

The University of Akron



University Council

Shared Leadership for Integrated Planning and Consultative Decision-Making

August 19, 2011

IN DEVELOPMENT--FOR DISCUSSION 1

Introduction

This document presents an important and essential component of integrated planning for The University of Akron. This proposal, for a University Council (UC), is an enhancement and extension of the proposed bylaws for the University Council that was generated by various campus constituency groups that convened as an exploratory committee under the aegis of Faculty Senate. This UC proposal enhances and expands upon the shared leadership ideals embedded in the proposed University Council bylaws. This UC proposal will streamline the planning process, ensure representatives of the university community are involved at various levels of planning and implementation, and will locate the “Council” closer to the decision-making processes. This proposed UC structure will therefore compliment and support the success of our strategic planning and doing activities, and promote shared leadership across the campus, in real time.

The University of Akron has engaged in a formal process of strategic planning that defines the university vision, mission, goals, and objectives. As the strategic plan moves from the development phases to the approval and implementation phases (planning to doing), a framework for ongoing planning, decision-making and execution must be defined. This integrated planning framework will help ensure that the university’s vision and mission guide the planning and decision making and that the goals and objectives of the strategic plan are realized through implementing strategies and action plans.

The proposed UC includes a Steering Committee and nine other committees. Each of these is defined below including duties, leadership, membership and their interrelationship to other university entities. It is important to note that the UC does not supersede nor does its scope of work include academic program decisions that are clearly within the scope of the Faculty Senate. The UC will neither diminish, supersede nor supplant the authority and powers of the Board of Trustees.

The proposed UC framework is consistent with the consultative decision-making model embedded in the concept of shared governance, which is called shared leadership on our campus, which the campus agreed upon during the production of the proposed University Council bylaws. Here, “the faculty's opinion and advice is sought but where authority remains with the senior administration and the board of trustees. . . . [T]he model revolves around information sharing and discussion rather than joint decision-making” (AAUP, 2003, “Some Legal Aspects of

Collegial Governance” <http://www.aaup.org/AAUP/protect/legal/topics/legal-govern.htm>). It should also be noted that we, at The University of Akron, are broadening this definition to include not only “the faculty’s opinion and advice”, but also the opinion and advice of staff, contract professionals, and students in an organized, supported, and substantive manner.

Expectations of members of the UC and their supervisors

Membership on the UC contributes significantly to the University and is therefore an essential component of University service by faculty, staff, and contract professionals. This understanding should be stated in the governance documents of the respective constituencies of the UC. Membership carries expectations of attendance at and preparation for committee meetings. The chair, co-convenor, vice chair and secretary of each committee have the responsibility to encourage all committee members to contribute in a substantial manner to committee activities.

Supervisors of members of the UC are expected to support all UC committee member activities and consider such service as both professional development and part of the member’s work duties. UC membership should be planned to the greatest extent possible and should not diminish unit-level activities. Supervisors may choose to secure feedback from the chair and co-convenor on the level of involvement of their employees in UC activities. Contributions to the UC shall be considered in the annual assessment of employee performance and should be recognized appropriately in the compensation decision-making process.

Structure of the University Council

The UC is a deliberative and representative body that makes recommendations to the President on long-range planning and informs decisions on other substantive matters that affect the well-being and common interests of the university community.

The UC comprises three major components: the UC itself; the UC Steering Committee, and the nine UC Standing Committees. The UC is the main representative and legislative body, which will deliberate and make recommendations to the President. The Steering Committee is elected by the UC from among its members and is responsible for overall coordination of the entire UC, functioning as an executive committee. The standing committees are elected or selected by the university community constituencies and report to the UC.

The UC and the nine UC standing committees represent all primary campus constituency groups: faculty, staff, contract professionals, students, deans, department chairs and administrators.

University Council and Membership

The UC is the main representative and legislative body, which will deliberate and make recommendations to the President. UC will exercise shared leadership and contribute to overall integrated decision-making, coordinated planning, and execution. UC receives and discusses reports of the UC standing committees and re-commits them to committee when necessary. It forwards information and recommendations to the president for consideration; the actions upon its recommendations are reported back to the UC including the rationale for not agreeing with the recommendation.

UC also ensures that UC standing committees effectively intersect with University leadership actions and the recommendations to the Board of Trustees, effectively obtain input from all relevant constituencies on relevant issues and that interactions amongst the standing committees and other university committees optimally inform committee and UC deliberations and actions.

Based on advice from the UC committees and its own discretion, UC will contribute to ensuring that university projects and initiatives are: based on sound financial and project management principles; based on sound principles of shared governance/shared leadership; executed consistently, efficiently and effectively; and meet the goals of Vision 2020.

The UC comprises 37 members. The faculty, staff, contract professionals and undergraduates and graduate students shall each have three representatives on the UC, selected or elected through processes developed by Faculty Senate, Staff Employees Advisory Committee (SEAC), Contract Professional Advisory Committee (CPAC), Associated Student Government (ASG), and Graduate Student Government (GSG) respectively, for 15 members. At least one of the three representatives from each constituency shall be from its respective at-large community, i.e., not a member of the formal representative body. One dean and one department chair, as selected by their peers, and one other university employee jointly appointed by the president and senior vice president, provost, and chief operating officer will also serve on the UC. The 18

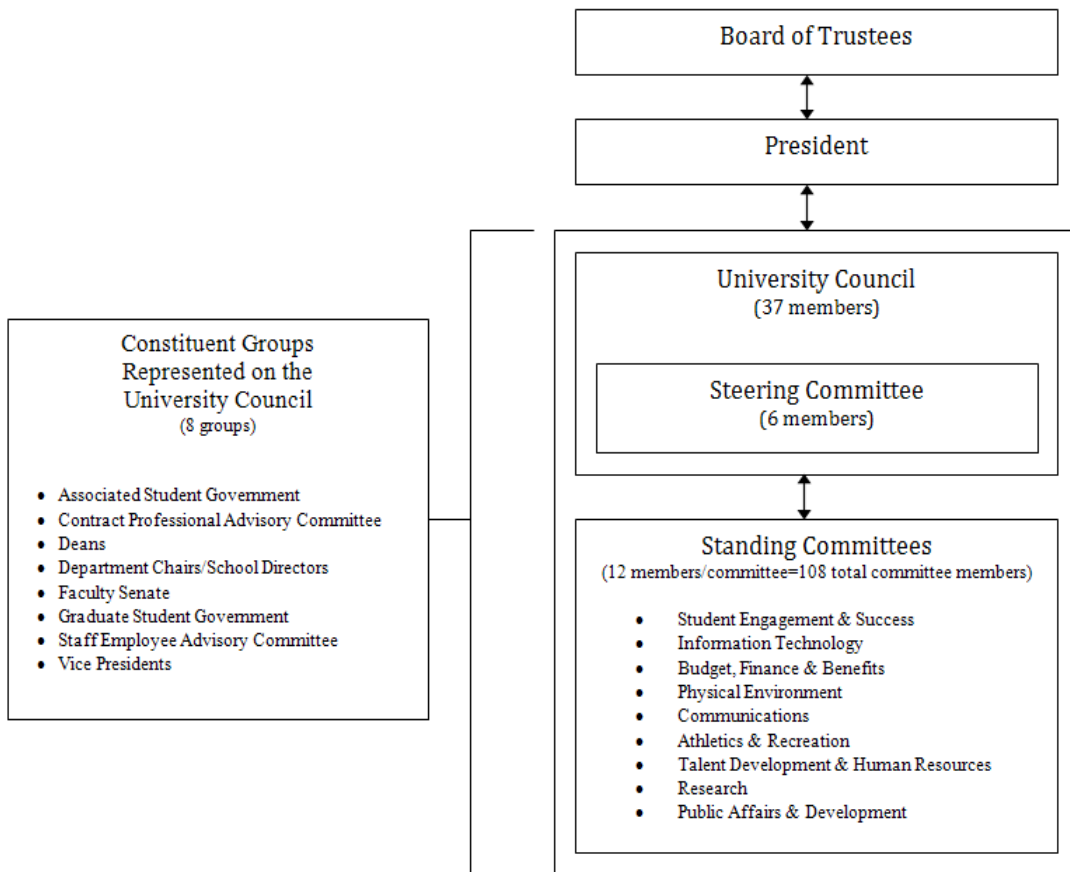
chairs and co-conveners of the nine Standing Committees constitute the remaining members of the UC. The SVPP&COO will serve as the co-chair and co-convener of the UC.

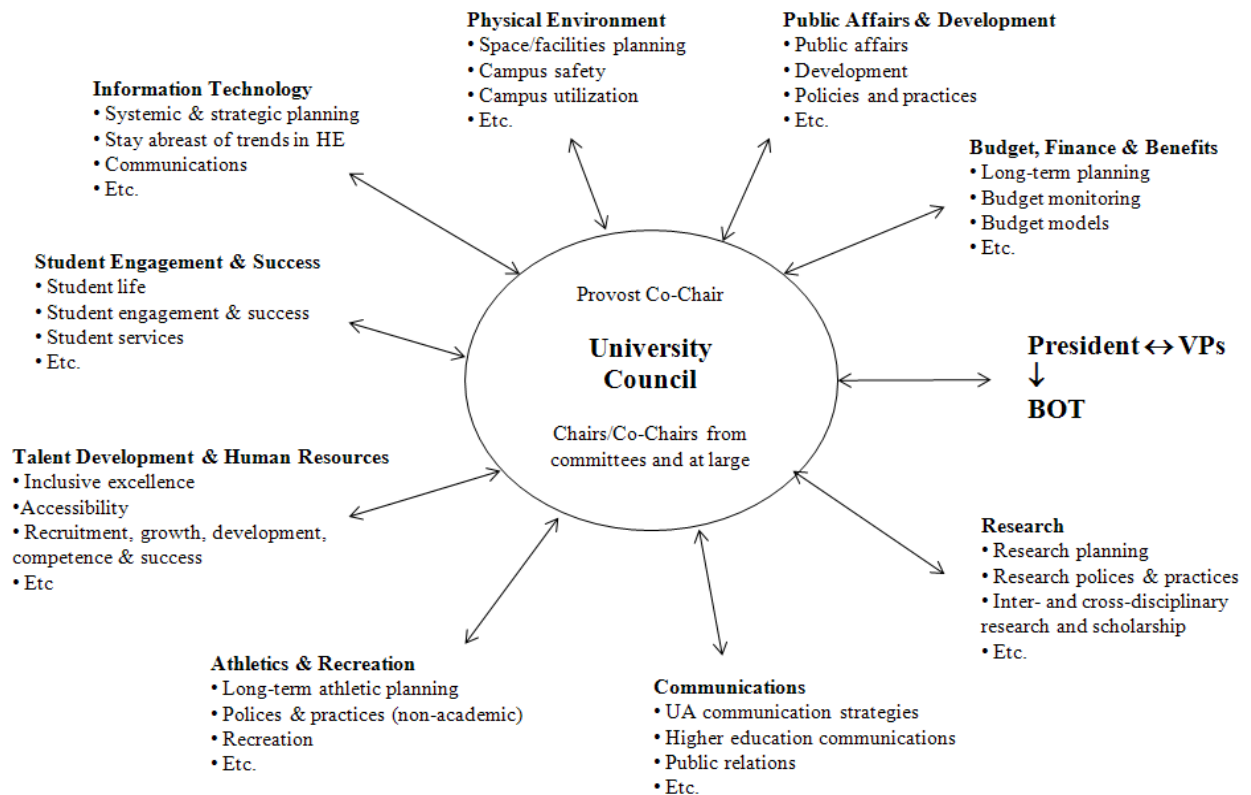
The UC Standing Committees will be constituted as described in the next section. The representative nature of the committees is intended to capitalize on the expertise of the university membership in the topical areas assigned to the committees.

The 37-member UC will elect five of its non-administrator members to serve on the UC Steering Committee. The Steering Committee’s co-chair, vice-chair and secretary shall be representatives of the faculty, staff, contract professionals or students. The SVPP&COO shall be the sixth member and shall serve as co-chair and co-convener.

The UC standing committees will typically meet twice a month on a yearly basis and the UC and UC steering committee will meet at least monthly.

The figures below illustrate the structure of the UC.





- Committees will be aligned with VP-level roles
- Committees will have elected representatives from each constituency group and at-large membership
- VPs will co-chair committees ex-officio, provide staff support, and be accountable for committee function
- Based upon UC Principles (Exploratory Committee recommendations)
- Membership will consist of more than 100 representatives from the eight constituency groups

UC Standing Committees and Membership

The constituency groups represented on the UC include faculty, undergraduate and graduate students, staff, contract professionals, deans, and department chairs/school directors. Each of these groups will choose their own UC Standing Committee representatives in accordance with their respective governance structure, as reported to the UC steering committee. Where applicable, half of the representatives from each constituency group will be from their formal representative body and half from their at-large community. For instance, half of the faculty representatives will be members of Faculty Senate and half will be at-large faculty representatives. The intent is to afford as much opportunity for participation and to involve as many different people as possible in shared leadership activities. Overall, 108 UC standing

committee seats will be distributed evenly across the nine committees, Every committee includes two representatives from each constituency group, except deans and chairs/school directors (who shall have one representative each). A total of 18 faculty, 18 undergraduates, 18 graduate students, 18 staff members, 18 contract professionals, nine deans, and nine department chairs/school directors will serve on standing committees. There will thus be 12 constituency group member seats available on each of the nine committees. Term of membership shall be three years. Members may serve no more than two consecutive terms, though may serve again after an absence of one year. Elections shall take place so that no more than one-third of a constituency's membership is elected to serve annually. (The last two points will be modified as appropriate for student members of the UC).

Each UC standing committee will elect a chair/co-convener, vice chair and secretary from among the committee members, biannually. These positions will be held solely by faculty, contract professionals, and staff members. The senior vice president, provost and chief operating officer will designate a second co-convener of each standing committee. That designee will be the official from the office of academic affairs or the vice president that is most closely associated with the standing committee's topical areas. The designee will be responsible for co-convenering the standing committee, organizing meetings with the elected co-convener and providing staff support. This will guarantee that the appropriate administrators are actively engaged with, and held accountable for, implementing and utilizing this shared leadership model.

Items for consideration by one of the UC standing committees may be referred to the UC steering committee to place on the agenda for the UC by one of the standing committees themselves, one or more of the constituency groups, the president, or the senior vice president, provost and chief operating officer. The standing committees will consider issues and recommend policies and actions to the UC. The UC steering committee will receive reports of standing committees and transmit them to the UC to discuss, act upon or recommit to standing committees. The UC or the UC steering committee may authorize the creation of project working groups, likely including membership from multiple standing committees, to explore and provide advice on issues spanning more than one standing committee's scope. The UC or UC steering committee may also authorize standing committees to work together on policies and issues that are of mutual interest and concern. In all cases, persons with expertise on specific topics will be

invited as appropriate to attend UC standing committee meetings should they not already be members of that committee.

The standing committees are:

- **Student Engagement & Success**
- **Information Technology**
- **Budget, Finance and Benefits**
- **Physical Environment**
- **Communications**
- **Athletics and Recreation**
- **Talent Development and Human Resources**
- **Research**
- **Public Affairs and Development**

General responsibilities and expectations of committees can be found in Appendix A. Outlines of each committee's areas of responsibility can be found in Appendices B1 - B9. An example of the committee process can be found in Appendix C.

University Council Steering Committee and Membership

The UC steering committee is the coordinating committee of UC. The UC steering committee will typically meet at least monthly, with meetings organized and staffed by the office of academic affairs. The UC steering committee will be responsible for setting meeting agendas for the UC, coordinating UC issues with the office of the SVP, Provost and Chief operating officer and other UC administrative tasks as needed.

The steering committee will facilitate UC's overall integrated decision-making, coordinated planning, and execution. The UC steering committee will assist the UC by monitoring that decisions made by the Board of Trustees and President are implemented and that the outcomes/results are reported back to the UC. UC steering committee will also assist the UC

by tracking UC and UC standing committee agenda items using a University Council brief form (see Appendix D).

The UC steering committee includes six members who serve as voting members of the UC. The chair, vice chair, secretary and two at-large members will be elected from among the non-administrator members of the UC – thereby providing guaranteed leadership roles at each level for elected constituency group members. The senior vice president, provost, and chief operating officer will serve as co-chair and co-convener of the UC steering committee.

Conclusion

Shared leadership is critical to maximize effective decision-making and planning in higher education. *Vision 2020: The New Gold Standard*, The University of Akron's strategic plan, was developed by a process of shared leadership as all university constituency groups were brought into the discussion about the university's future. It is the intent of this UC proposal to extend the process of shared leadership to ongoing planning and strategic doing, decision-making and implementation – institution wide. This proposal builds upon and encompasses the principles embodied within the proposed bylaws for the University Council, but moves the constituency groups even closer to the decision-making processes thus enhancing shared leadership. The UC also allows many more campus representatives (127 in all) to be involved in shared leadership processes at different levels, and provides access to more topical areas through the expanded committee structure. Finally, the UC model guarantees that vice presidents and administrators, as well as other constituencies, are substantively engaged with and responsible for efficient and effective shared leadership at The University of Akron.

Appendix A1

University Council Steering Committee

The UC Steering Committee functions as an executive committee responsible for agenda-setting and coordinating the work of UC to facilitate deliberation, communication and action. The UC steering committee ensures that the UC and UC standing committees function effectively and efficiently and facilitates UC functions in support of shared leadership and decision-making processes.

Specific responsibilities of the UC steering committee include:

- Performs the functions of an executive committee to UC, including setting agendas, tracking agenda items of the UC and UC standing committees;
- Reviews the constituency groups' processes to elect members to UC and UC standing committees on behalf of the UC;
- Assists UC in conducting timely elections and appointments to the UC and UC standing committees;
- On behalf of UC, assures and facilitates the UC and UC standing committees in effectively intersecting with each other, other university committees and University/Board leadership;
- Assists the UC in intersecting effectively with University leadership actions and recommendations to the Board of Trustees;
- Calls special meetings at its discretion, upon request of the president and/or board of trustees, or upon petition of 20% or more of the university council membership;
- Ensures the UC convenes as a whole, including all standing committees, two times per year (normally July and January).

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix A2

General Structure of UC Standing Committees

The general charges/responsibilities of the UC standing committees are to:

- Participate in deliberations that produce mid- and long-range planning scenarios;
- Participate in evaluation of the development of objectives, strategies, initiatives, and action steps for academic support units to enable the academic units to successfully accomplish the academic mission of the University;
- Participate in the periodic assessment of committee accomplishments, and recommend changes in committee scope and areas of influence as needed;
- Communicating ideas/concerns/updates to the full University Council. University Council members will then have responsibility for communicating this information to all campus groups;
- Provide recommendations for action on policy, operations, organization, and other matters.
- UC does not supersede nor does its scope of work include academic program decisions that are within the scope of the Faculty Senate, as defined by that body and University rules.

Expected practices include the following:

- University Council members will have responsibility for interacting with their campus constituencies to seek input on matters of concern to the UC;
- Recruiting temporary, non-voting members as it sees fit to carry out its role.

Membership:

- Elected
 - Twelve members in total will be elected/selected by the 7 constituency groups according to their own processes.
 - Faculty (2), undergraduates (2), graduate students (2), staff members (2), contract professionals (2), deans (1), and department chairs (1). For the first five of these groups, one committee member will be from the organized leadership of the group and one from the at-large members of the group. For example, there will be one faculty member who also serves on the Faculty Senate, and one faculty member who is not a Senator.
 - Terms shall be for three (3) years with the exception of associated student government and graduate student government which will each have one (1) year terms.
- Appointed members
 - A co-convener will be designated and appointed by the senior vice president, provost and chief operating officer. The co-convener will be an official from the

office of academic affairs or the vice president that is most closely associated with the standing committee's topical areas.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix A3

Structure:

- Officers elected annually
 - The **chair/co-convener** will be a member of the committee and will be elected by its 12 members. The chair calls and presides over meetings of the committee, serves on the UC, and facilitates meetings of the committee, and assures agendas are developed to guide the activities of the committee.
 - The **provost designee** and co-convener will be appointed by the Provost. The provost designee calls the first annual meeting of the committee, provides advice on topics and the sequence of topics for the agenda, oversees committee officer elections, serves on the UC, and undertakes tasks as directed by the committee. The provost designee is responsible for providing staffing and resource support for the work of the committee.
 - The **vice chair** assists the co-conveners as needed and in the absence of the chair, the vice chair presides over the meetings of the committee.
 - The **secretary** assures the integrity of committee records and assures distribution of records to interested members of the university, and the committee's leadership as needed. In the absence of the co-conveners and the vice chair, the secretary presides over meetings of the committee.
- Meetings
 - Meetings will be held typically every two weeks with a standard calendar. Supervisors of committee members will guarantee that their work schedules are adjusted to permit full participation.
 - Agendas and issue briefs will be disseminated electronically typically the Thursday of the week prior to each meeting, accompanied by the minutes of the previous meeting.
 - Meetings will be organized and run effectively and efficiently.
 - Members of the UC cannot designate individuals to proxy for them when unable to attend a meeting.
 - The most recent edition of Robert's Rules of Order will be the official body of rules for the UC in situations not specifically addressed herein.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B1

The University Council Student Engagement and Success Committee

The Student Engagement and Success Committee is responsible for studying, monitoring and making recommendations regarding the university's student engagement and success strategies and practices. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Student Engagement and Success Committee are:

- Provide continuing feedback on student life with respect to administrative and logistical issues.
- Review and provide input into university plans to develop appropriate strategies for student life with respect to administrative and logistical concerns.
- Monitor and assess student engagement and success with respect to UA's mission, metrics and values, and the university system of Ohio's metrics and values.
- Review and provide feedback on policies and practices related to forms and mechanisms for financial aid, registration, advising, and other services and functions that may affect student life.
- Review and provide feedback on policies and practices related to housing, campus life, campus events, and other activities related to engagement and student life.
- Continuously monitor and maintain open communications to ensure that any potential overlap of the work of the student life committee and associated implementation committees will not supplant that of the Faculty Senate. Because of the sometimes complementary nature of these efforts, regular and consistent communication between these groups will be maintained.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B2

The University Council Information Technology Committee

The Information Technology Committee is responsible for studying, monitoring and making recommendations regarding information technology strategies and practices. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Information Technology Committee are:

- Provide/receive continuing input and feedback to/from information technology on systemic and strategic planning issues.
- Stay abreast of information technology trends in higher education.
- Provide direct support to the university council communications committee with respect to dissemination of information about information technology matters.
- Review and provide feedback on the information technology services' annual strategic plan prior to the plan being finalized.
- Provide/receive continuing input and feedback to/from information technology services on systemic and tactical execution issues.
- Provide/receive continuing input and feedback to/from information technology services to productively implement innovative technologies.
- Meet at least quarterly with the university's vice president for information technology to review project plans and progress, policies, academic and administrative technology needs, and recommendations.
- Participate in monthly project approval/prioritization meetings.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B3

The University Council Budget, Finance and Benefits Committee

The Budget, Finance and Benefits Committee is responsible for studying, monitoring and making recommendations on the development of all university budget, finance, purchasing and benefits policies and practices, and resource allocation recommendations. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Budget, Finance and Benefits Committee are:

- Review and assess the university's long-term financial resource utilizations based on the university's strategic plan, goals and objectives, and its alignment with the university system of Ohio's master plan.
- Monitor the university's resource base to ensure it supports the university and its plans for maintaining and strengthening UA's quality in the future, including resource development and allocation.
- Review and provide feedback on policies and practices related to annual tuition, fees, and budget models.
- Review and provide feedback on policies and practices related to the annual base budget and the annual budget review process.
- Review and provide feedback on policies and practices related to purchasing and finance.
- Review and provide feedback on student billing and collection policies and practices.
- Review and provide feedback on benefits

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B4

The University Council Physical Environment Committee

The Physical Environment Committee is responsible for studying, monitoring and making recommendations related to overall campus planning, safety, and the use and assignment of university space, physical facilities and equipment. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Physical Environment Committee are:

- Participate in the development of space/facilities long-range plans and capital projects for the campus.
- Participate in the development of long-range plans concerning all safety related issues impacting the campus community.
- Participate in the development of long-range plans concerning the utilization of parking, buildings, services and land use, including ADA compliance.
- Review and provide feedback with respect to facilities decisions for the campus, such as appropriate program space, classroom availability and quality, faculty offices and laboratories, and related topics.
- Review and provide feedback with respect to safety related issues.
- Review and provide feedback with respect to parking and transportation services.
- Review and provide feedback with respect to ADA compliance.
- Review, provide feedback, and make recommendations related to sustainability.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B5

The University Council Communications Committee

The Communication Committee is responsible for studying, monitoring and making recommendations regarding the university's internal communications policies and practices, as well as external communication and relations issues arising from local, state, and federal issues that affect the university. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Communication Committee are:

- Assess and make recommendations regarding the university's internal/external communication strategies and practices.
- Develop and maintain a plan for ensuring an effective communication process for the university community.
- Provide/receive continuing feedback to/from university council on systemic communication issues.
- Construct/review long-range plans addressing local, state, and federal issues related to higher education that affect the university.
- Track public issues that have a direct institution-wide impact and recommend action as appropriate.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B6

The University Council Athletics and Recreation Committee

The Athletics and Recreation Committee is responsible for studying, monitoring and making recommendations on strategies and policies regarding athletic issues. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Athletics and Recreation Committee are:

- Review and assess the university's long-term plans as related to athletics.
- Review and provide feedback on non-academic policies and practices related to athletics.
- Review and provide recommendations related to the athletics department budget and budget requests.
- Review and assess the university's long-term plans related to recreation.
- Review and provide feedback on policies and practices related to recreation.
- Review and provide recommendations related to the budget of and funding of recreation facilities and activities on campus.
- Review, assess, and provide feedback on the campus climate with regard to the health and wellness of faculty, staff, and contract professionals.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B7

The University Council Talent Development and Human Resources Committee

The Talent Development and Human Resources Committee is responsible for studying, monitoring and making recommendations on the development of all university policies and practices regarding inclusive excellence. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Talent Development Committee are:

- Review and assess the university's long-term plans related to inclusive excellence.
- Review and provide feedback on policies and practices related to inclusive excellence.
- Review and provide feedback on accessibility-related practices and issues.
- Suggest strategies to improve the recruitment growth, development, competence, and success of faculty, staff, and contract professionals who will enhance the diversity of the University.
- Evaluate specific issues related to the University's inclusive excellence agenda
- Recommend approaches to ensure succession planning is developed and implemented.
- Recommend policies or approaches to proactively anticipate major potential adjustments to the workforce due to retirement system changes or other demographics.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B8

The University Council Research Committee

The Research Committee is responsible for studying, monitoring and making recommendations on the universities research strategies and practices. These recommendations will be made to the UC steering committee for consideration.

The specific responsibilities of the Research Committee are:

- Review and assess the university's long-term plans regarding research.
- Review and provide feedback on research policies and practices.
- Review and provide feedback on strategic investment to stimulate and enable inter- and cross-disciplinary research and scholarship.
- Review the methodology and provide advice associated with reporting institutional research productivity measures.
- Make recommendations related to policies and practices associated with distribution of recovered indirect costs generated by contracts and grants.
- Evaluate the principles and practices associated with attracting highly talented graduate students to the university.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix B9

The University Council Public Affairs and Development Committee

The Public Affairs and Development Committee is responsible for studying, monitoring and making recommendations on public affairs relations and development issues. These recommendations will be made to the UC steering committee for consideration.

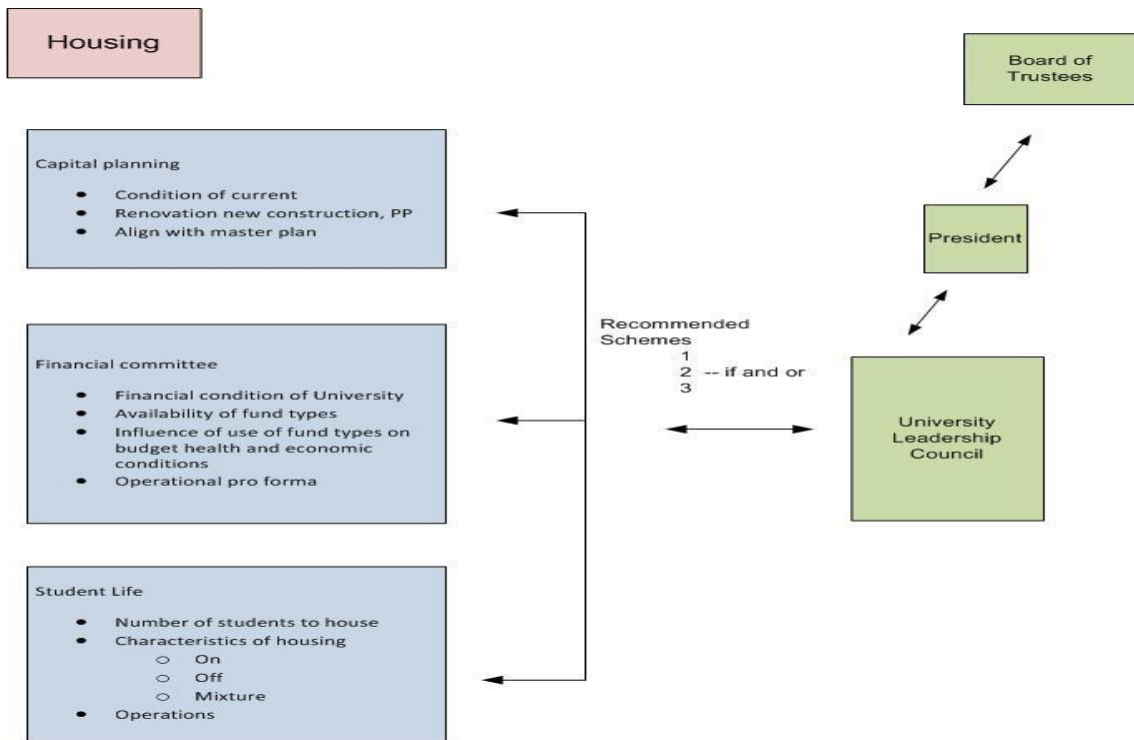
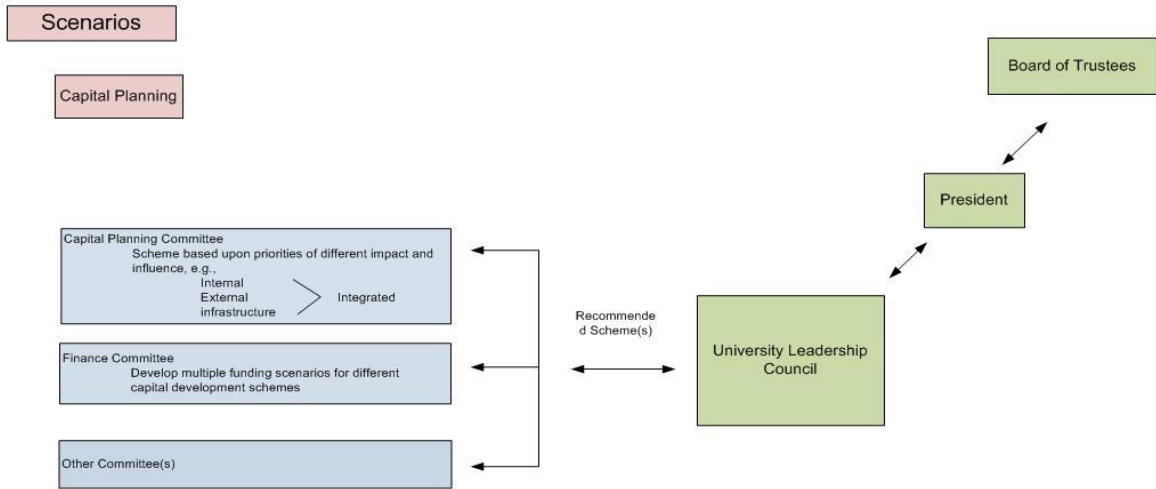
The specific responsibilities of the Public Affairs and Development Committee are:

- Review and assess the university's long-term plans regarding public affairs.
- Review and provide feedback on policies and practices related to the public.
- Review and assess the university's long-term plans regarding development.
- Review and provide feedback on policies and practices related to development.

Note: This list of responsibilities is not intended to be inclusive or restrictive. The committee, once formed, will have the responsibility to recommend adjustments of this list to the UC steering committee.

Appendix C

Example Scenarios



Appendix D

University Council Issue Brief

Topic:

Context:

Action Requested:

Considerations:

Alignment with Vision 2020:

Consultations:

Entity Requesting review:

Person Submitting Request

Name:

Job Title:

Signature:

Date:

University Council Disposition

Recommendations:

Action Taken:

Next Steps:

Signature of UC Steering Committee Chair:

Date: