

Appendix D: Recommendations

Communication & Collaboration Recommendations

- **Generate a marketing and recruitment strategy** to assure any and all students, classified professionals, faculty, and administrators who want to participate in shared governance know the steps to get involved, what is expected of them, and what they can expect from their engagement.
- **Invest in additional formal orientation and training** to help ensure all members feel comfortable with and confident in their charge and the shared governance process, with the following considerations:
 - **Require participation in the orientation and training**
 - **Generate ways to refresh the information for continuing members**
 - **Craft a process of orienting and training new members who join after the academic year has begun**
- **Refresh the orientation binders and shared governance handbook to provide additional clarity on the councils, their charges and roles, and the shared governance process by:**
 - **Improving and/or providing more detail in the map/flowchart of the shared governance process from formation of charges to the President's decision-making; and**
 - **Providing additional context within the larger campus in order to illustrate how shared governance fits with other groups (e.g., Senates) and operational departments (e.g., Office of Equity).**

Agenda Topics Recommendations

- **Breakdown the high-level agenda topics from the President into smaller tasks tied to specific outcomes.**
- **Design agendas to include time for topics related to the President's annual questions as well as emerging topics from the campus.**
- **Along with agenda topics, create a timeline to help prioritize topics and keep track on when recommendations are needed.**
- Review agenda topics to assure that they are indeed necessary items to discuss in shared governance.
- To further capture student engagement, **consider a student quad-chair position to ensure students have a seat at the table to set council agendas.**

Council Member Engagement & Value Recommendations

- **Recognize how positionality affects open discussion by training council members -- particularly facilitators -- to approach meetings and policies with that understanding.**
 - Though interviewees mentioned that members who have not provided their perspective may be "called on," it is much different to be called on than it is to feel free to express their voice. Also recognize that a supervisor asking an employee to participate may feel different than a peer inviting one to express one's thoughts.
- **Review the council composition and identify relationships that may suppress voices.**

- Perhaps the President does not attend council meetings and supervisors do not serve on the same committees as their direct reports.
- **Craft different ways to allow employees and students who may have constraints on their time to contribute their perspectives that still values their voices.**

Decision-Making & Effectiveness Recommendations

- When discussing topics, especially when a vote or recommendation is required, **invite experts to present on topic** rather than simply relying on shared documents or perhaps limited discussion within council meetings.
- **Research ways to allay some of the influence occurring while members vote;** for example, using ballots instead of hand or voice votes.
- In formal communications from the President’s Office back to the councils, **demonstrate that the council’s opinions are taken into consideration when decisions are being made** by including an explanation as to why a decision has been made, especially when the decision may be counter to a council’s recommendation.

Overall Recommendations

We recommend that the Advisory Council serves as a centralized governance council:

- **The Advisory Council is structurally placed above the other three councils and serves as a centralized governance council to help clarify the shared governance process from start to finish.**
 - Specifically collaborating with the President to help set agenda topics and distribute charges to appropriate councils.
 - Receiving recommendations from councils and making final recommendations to the President.
 - Understanding and communicating to the other councils the President’s decisions, including how it was arrived at and what happens next.
- **The Advisory Council includes representatives from the other councils to ensure there is no knowledge gap between the councils.**
 - These council representatives would be responsible for sharing information with and from their council and the Advisory Council.
- **The Advisory Council tri-chairs are representatives from the constituency groups to prevent knowledge gaps.**
 - The tri-chairs would be responsible for sharing information with and from their Senates and the Advisory Council.

For future self-assessments, we recommend:

- **Consider removing the “Neutral” option from the Likert-like anchors on the survey items** since the substantial number of “Neutral” responses posed difficulty and uncertainty in interpretation. Future surveys may instead use “I’m not sure,” “I don’t know,” and/or “Not Applicable” options, which could more easily be considered separately from the scaled options.