

# Kingsborough Community College

## Shared Governance Review Process (2019-2020)

- Kingsborough Community College will provide
  - A review of other shared governance structures and functions across CUNY
  - Results of a Fall 2018 campus-wide survey regarding governance
- The consultant will
  - Study KCC documents and talk to various campus constituents
  - Develop an understanding of Kingsborough's shared governance
  - Propose and lead one or more committees to study possible alternatives
  - Facilitate campus input session(s), as necessary
  - Lead committee(s) through generation of recommendations and writing a brief conveying the rationale and evidence on which the recommendations are based
  - Propose assessments that can be used to determine the success of the reforms, if enacted
- Tentative timetable (may need to be adjusted):
  - Announcement of review process (October 2019)
  - Finalization of review methods (November/December 2019)
  - Input and discussion (Winter/Spring 2020)
  - Recommendations and rationale (Spring 2020)
  - College debate regarding recommendations (Fall 2020)
  - Recommendations moved for approval (Fall 2020)
- Background:
  - A summary of KCC governance adapted from the 2015-2016 Self-Study follows, along with
    - Results from the 2018 KCC Governance Survey
    - A copy of the College Council Constitution

# An Introduction to the Current Kingsborough Community College Governance Structure (Adapted from 2016 Self-Study)

As part of the City University of New York (CUNY), Kingsborough is governed by CUNY and also has its own campus shared governance body, the College Council. The Council is structured so that it represents all constituencies of KCC, and its work is divided among a series of committees.

The City University of New York (CUNY) is a system of higher education institutions that were joined together as a single university in 1961. As part of CUNY, Kingsborough's governance structure is determined by the University's Bylaws. However, the individual units of CUNY are able to make decisions about the operations and organization of the campus' shared governance. At Kingsborough, this includes a College-wide governing body, the College Council, in which all members of the College community have representation. Academic departments also play a role in the governance of the college.

## Governance as Part of CUNY

The New York State Board of Regents and CUNY's Board of Trustees set policies for the governance of the individual colleges within the CUNY system. The CUNY Board is composed of seventeen members and reflects the constituents involved in making decisions that affect CUNY: ten trustees appointed by the Governor (who represent the state, which funds all CUNY colleges); five trustees appointed by the Mayor (representing the city, which funds CUNY community colleges); one trustee who is the Chair of the University Student Senate (as CUNY is also funded by student tuition), and one trustee, ex-officio, who is the Chair of the University Faculty Senate. Both the city and state are involved in setting CUNY's budget. The trustees, though appointed, are charged to act independently and serve a seven-year renewable term. The CUNY Board of Trustees Policy Manual contains information to orient new members. It also contains specific guidelines regarding the conduct of the Board members with respect to conflict of interest, financial remuneration, and the consequences for violations.

The Board appoints CUNY'S Chancellor who serves as the chief educational and administrative officer. Each CUNY unit has a college president; the chancellor recommends college presidents to the Board for appointment. Once appointed, the CUNY college presidents report to the Chancellor.

CUNY sets policies to be carried out at all CUNY units. For example, recently, the Board mandated the implementation of a general education reform called the Pathways Initiative. Pathways establishes CUNY-wide general education requirements and transfer guidelines. As a result, Kingsborough has to formulate its general education and other academic decisions within the framework of CUNY requirements.

## Campus Shared Governance

Kingsborough's shared governance body is known as the College Council. The College Council acts within the guidelines of the Board of Regents, as well as CUNY's Board and Chancellor. KCC's governance plan (College Council Constitution) specifies the responsibilities of College Council, including developing policies for student admission and retention, creating by-laws, conducting the educational affairs cared for by the College faculty, and making recommendations on policies regarding facilities, budget, and faculty personnel.

The College Governance Plan also includes policies and procedures for the formation of review committees. These committees include: Review Committees for Reappointment and Tenure; Fellowship Leave; Equivalencies and Waivers; Reclassifications and College Laboratory Technician Series; Advancement to Associate Professor; Advancement to Professor; and Committee on Appeals. These committees consider applications reviewed by the departmental Personnel and Budget (P&B) committees (with the exception of applications for Advancement to Professor, which are submitted directly by the candidate to the Review Committee). The College P&B Committee considers the recommendations of the departmental P&B and the review committees and makes recommendations to the College President who then makes the final decision.

The President of the College serves as the Chairperson of College Council. Other members of College Council include the Chief Academic Officer, the Chief Administrative Officer, the Registrar, the academic department Chairpersons, and the following members elected by their constituencies: A delegate from each academic department, full-time instructional staff delegates-at-large equal to the number of departments, one part-time instructional staff delegate-at-large, one non-voting emeritus full-time instructional staff delegate (nominated by the president and confirmed by the Council), twenty student delegates, one alumni delegate, and two delegates elected by the full-time regularly appointed non-probationary support staff. This structure strives to represent all campus constituents.

### College Council Structure

Based on a review of the College Council structure and operations, the Council has revised its structure and processes since our last self-study. First, the College Council reduced the number of standing committees by reconfiguring the Personnel, Budget, and Facilities committees, whose functions had become superseded by other College bodies, into a Strategic Planning Committee. The revised College Council structure now consists of seven committees, two special committees and five standing committees. The committees and duties are listed in the table below.

<b>College Council Structure</b>	
<b>Committee</b>	<b>Duties</b>
Committees	<ul style="list-style-type: none"> <li>• Appoints the membership of other standing committees excluding the Steering Committee</li> </ul>
Steering	<ul style="list-style-type: none"> <li>• Prepares agenda for Council meetings</li> <li>• Refers items to other standing committees</li> <li>• Receives and submits all committee recommendations to the Council</li> <li>• Calls the Council into session</li> <li>• Reports on the Council's activities to all constituencies of the campus community</li> </ul>
Curriculum	<ul style="list-style-type: none"> <li>• Receives, reviews and recommends proposals for the development, evaluation, and modification of curricula</li> </ul>
Instructional	<ul style="list-style-type: none"> <li>• Reviews matters regarding instruction and the instructional process</li> </ul>
Legislative	<ul style="list-style-type: none"> <li>• Reviews the governance of the College, monitors election procedures, and proposes amendments to the bylaws of the Council</li> </ul>
Strategic Planning	<ul style="list-style-type: none"> <li>• Recommends and reviews the strategic plans for the College and ensures that assessment results affect planning</li> </ul>
Students	<ul style="list-style-type: none"> <li>• Proposes policies pertaining to student recruitment, admission, attendance, discharge, discipline, counseling, academic standards, granting of degrees, ceremonies, health, extra-curricular activities, and other services</li> </ul>

Council members are assigned to one committee each taking into account their preferences. Students participate in all Council activities, votes, and general elections, and can serve as Committee officers if elected to those positions. At the first meeting of each academic year, the Committee on Committees, whose members include both instructional/support staff and students, finalizes the membership of each of the other standing committees. Each standing committee elects a chairperson and secretary annually.

The Steering Committee is comprised of the elected chairpersons of each of the five standing committees, the Secretary of the College Council, and the President of the College (or a designated dean) who serves as chairperson. With the exception of the Steering Committee chairperson and the College Council secretary (who does not need to be a Council member), all Council positions may be filled by any Council member, whether student, faculty, or staff.

Issues can be brought to the Council by any member of the College community; these issues are then referred to the appropriate committee for review and discussion before they are placed on the Council meeting agenda for a vote by the full Council membership.

## Departmental Governance

The governance of each department is guided by [Sections 9.1-9.3 of the CUNY Bylaws](#) and the terms and provisions of the Collective Bargaining Agreement between CUNY and the Professional Staff Congress-CUNY.

There are twelve academic departments whose chairpersons and P&B members are elected for three-year terms by department faculty. Faculty eligibility to hold office as either chairperson or as members of the P&B is defined in the CUNY Bylaws, Article 9.1. These definitions, eligibility to vote, and all election procedures are communicated to the College community each year by the Committee on Elections, which consists of College Council Legislative Committee members. Elections of departmental chairpersons and their P&B Committees are facilitated by a member of this committee. Two non-teaching departments, the Library and Department of Student Development, have chairpersons appointed by the President.

Each department's governance consists of the chairperson and the P&B Committee. It is the responsibility of the department's chairperson to assign teaching schedules. The department P&B is responsible for personnel actions such as recommendations for appointment, reappointment, or non-reappointment; tenure; and advancement (except for Full professor). Additional budgetary decisions made by departmental P&Bs include disbursement of travel funds, overload assignments, and approval of non-college employment.

## Assessment of Shared Governance

To assess its governance, every three years the College Council requires its committees to submit a report on their activities over the previous three years and to consider any proposed changes to their missions. Assessment cycles were completed in 2012 and 2015, and in 2018 we initiated a more comprehensive review of shared governance. During 2018-2019 we completed a campus-wide survey regarding governance, and the faculty completed the COACHE survey, in which governance was identified as an area of relatively urgent concern. Starting in 2018-2019, the president has requested an annual summary of goals and activities from each standing committee.