

A Guide to Shared Governance at Delta College



Updated: August 12, 2025

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Introduction

The Council on Innovation, Belonging, and Equity (CIBE) is a shared governance body that was established April 6, 2021, through Board Action 5378. The purpose of this body is to permeate completion, equity, inclusion, and belonging throughout Delta College's activities and culture and to assist in the assurance that the Diversity, Equity, Belonging, and Inclusion framework is being fully implemented. An additional purpose of the CIBE is to foster collaboration and creativity to reduce opportunity gaps across the College body.

In March 2024, an ad hoc committee was established to review the CIBE bylaws and to evaluate the effectiveness of CIBE in its current structure at Delta College. As part of this committee's work, all stakeholders/employees at Delta College were invited to provide input on shared governance and the current structure of CIBE (which is incorporated throughout this document). The Guide that follows outlines key information related to the CIBE structure including decision-making processes, role within the institution, and procedural guidance for those involved.

Article 1: Shared Governance Definition

Generally, shared governance is a decision-making model in which all employees have both the right and responsibility to contribute to major decisions for which they have expertise or special interest(s) related to their job duties.

Per Board Policy 2.001, "Delta College has a system of shared governance that supports collaborative decision making with open communication and mutual respect among stakeholders. Delta College shared governance fosters the principal that, in many situations, drawing from the diverse background of expertise from our internal stakeholders will result in decisions which are most advantageous to Delta College, its students, and its employees. Shared governance is a deliberative process which allows the Delta College community a voice and the ability to actively and professionally provide input to reach decisions on many issues related to the College. Shared governance ensures accountability in the success of our institution."

In Delta College's model of shared governance, institutional and policy decisions are made from well-informed recommendations, ideally reached through consensus among stakeholders. The **CIBE Advisory Board** directs relevant institutional issues or concerns to the appropriate group for thorough examination. Committees (standing or ad hoc) may make recommendations to the CIBE Advisory Board for action based upon supporting rationale and data. Throughout the process, open and respectful communication ensures participation by all affected parties.

Article 2: Decision Making at Delta College

2.1 Types of Decisions: Shared Governance versus Administrative

Shared governance decisions generally focus on areas such as institutional policy development, procedures, and planning matters that shape how the institution meets its mission, vision, and values. The governance system enables internal stakeholders to participate in decision making with the understanding that the College President is responsible to the Board of Trustees for all decisions made in the governance system. Internal stakeholders in the College governance system are identified as the Support Staff, Administrative and Professional Staff (including the College President), and the Faculty (both full and part-time). At Delta College, these governance decisions must take into consideration **completion, inclusion, belonging, and equity**. Since the distinction between shared governance and work rules is not always clear, the CIBE Advisory Board will ensure that the appropriate body handles the correct issues.

Although shared governance is an important Delta College policy and value which is supported by the Board of Trustees, the concept is not without limitation. The Delta College Board of Trustees must retain final authority to make and/or approve many final decisions that will impact our institution. Similarly, the President of Delta College is charged with responsibility over certain subject areas which cannot responsibly be delegated to the shared governance decision-making process. While input and recommendation from other stakeholders will be sought in appropriate cases, these immutable responsibilities and rights are best characterized as vested within the Board of Trustees and, by direct delegation, the President.

-Board Policy 2.001

2.2 Stakeholder (Employee) Involvement

All employees have the responsibility to stay informed about issues, concerns, and decisions made at Delta College. Each employee should have the opportunity to raise questions related to governance decisions either directly or through their CIBE Advisory Board representative. Since effective governance is based on representing the entire institution rather than individual departments or units, it is essential that employees participate in shared governance and think holistically about what is best for the College.

There are a variety of ways stakeholders can get involved and participate with shared governance at Delta College:

- **CIBE Advisory Board:** Any employee at Delta College is eligible and encouraged to participate in the CIBE Advisory Board via one of the member positions outlined in Article 3.1. Information on terms and elections can be found in Article 4. Advisory Board members act as representatives for the stakeholders in their work group and are expected to share their unique perspectives at the monthly meetings Advisory Board meetings.
- **Committees:** All employees are eligible and encouraged to participate in CIBE committees. Committee work, as it relates to CIBE, is data driven and is focused on accomplishing a charge that is given from the CIBE Advisory Board. Committees can be standing or ad hoc, with ad hoc committees being more common. It is the responsibility

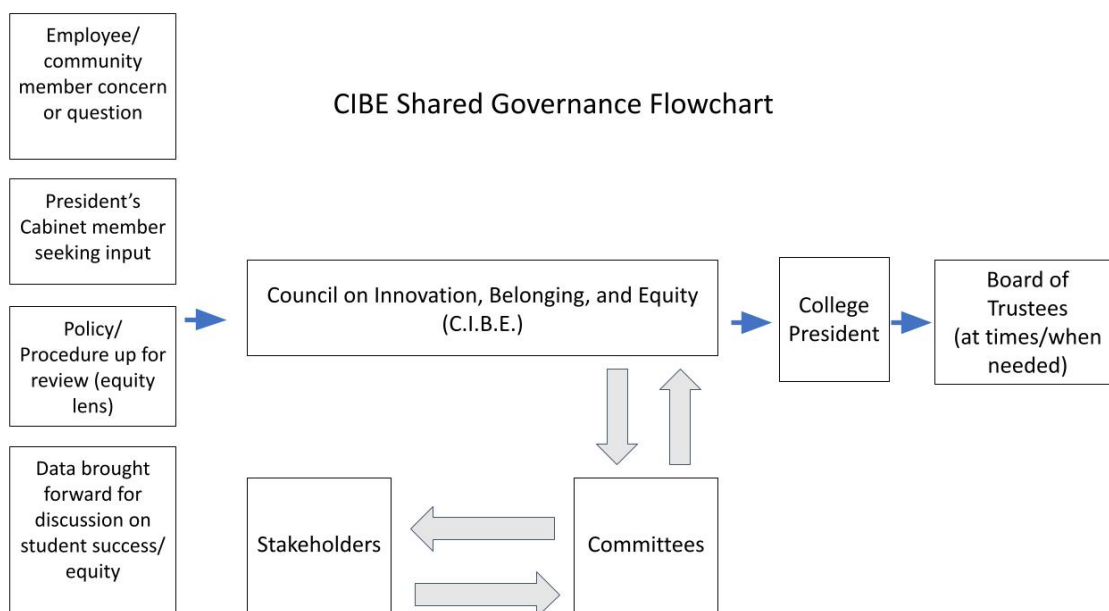
of the committee to seek stakeholder input on the charge prior to giving a recommendation to the Advisory Board. Once the charge/task is complete, the committee's work is finished, and the members are released. See Article 3 for more information about CIBE committees.

- **Feedback/Input:** Every time a charge is issued from the Advisory Board, stakeholders will be identified, and the committee will seek stakeholder input as part of their work. This is an opportune time for employees to participate in shared governance and communicate their perspectives.
- **Submitting requests:** Any employee can submit a request to the CIBE Advisory Board, provided the request meets the criteria outlined in Appendix 1. If the proposal/initiative is accepted, the requestor is often asked to take part in the work if they so choose.

2.3 The Shared Governance Decision-Making Process

In accordance with the shared governance definition in Article 1, the CIBE Advisory Board is charged with ensuring there is opportunity for campus-wide feedback on pertinent decisions that impact internal stakeholders. The CIBE Advisory Board will receive recommendations from individuals and/or groups at Delta College, and then delegate work to committees that needs broader feedback. Once a committee has fully vetted a policy, procedure, recommendation, or decision, it will be returned to the Advisory Board where it will be further reviewed. The CIBE Advisory Board will then deliver their data-driven recommendations, including dissenting opinions, to the Office of the President for approval/implementation. Refer to the flowchart below for a visual representation of this process.

Per the Delta College Organizational Chart, the CIBE Advisory Board is by no means the sole recommending body at the College. The Board of Trustees, President's Cabinet, Faculty Assembly, Administrative and Professional Staff, and Support Staff also influence governance and organizational decisions.



Article 3: Roles and Responsibilities

3.1 Council on Innovation, Belonging, and Equity (C.I.B.E.) Advisory Board

The CIBE Advisory Board is a key component of shared governance at Delta College. As such, the Advisory Board membership has representation from all stakeholders to ensure fair, inclusive decision-making and that diverse perspectives are considered with every discussion. The work of this body will not impact work rules for any employee group.

CIBE Advisory Board Charge:

1. To permeate completion, inclusion, belonging, and equity throughout Delta College's activities and culture to assist in the assurance that the College's Belonging, Diversity, Equity, and Inclusion (BEDI) Framework is being fully implemented.
2. Foster collaboration and creativity using institutional data to reduce opportunity gaps across the College body.
3. Ensure there is an opportunity for stakeholder feedback on relevant institutional decisions.
4. Provide oversight/direction for policy and procedure review.
5. Delegate work to subject matter shared governance committees and review work that comes from these committees.
6. Evaluate decisions, policies, and procedures using a BEDI and student-success focused lens.

Membership:

The CIBE Advisory Board will be composed of 13 members and 4 ex officio members as outlined below:

- CIBE chair
- Executive Committee of Administrative and Professional Staff (ECAPS) chair
- Administrative and Professional staff at large (2 elected by A/P; 1 SES and 1 non-SES)
- Faculty Assembly Board (FAB) chair
- Faculty at large (2 elected by the Faculty)
- Support Staff Executive Committee (SSEC) chair or designee
- Support Staff at large (2 elected by support staff; 1 SES and 1 non-SES)
- Adjunct Faculty Designee
- Public Safety Designee
- Maintenance (AFSCME) Designee
- Shared Governance Office Professional (ex officio)
- Delta College President (or designee); (ex officio)
- Belonging, Equity, Diversity, Inclusion (BEDI) designee; (ex officio)
- CIBE Chair Emeritus (ex officio)

Reporting:

Monthly meeting minutes will be shared/posted for employees to access and review. Annually, the CIBE chair will summarize the shared governance work accomplished and will make this available to all employee stakeholders.

3.2 CIBE Chair

The CIBE chair has additional responsibilities above and beyond the other CIBE Advisory Board members. Subsequently, the individual in this role will receive supplemental/release time (or equivalent) as outlined below:

Work Group	Compensation
Faculty (full or part-time)	7 hours release/supplemental per year (3 in Winter, 1 in spring, 3 in Fall)
Staff (support staff, administrative & professional, etc.)	Paid stipend equivalent to 7 hours at the Associate Professor supplemental rate

CIBE Chair Responsibilities (reviewed annually):

- Plan/finalize agendas for monthly CIBE Advisory Board meetings; includes inviting guests who are experts and/or may be able to speak to specific agenda items.
- Conduct and facilitate monthly meetings.
- Call/conduct special meetings (ad hoc or other) when needed.
- Work with the shared governance office professional on the following:
 - Coordinate the logistics of CIBE meetings (assemble materials, send agenda to members, reserve space, etc.).
 - Send out pertinent communication to stakeholders.
 - Keep track of records and CIBE/committee membership.
 - Run annual elections.
 - Review CIBE requests from stakeholders.
- Meet with the Delta College President as needed to discuss shared governance matters and/or proposals.
- Answer CIBE related questions from stakeholders.
- Annually, the CIBE chair will summarize the shared governance work accomplished and will distribute this to stakeholders.

3.3 CIBE Standing Committees

The CIBE structure relies on two essential standing committees, each playing a vital role in achieving the CIBE mission. These committees are tasked with providing recommendations on issues within their specific areas of responsibility that impact the entire College. The Advisory Board regularly assigns projects and initiatives to these committees, and in turn, the committees provide consistent updates and reports back to the Board. Additionally, the standing committees can submit the CIBE request form to seek Advisory Board support for new ideas or initiatives they wish to pursue.

Unless otherwise stated, standing committees will have representatives from each employee group at the College. The CIBE Advisory Board will monitor the membership on these committees to ensure broad representation. The membership listed for these committees is a recommendation, and does not prohibit additional employees from joining.

CIBE Standing Committees:

- **Policies and Processes**

- **Charge:** To identify and review policies and processes that may contain barriers to success both for students and employees from a completion, inclusion, belonging, and equity lens.
 - **Membership:**
 - Title IX - representative
 - BEDI - two representatives
 - Registrar's Office - representative
 - Financial Aid - representative
 - Advising - representative
 - Faculty – four to five representatives
 - Staff at large – three to four representatives
 - **(Co)Chair:** Annually, the committee will elect a chair (or co-chair) from their membership to lead meetings and be the liaison between the committee and the Advisory Board.
 - **Reporting:** Each year, the Policies and Processes Committee will provide a summary of their accomplishments in a report to be shared with stakeholders alongside the CIBE Chair's report.
- **Pedagogy**
 - **Charge:** To foster learning environments characterized by innovation and creativity to support and encourage BEDI best practices throughout all areas of the college while prioritizing diversity of student needs. The committee emphasis is to channel technology, resources, and teaching and learning best practices that address student equity gaps, and are substantiated by data, and to communicate such findings to the Delta community when appropriate. The Pedagogy committee fosters conversations on learning that are inclusive of all areas of the college.
 - **Membership:**
 - Faculty – at least one member from each division
 - eLearning and FCTE chairs or designee (current or former) to prevent unnecessary duplication of projects
 - Library - representative
 - Teaching/Learning Center - representative
 - Counseling/Advising - representative
 - eLearning Staff member
 - Student Services - representative
 - **(Co)Chair:** Annually, the committee will elect a chair (or co-chair) from their membership to lead meetings and be the liaison between the committee and the Advisory Board.
 - **Reporting:** Each year, the Pedagogy Committee will provide a summary of their accomplishments in a report to be shared with stakeholders alongside the CIBE Chair's report.

3.4 CIBE Ad Hoc Committees

Ad hoc committees are created by the CIBE Advisory Board or the President (or designee) for a specific purpose or to examine a particular issue. The CIBE Advisory Board or President gives each ad hoc committee its charge or mission in writing, including expected outcomes and a timeline for completion of the work. Ad hoc committees typically dissolve upon completion of their charge after recommendations have been made to the body or individual assigned within

the charge statement. Ad hoc committees will follow the reporting guidelines in section 4.7 of this Guide.

3.5 College Committees

The college offers a variety of committees that play a vital role in shared governance, though they do not report directly to CIBE. Supervisors are encouraged to support their employees' participation in college committees that align with their interests, expertise, or experience. Please refer to Appendix 2 for a complete list of committees at Delta College.

3.6 Other Bodies Influencing Governance and Decision Making

Board of Trustees

The Board of Trustees is the chief governing body of the College. Comprised of nine members elected by the residents of Bay, Midland, and Saginaw counties, the Board has full legal authority and responsibility for the College's programs and services. Responsibilities include policy planning and approval; development of financial resources; maintaining positive external relations with the community; hiring and evaluating and, if necessary, dismissing the President. They approve the annual operating plan, budget, salaries, and negotiated collective bargaining agreements (CBAs); approve major purchases, construction, and renovation; approve tuition and fees rates; and approve curriculum, new programs and initiatives in accordance with the recommendations and approval of the Higher Learning Commission (HLC) and appropriate state and federal government regulations. This group meets monthly.

President

The President is the chief executive officer who carries out the Board's policies and special initiatives. Legal authority is delegated by the Board to the President, who delegates it to members of the Executive Council and Administration. Responsibilities include the operation and administration of the College; ensuring the College's fiscal stability; policy recommendation and policymaking; and the development of programs and services to meet community needs. Areas reporting to the President include Academic Services, Business and Finance, Student and Education Services, Human Resources, and Facilities Management.

President's Cabinet

The President's Cabinet is a decision-making body that addresses long-term/strategic planning for the College, day-to-day operational matters, and serves as a liaison to the Board of Trustees, via the College President. The President's Cabinet consists of the Vice-President of Instruction and Learning Services; the Vice-President of Student Empowerment and Success; the Vice-President of Business and Finance; the Executive Director of Administrative Services and Institutional Effectiveness; and the Executive Director of Institutional Advancement. This group meets weekly.

Executive Council

The Executive Council is an advisory group that addresses that addresses long-term/strategic planning for the College, as well as day-to-day operational matters. The Executive Council consists of the Vice-President of Instruction and Learning Services; the Vice-President of Student Empowerment and Success; the Vice-President of Business and Finance; the Executive Director of Administrative Services and Institutional Effectiveness; the Executive Director of Institutional Advancement; the Director of Human Resources; the Director of Public Safety; the Director of Facilities Management; the General Manager of Broadcasting/Public Media; the Chief Information Officer; the College Controller; the BEDI Director; the Director of

Workforce Strategies; the Marketing and Public Relations Director; the Business Services Director; the College Deans and Associate Deans; and the chairs of Faculty Assembly, ECAPS, SSEC, and AFSCME. This group meets monthly.

Academic Divisions

Academic Divisions, led by the Academic Associate Deans, are responsible for day-to-day operations at the division and discipline levels. Academic Divisions have responsibilities that include those described in individual job descriptions or those delegated to or chosen by the Divisions as a whole. Divisions frequently work collaboratively to address cross-divisional or cross-discipline issues. When addressing operational issues, divisions should work within the organizational structure of the College, communicating as needed with the appropriate parties. Institutional policy issues that arise within divisions are referred to the CIBE Advisory Board for assignment to the appropriate body for resolution.

Faculty Assembly

The Faculty Assembly is the central faculty governance body through which Faculty members express their ideas regarding academic policy, student success, and matters related to teaching and learning. The Assembly serves as a forum for faculty to express views on matters outside governance. The Assembly chair is responsible for taking issues from the Assembly to the CIBE Advisory Board, the President's Cabinet, directly to the Vice-President of Instruction and Learning Services, or to the President based upon whether the issue is a governance matter, an administrative issue, or a topic that requires direct deliberation with the President. The chair of the Assembly, or their designee, is a member of both the Executive Council and the CIBE Advisory Board.

Executive Committee for Administrative and Professional Staff (ECAPS)

ECAPS is the central Administrative and Professional staff (A/P) governance body through which A/P members express their ideas regarding academic policy, student success, and matters related to administration of the College. ECAPS serves as a forum for A/P staff to express views on matters outside governance. The ECAPS chair is responsible for taking issues to the CIBE Advisory Board, the President's Cabinet, or directly to the appropriate College Vice-President, or the President based upon whether the issue is a governance matter, an administrative issue, or a topic that requires direct deliberation with the President. The chair of ECAPS, or their designee, is a member of both the Executive Council and the CIBE Advisory Board.

Support Staff Executive Council (SSEC)

SSEC is the central Support Staff (SS) governance body through which SS members express their ideas regarding academic policy, student success, and matters related to administration of the College. SSEC serves as a forum for SS to express views on matters outside governance. The SSEC chair is responsible for taking issues to the CIBE Advisory Board, the President's Cabinet, or directly to the appropriate College Vice-President, or the President based upon whether the issue is a governance matter, an administrative issue, or a topic that requires direct deliberation with the President. The chair of SSEC, or their designee, is a member of both the Executive Council and the CIBE Advisory Board.

Facilities Management (Represented by AFSCME)

Facilities Management, represented by AFSCME, is the central Facilities Management (non-supervisory) governance body through which AFSCME members express their ideas regarding academic policy, student success, and matters related to administration of the College. Facilities Management serves as a forum for AFSCME to express views on matters outside governance.

The AFSCME President is responsible for taking issues to the CIBE Advisory Board, the President's Cabinet, or directly to the appropriate College Vice-President, or the President based upon whether the issue is a governance matter, an administrative issue, or a topic that requires direct deliberation with the President. The President of AFSCME, or their designee, is a member of both the Executive Council and the CIBE Advisory Board.

Article 4: Processes and Procedures

4.1 CIBE Membership & Elections

CIBE Advisory Board Membership

The CIBE Advisory Board consists of 13 voting members and 4 ex officio members, as outlined in section 3.1. Of the 13 members, 6 will be elected by a vote of the work groups they represent — A/P, SS, and Faculty — with each group electing two members. For the A/P and SS elected positions, at least one of the two positions for each shall be from Student and Educational Services (SES). In addition, the leaders of these groups (ECAPS chair, SSEC chair, and Faculty Assembly chair) will serve as members of the Advisory Board. Work groups have the autonomy to elect their chairs in the manner they determine most appropriate. Representatives from Public Safety, Maintenance (AFSCME), and Adjunct Faculty will also be elected according to their own preferred processes. All CIBE Advisory Board members, except ex officio members, will be voting members. Ex officio members will attend and participate in meetings but will not have voting rights.

CIBE Advisory Board Chair

The CIBE Advisory Board Chair will be elected by a vote of the advisory board. Candidates must be a member of the Advisory Board to be eligible for Advisory Board Chair. The Chair is elected for a two-year term and will serve no more than two terms consecutively. The Chair will stay on one year after their final elected term as Chair Emeritus (a non-voting member of the Advisory Board). The inaugural CIBE Advisory Board Chair will be appointed by the College President, but subsequent Advisory Board Chairs will be elected as stated above. The vote for a new Advisory Board Chair should occur by October in the Chair's final term.

CIBE Advisory Board Length of Appointment

Each of the six elected members shall serve a term of two years with the option of a second consecutive term of two years. No one person shall hold an elected seat for more than two consecutive terms of two years except for the inaugural elected members who will hold seats for two and three years respectively. The term length of the remaining six Board member positions will be determined by the workgroup they represent, with three years being the maximum length of one term for these positions.

CIBE Elections

Elections will be organized by the CIBE Advisory Board chair and the shared governance office professional. College-wide elections are for the six elected positions described in 3.1. These elections should occur by November each year so that those elected will be in place by January to start their term. Ballots will be distributed and counted through the Institutional Research department. The two elected seats for each of the work groups will be on alternating election cycles. In the case of an elected Advisory Board member stepping down or being unable to complete their term, a special election will be held to fill the position.

Ad Hoc Committee Membership

Ad Hoc Committee membership will be solicited by the CIBE Advisory Board and will be voluntary. The Advisory Board will ensure that equal work group representation is present, as necessary, on each Ad Hoc Committee. Ad Hoc Committee members will serve until the Committee completes their assigned task at which point the Committee will dissolve.

Standing Committee Membership

Standing Committee membership will be monitored by the CIBE Advisory Board and will be voluntary. The Advisory Board will ensure that equal work group representation is present, as necessary, on each Standing Committee. The recommended membership for the two standing committees is described in section 3.2. Standing Committee members will serve for terms of one year. Annually the Advisory Board will ask if members if they wish to continue. There is no limit to consecutive terms served for Standing Committee membership.

4.2 Committee Participation

Amount of Participation

To maintain a balanced workload and ensure meaningful engagement, individuals are encouraged to limit their participation to one or two shared governance committees at a time. This helps prevent overcommitment while promoting broader representation and diverse perspectives across campus. Supervisors are encouraged to support their employees' involvement by allowing them the flexibility to serve on the committees of their choice, recognizing the value of their contributions to shared governance.

Attendance

Advisory Board and committee members, both standing and ad-hoc, are expected to make every effort to attend all scheduled meetings. When an absence is unavoidable, members are encouraged to inform the committee chair(s) in advance and, when appropriate, arrange for a substitute. Consistent lack of attendance may compromise the individual's standing and could result in reconsideration of their role on the committee or Advisory Board.

Workload

The committee's workload should be distributed equitably and fairly among its members, with assignments aligned to their respective skill sets. Every committee member, regardless of their position within the College, is empowered to contribute to the committee's recommendations.

Communication

Members are reminded that shared governance committee work is to share ideas and concerns and to help develop recommendations. The shared governance system is not a forum for personal issues or complaints. Personal attacks on individuals are not tolerated. Reading and responding to email is important to the governance process, both for committee members and for members of the College community.

4.3 Committee Charge(s)

The CIBE Advisory Board will be the channel through which all standing and ad hoc committees will receive charge(s), and through which they will report. The CIBE Advisory Board will be

responsible for appointments to all ad hoc committees. Appointees will serve for the duration of the ad hoc committee's charge.

Requests to recommend equity-related changes, necessitating charging an ad hoc committee, or to be addressed by a standing committee, should come through the CIBE request form on the CIBE Inside Delta page. Any stakeholder may make a request (college employees, students, or community members). Requests will be tracked by the shared governance office professional and the CIBE Advisory Board chair to ensure the requestor has: A) received a response; and B) has received the final recommendation (e.g. "closing the loop"). All submitted requests will be reviewed by the CIBE Advisory Board.

If a request is approved, the CIBE Advisory Board will decide which College stakeholders the standing or ad hoc committee should consult for feedback and where they should present their recommended actions (e.g., 'making the rounds'). If the Advisory Board chooses to decline a request, they will provide the requestor with an explanation of their decision.

Upon completion of seeking feedback from the stakeholders, the committee will report back to the CIBE Advisory Board for additional feedback from the Advisory Board itself, and other members of the College community who may choose to address the Board during the appropriate agenda item.

4.4 Committee Leadership

The CIBE Advisory Board may recommend a chair or co-chairs for the standing and ad hoc shared governance committees. However, it is up to the committee to come to consensus on who will be the chair (or co-chairs if the committee decides this is best). Please refer to section 3.3 for details on committee chair(s) for the two CIBE standing committees. The committee chair(s) act as a liaison between the committee and the CIBE Advisory Board. The chair will also be responsible for scheduling committee meetings and drafting meeting agendas.

4.5 Meetings

Open Meetings

Open meetings are a fundamental component of successful governance. Anyone from the College community, including students, is welcome to attend any governance meeting. An exception may be made when the need for a closed meeting arises to address the concerns of a single constituent group. The dates and times of the CIBE Advisory Board meetings will be posted to the CIBE Inside Delta page. Those interested in attending standing or ad hoc committee meetings should contact the committee chair(s) for details. The shared governance office professional will keep track of committee chairs.

Scheduling

Chairs/Co-chairs are responsible for scheduling meeting times that are convenient for all membership. Preferably, meetings will occur on Wednesdays between 2pm and 5pm so as not to conflict with faculty teaching responsibilities. Typically, most meetings are held in the fall and winter semesters. However, some meetings during the spring/summer may be necessary. When scheduling meetings, electronic calendar requests should be utilized whenever possible and adequate notice should be given for meeting dates (at least two weeks whenever possible).

4.6 Data Sources

Data should be gathered and reviewed before solutions and policies are recommended. The Institutional Research (IR) department is the official data and information services source for the College. Requests for information, data, or studies are made via the Data request form on etrieve. Before conducting studies or surveys, committee co-chairs should contact Institutional Research since information needed may be readily available. Additionally, committees should invite members of the College community who have relevant information regarding an issue or topic to participate in discussions and/or provide relevant data.

It is not the expectation of the CIBE Advisory Board that all CIBE requests have data from Institutional Research. It is acceptable to submit requests with supporting articles, best practices, examples from other institutions, or even anecdotal evidence. No matter the data source, completion, inclusion, belonging, and equity should be central to the discussion.

4.7 Making Recommendations

Standing and ad hoc governance committees are recommending, not decision-making, bodies.

Compromise and Reaching Consensus

Standing committees provide an opportunity for the development of consensus. Constructive, respectful disagreement is important to the process. In formulating recommendations, attempts to reach consensus by applying the “Can you live with it?” standard rather than more stringent methods for reaching consensus is preferred. For governance to be successful, the views of all constituencies should be considered and evaluated. The goal of all committees is based on reaching consensus through frank, honest discussion. Because it often proves divisive, governance bodies normally should not vote unless all other methods of reaching consensus fail. If committees experience problems reaching consensus, the Advisory Board should be informed.

Final Report (To be completed by ad hoc committees)

A final report by ad hoc committees is submitted in writing by the chair/co-chair to the CIBE Advisory Board. The report must include a summary of the committee’s work and its recommendations regarding the specific issue/concern it was charged to address (including supporting rationale). A carefully planned, researched, and deliberated recommendation receives strong consideration. Likely, committee recommendations will be accepted but this is not guaranteed. The Advisory Board has the responsibility to accept, revise, or send back committee recommendations prior to these going to the President and/or Board of Trustees for approval. Should the Advisory Board decline the committee’s recommendation, a written rationale must be included.

4.8 Governance System Evaluation

All stakeholders shall be given the opportunity to assess and provide feedback on the efficacy of the shared governance system at Delta College. Formally, this will occur every two years via survey and/or open forum. Stakeholders are welcome to provide feedback/suggestions at any time by contacting the CIBE Advisory Board chair and/or the shared governance office professional.

Article 5: Communication

Quality communication, both among committee members and between committees and the College community, is essential to a functional system of shared governance. The CIBE Advisory Board will be responsible for keeping the College community informed of their work. Below are specific CIBE communication policies.

1. Confidentiality and Sensitivity

- All communications regarding sensitive, strategic, or financial matters must be treated as confidential.
- Any discussions from closed session meetings should not be shared with non-Advisory Board members unless explicitly authorized.
- Confidential documents must be labeled and stored securely.

2. Professionalism and Tone

- All internal and external communications should be written in a professional tone.
- All communications should be conveyed with the CIBE mission and vision in mind and should avoid personal attacks, derogatory remarks, or emotionally charged language.
- Written communication, including emails, memos, and reports, should follow a consistent style determined, by agreement, by the CIBE Advisory Board.

3. Transparency and Accountability

- Decisions made during Advisory Board meetings should be communicated clearly and promptly to relevant stakeholders.
- Advisory Board members should provide regular updates on assigned tasks or responsibilities to the groups they are representing.
- When discussing issues or decisions, Advisory Board members should reference supporting data or documentation when possible.

4. Timeliness and Responsiveness

- Emails and other requests for information from Advisory Board members should be responded to within two business days, unless otherwise specified.
- Meeting agendas and supporting materials should be distributed at least two business days before meetings.
- Time-sensitive communications should be marked as urgent and addressed promptly.

5. Channels of Communication

- Official communications should occur via agreed upon resources.
- Informal communications (for example, text messages) should not be used for official CIBE business, especially for decision-making processes.
- Advisory Board and committee members should utilize a shared platform for document collaboration (e.g., Teams or other College approved platform) to ensure centralized and efficient access to important materials.

6. Meetings and Decision-Making

- All Advisory Board meetings should have a set agenda, which is distributed in advance. Minutes must be recorded and shared with the College community (stakeholders) within 10 business days after the meeting.
- During meetings, Advisory Board members are expected to actively participate, raise concerns, and provide feedback in a constructive manner.
- Decisions made by the Advisory Board should be communicated within ten business days to affected departments or individuals, with clear directives.

7. Conflict Resolution

- Disagreements among Advisory Board members should be addressed privately and resolved through dialogue, with a focus on collaboration and finding common ground.
- If a conflict escalates, it may be mediated by a neutral third-party or discussed at the next Advisory Board meeting for a resolution.

8. Feedback and Continuous Improvement

- Advisory Board members are encouraged to provide feedback on communication practices to improve efficiency.
- Regular reviews of communication policies should be conducted to ensure they remain relevant and effective.

9. Use of Technology

- Advisory Board members are asked to ensure they are familiar with the technology used for communication (e.g., video conferencing).
- In virtual meetings, members are asked to use video as appropriate, mute when not speaking, and ensure a stable internet connection to minimize disruptions.

These policies aim to create a structured, respectful, and transparent communication environment within the CIBE Advisory Board, promoting effective collaboration and decision-making and modeling of the CIBE mission and vision to the larger college community.

Appendix 1: CIBE Request Form

Any employee has the right to submit a request to CIBE using the CIBE Request form. All requests must include the following:

- Title of request
- Purpose/description of request/proposal
- Supporting data/material/examples for request
- Explanation of how the request relates to completion, equity, inclusion, and/or belonging. Requests can also relate to student success or the College mission/vision/values.
- If approved, would you like to participate in the ad hoc committee work for this project? (yes/no question)
- Other suggested individuals (experts in this area) who may be helpful to include in this committee work?

What happens with CIBE requests:

All requests will be brought to a CIBE monthly meeting for discussion. Requests will either:

1. Move forward in the form of an official charge with clear reporting expectations, or
2. Be sent back to the requestor with rationale for the request not moving forward.

NOTE: CIBE will always “close the loop” with any request that is submitted.

Appendix 2: List of committees at Delta College

Please refer to “Committee and Contacts List” PDF on the CIBE Inside Delta page for a complete list of Delta College committees and key contacts for these groups.

Appendix 3: Standing Agenda for CIBE meetings

To be collaborative and transparent with stakeholders, the monthly CIBE agenda should include the following:

1. Update from President's Cabinet (opportunity for information sharing from the Cabinet and an opportunity for Cabinet members to seek input from CIBE on strategic initiatives).
2. Data analysis/sharing from Institutional Research (IR representative will present trends or "nuggets" for consideration/discussion).
3. Policy/Procedures update: review/discussion of non-work rule policies/procedures. Example sources: procedures manual, student handbook, athlete handbook, college catalog, Board of Trustees policies. Policies will be reviewed on a schedule and/or as needed.
4. Update on existing charges
 - a. Once an ad hoc committee has finished their work and presents to CIBE, the work will be moved forward to the appropriate administrator/department/Board for approval and implementation. The initial requestor will be made of aware of this (if applicable).
5. Discuss new CIBE proposals, initiate charges to ad hoc committees as appropriate

Appendix 4: Committee Charge (Standing or Ad Hoc)

Charge from the CIBE Advisory Board

Policy/Request Name: *Insert Appropriate Policy or Request Name*

Policy #: *Insert Appropriate Policy Number (if applicable)*

Date of Charge: *Date*

To: *Name of individual/group*

CHARGE: *Description/explanation of the charge*

RATIONALE: *Rationale for this charge from the CIBE AB*

The Co-Chairs of the ad hoc committee will meet with the CIBE Advisory Board in *Insert Month and year* to discuss the preparation of a draft document. A brief progress statement from the Ad Hoc Committee Co-Chairs is due to CIBE *monthly* during Fall and Winter semesters.

The Co-Chairs of the ad hoc committee will be responsible for maintaining a 'parent' file and the marked-up version of the original draft of the policy, which tracks all changes, to be delivered to the CIBE Office prior to presentation for a vote at the CIBE meeting. In addition to the 'parent' file the Co-Chairs of the ad hoc committee will be responsible for producing a short summary of major changes and their rationale for inclusion in the Board of Trustees packet/presentation, as necessary, of the finalized policy. Any final changes made at the CIBE meeting will be added to the 'parent' file by the CIBE Office and forwarded to the College President with the final recommendations of the CIBE Chair included.

Ad Hoc Committee Membership	

Preparing a presentation for the CIBE

The committee should strive to produce the most complete draft of their policy possible for their next presentation to the CIBE (currently scheduled for: *Insert Month and year*). If the committee needs more time to thoroughly complete their task, the Ad Hoc Committee Co-Chairs must contact the CIBE Office to set up a meeting with the CIBE Chair to discuss the committee's progress and seek an extension of time to continue their work. Any changes in the timeframe for presenting a draft to the CIBE should be recorded here as well as informing the CIBE Office Professional of the changes in order that adjustments might be made to the calendar.

(New Date for CIBE Draft Presentation: _____ -CIBE Chair Init.: _____)
(New Date for CIBE Draft Presentation: _____ -CIBE Chair Init.: _____)
(New Date for CIBE Draft Presentation: _____ -CIBE Chair Init.: _____)
(New Date for CIBE Draft Presentation: _____ -CIBE Chair Init.: _____)

The Ad Hoc Committee Co-Chairs will present the draft to the CIBE (and should provide the most recent draft of the policy to the CIBE Office Professional at least 7 working days prior to the CIBE meeting) in order to seek the CIBE's approval to begin the rounds and receive an assignment as to which groups should be contacted for possible presentation, per the rounds sheet on the following page.

Completing the "Rounds" and Gathering Feedback

The CIBE Advisory Board feels that the following groups should be contacted concerning this policy. It is the responsibility of the Ad Hoc Committee Co-Chairs to initiate contact with the group leaders listed below

and provide them with a copy of the committee's work for review. The group leaders should inform the Ad Hoc Committee Co-Chairs as to whether or not their group(s) would like a presentation of the policy, and the scheduling of the presentation(s) will be agreed upon between the group leader and the Ad Hoc Committee Co-Chairs.

Should the group leader determine that one or more of the steps to which they are the contact does not, in fact, need a presentation by the ad hoc committee, documentation of their response will be included in lieu of a Rounds Record Sheet for that group.

Overall timeframe for rounds: To be completed by _____.

Step of Rounds	Contact	Presentation (Y/N)	Date of Presentation	Confirmation by Contact (initial here)
Human Resources	HR Director or Designee of HR			
Faculty Assembly Board				
Faculty Assembly				
ECAPS				
A/P Forum				
SSEC				
Support Staff Forum				
SES	VP-SES			
Academic Council	VPILS Office Prof.			
Executive Council	Administrative Ass't to the College Pres.			

After the Rounds

Upon completing the rounds, as listed above, the Ad Hoc Committee Co-Chairs will contact the CIBE Office to seek a time to report out to the CIBE. In preparation for this report the Ad Hoc Committee Co-Chairs will produce a short (one page or less if possible) summary of the changes that the committee has made in the policy. The CIBE Office will contact the Ad Hoc Committee Co-Chairs with notice as to the date, location, and time of the presentation at an upcoming CIBE meeting. The Ad Hoc Committee Co-Chairs are responsible for providing the up-to-date parent file and current summary to the CIBE Office Professional at least 7 working days prior to the CIBE meeting for inclusion in the CIBE Agenda Package.

The Ad Hoc Committee Co-Chairs will then present at the CIBE meeting seeking approval for inclusion on an upcoming CIBE Agenda or asked to return to the committee for further work on the policy. If there are changes, suggestions, etc. from the members of the CIBE they should be recorded by the Ad Hoc Committee Co-Chairs. The Ad Hoc Committee Co-Chairs will then share the suggestions with the committee, and they should discuss them and determine an action, recording their activity using the Recording Sheet attached below as with any step of the rounds.