

Estrella Mountain Community College

Leadership Council Policies and Procedures 2001-2002

Policies reviewed, edited and adopted by Leadership Council on 12-12-01.

I. Responsibilities of the Leadership Council

The Leadership Council represents all levels of campus leadership, including the President, Deans, all Division Chairpersons/Directors, and representatives of all employee groups. The cross-functional team structure allows for campus-wide participation, creates opportunities to address campus-wide needs and priorities, and provides a forum to bring about consensus.

The Leadership Council and Council Advisory Teams are responsible for:

- strategic planning
- resource planning (budget, capital, facilities, bond and staff)
- fostering diversity
- academic and administrative issues with campus-wide implications
- providing a forum for discussion of campus wide issues brought forth by other advisory teams and/or persons
- Communication with the entire campus community
- approval of recommendations brought forth from the Leadership Council Advisory Teams as appropriate
- submit recommendations to the college President as appropriate.

II. Leadership Council Membership

The Leadership Council membership includes the following:

- Senior Administration (President and Deans)
- All Division Chairpersons, Directors and Associate Deans
- Faculty Senate President and President Elect
- Professional Staff Association (PSA) President and President Elect
- Management, Administrative and Technical Staff (MAT) President and President Elect

III. Leadership Council Advisory Teams

There are currently five standing advisory teams and three ad-hoc teams that report to the Leadership Council. They are:

- ◆ Strategic Planning (SPST)
- ◆ Budget Development Steering Team (BDST)
- ◆ Academic Issues Team (AIT)
- ◆ Administrative Leadership Team (ALT)
- ◆ Information Technology Committee (ITC)
- ◆ Bond Planning Committee*
- ◆ E-Learning Task Force (2001-2002)*
- ◆ Interdisciplinary Fine Arts Task Force (2001-2002)*

*Additional Ad Hoc committees may be formed to address specific issues as appropriate.

Guidelines for Leadership Council Advisory Teams:

- ◆ All Leadership Council members will serve on at least one of the advisory teams.
- ◆ These teams will meet to work on issues and needs prior to the Leadership Council meetings.
- ◆ At each Council meeting these teams will be asked to report on the outcomes of the meeting and ask for additional discussion and feedback from Leadership Council when appropriate.
- ◆ Advisory teams may need to collaborate with another advisory team to work on common issues and needs.
- ◆ Advisory Teams are empowered to make decisions and recommendations to Leadership Council for issues related to the Team's function.

IV. EMCC Leadership Council Guiding Principles

- This is a safe place to share your ideas and opinions
- Everyone participates, no one dominates
- One person speaks at a time - no interrupting
- Be an active listener and contributor
- Ask questions whenever needed
- Keep an open mind
- Meet each other with a fresh perspective of who we are
- Seek to provide solutions
- Decision-making is by consensus as defined in section VI.
- Follow the Leadership Council Guiding Principles

V. Responsibilities of Individual Members

Each member of Leadership Council has individual responsibilities incumbent upon membership. The major responsibilities are to:

- ◆ bring issues to the Council or advisory team that have campus-wide implications
- ◆ send out information on your discussion items well in advance of the meeting (no later than the Friday prior to the meeting)
- ◆ come to the meeting having read information on all discussion items
- ◆ be prepared to work towards reaching consensus during the meeting
- ◆ represent his/her employee group and keep them informed via electronic mail and meetings

- ◆ ensure that all constituencies are represented at each meeting
- ◆ support decisions reached through the consensus and other decision making processes
- ◆ serve as a member of at least one of the six standing advisory committees
- ◆ invite members of the campus community (faculty, staff, students) as guests to Leadership Council meetings

VI. General Operational Procedures

- **Meeting Schedule**

Leadership Council will meet the second and fourth Wednesday of every month from 2:30 to 4:30 PM. If there are no agenda items, the facilitator will cancel the meeting and send out a notice to members.

- **Communication**

As much communication as possible will take place electronically, in the following hierarchy:
1) MEMO (2) Documents posted to the Leadership Council Blackboard Site; (3) hard copy (when electronic mail is not sufficient).

Copies of handouts will go to the recorder for archiving, or to Council members upon request. Whenever possible, electronic copies of documents should be forwarded to the recorder for posting on Blackboard. These handouts will include information not communicated to the membership prior to the meeting.

All agendas and minutes should be posted on Blackboard within one week following a Leadership Council meeting. All employees are given access to minutes by signing onto the Leadership Council Blackboard site as a guest.

Employees and students are welcome to attend as visitors and will be included in all minutes.

- **Decision Making**

The Estrella Mountain Community College Leadership Council will work to make decisions through a consensus process whenever possible.

- Definition of Consensus

Consensus is a process whereby all members of the group are encouraged to present their opinions and/or positions, and those opinions/positions will be discussed by the entire group until they are understood. After all members are given an opportunity to provide input, the group will work to arrive at a common position that can be supported by everyone.

- Assumptions of the Consensus Process

- Everyone will participate
- The process will result in one common decision
- All members will support that decision

- Tools for Reaching Consensus

If consensus is not easily reached, and/or time demands an immediate decision, the following alternatives may be employed:

- An ad hoc problem-solving group is formed to look further at an issue and report back at a future meeting with a recommendation
- The facilitator or an appointed person leads a group decision-making activity using a tool like a Force Field Analysis or a Criteria Matrix

- Alternative Decision Making

Although the Council is committed to the consensus process because it leads to a higher commitment to the decision made, consensus may not always be considered the best way to make a decision. In these cases, the Council may choose to use other decision-making techniques.

- **Agendas**

Written agendas will be distributed electronically prior to the meeting. The agenda will include a list of the information items for that meeting (information on these will be posted on Blackboard prior to the meeting), standing advisory team and Ad Hoc Committee reports, and discussion items. All agenda items will have an assigned time limit. The person who submits an information item may elect to formally present the item during the council meeting or can simply ask if there are any questions on the item.

Discussion items will be addressed first, standing advisory team reports second, and all information items will be handled last. In the event that a visitor is bringing an information item forward, he or she will be invited to present the item at the beginning of the meeting. Non-emergency agenda items submitted the Monday before the Wednesday meeting will be placed at the end of the agenda and only addressed if time permits.

Discussion items will be prioritized at the beginning of each meeting and information items will be addressed in the order that they were submitted to the facilitator.

Additionally, there will be a “recording template” that the person recording the meeting should use, and then publish electronically. The template contains the following sections:

Leadership Council Recorder Template

Members present:

Approval of Minutes

Discussion Items

1. Summary of additional discussion
2. Resolution of item, and/or action item that results

Advisory Team Reports

Review of Action Items

Information Items- Questions/Comments

Issue Bin

Time of Next Meeting

- **Meeting Facilitation and Record Keeping**

The Leadership Council will appoint an employee facilitator and a recorder. The recorder will work with the facilitator to finalize the minutes and post them to the Leadership Council Blackboard site.