions or revisions when drafting or revising Administrative Policies and Operating Standards.
- **Executive Council** – Reviews and approves all additions, modifications, and deletions to the Definitions List before they are published.
- **President** – Ensures the Definitions List aligns with institutional priorities, accreditation requirements, and external compliance standards.

7.0 Oversight & Review

- The Definitions List may be updated as needed, with changes reviewed and approved by the Executive Council at any of its regularly scheduled meetings.
- The Definitions List shall also be reviewed annually by the President's Office to ensure consistency, eliminate duplication, and update definitions as needed.
- Suggested updates may be submitted at any time by Councils, Teams, or individual employees through the Shared Governance process.
- The version of the Definitions List published on the College's website shall serve as the official version of record.
- The President's Office will ensure the Definitions List is maintained in the online Shared Governance Manual and included in the annual PDF version published each August for archival purposes.

Change Log	Governance Unit: Executive Council
Date	**Description of Change**
	Initial Adoption