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Kapi‘olani Community College
K1.201 Shared Governance Policy

I. Introduction

As a member of the University of Hawai‘i system, Kapi‘olani Community College is governed by policies set forth by the University’s Board of Regents. The Board of Regents General Overview (reference above) provides a description of its governance structure for the university and its constituent parts. In Section III, Shared Governance, the Overview states, “The academic world differs from the corporate world in several respects. Most notably, important policy decisions are the result of consultation among the BOR, the chief executive, and the faculty. This decision making process is referred to as shared governance, ranging from fully collaborative/joint decision-making, consultative decision-making, or a separation of decision-making jurisdictions.” To clarify what it means by shared governance the Overview further states, “The standard institutional reference for desirable academic governance is the ‘Statement on Government of Colleges and Universities.’ This statement calls for governance based on a community of interdependent parties—the governing board, administration, faculty, students, and others. The statement recognizes that the governing board has final institutional authority and recommends sharing authority with the understanding that some areas of decision-making require joint endeavor and that others are essential separate jurisdictions in which one constituency has primary, but not exclusive, responsibility.” (See pp. 9-10).

II. Related Policies

- A. Board of Regents General Overview:
https://www.hawaii.edu/offices/bor/guide/docs/Board_of_Regents_General_Overview_with_Appendix.pdf
- B. Board of Regents Policy RP 1.210
- C. Board of Regents Policy RP 7.201
- D. Executive Policy EP4.201

III. Policy Objectives

The shared governance policy of the University of Hawai‘i Board of Regents (BOR) is implemented at Kapi‘olani CC through the activities of its four authorized, constituent-based organizations: ‘Aha Kalāualani (Native Hawaiian Council), the Faculty Senate, Staff Council and the Student Congress. Consequently, Native Hawaiians, faculty, students, and staff have the opportunity to address their representative organizations on issues they deem important, while those serving in these organizations have the ability and responsibility to provide avenues of participation for, and make decisions representative of, their respective constituents, and to advise the Chancellor accordingly in areas as defined by their charters, either formally by reporting the results of their internal decision-making processes in writing, or informally through other forms of communication.

The four authorized governance organizations assure regular, organized and systematized participation in the governance of the College. Each has a charter that explains the parameters of its responsibilities, its decision-making process, and the roles of committees in that process. The Administration communicates with the authorized organizations before making decisions that have a direct impact on their specified areas of responsibility.

In addition to the organizations that are authorized to share in the governance of the College in specified areas of responsibility, the College increases opportunities for campus leaders, faculty, staff, and students to participate in the decision-making process by utilizing advisory councils that deal with a wide variety of long-term and/or on-going college-wide issues as advisors to executive administrative personnel, ad hoc committees, task forces and other modes of campus-wide input. While these modes of participation do not have the formal, authorized responsibilities and procedures of a BOR- or college-chartered group, the College recognizes them as invaluable means of gathering information and advice that informs decisions on procedures and operational issues.

IV. A Structure for Participation in College Governance

A. Authorized Governance Organizations (see Figure 1. Authorized Governance Organizations)

Constituent-based authorized governance organizations (AGOs) are authorized either through official University of Hawai‘i Board of Regents policies or, in the case of Staff Council, through the College, and represent the interests and expertise of specific segments of the college community. The four college AGOs are ‘Aha Kalāualani, the Faculty Senate, Student Congress, and Staff Council.¹ Below is a summary of the roles each of these organizations plays in the shared governance of the College, as defined by BOR policies and/or their charters. Aside from their areas of primary responsibility, the Kapi‘olani CC Chancellor seeks the advice of the four authorized organizations in decisions such as those concerning general education policy, the development and implementation of organizational structure, program review, strategic and long range plans, budgeting, and other areas.

Figure 1. Authorized Governance Organizations (AGOs)



* Governance Organization authorized by the Board of Regents

¹ Refer to AGO Compensation Procedures for details

Individual faculty, staff, and students participate in governance processes by being an officer of an Authorized Governance Organization (AGO) and/or by providing input to and receiving information from their representatives and/or by participating in AGO committees, task forces, and activities.

1. ‘Aha Kalāualani

‘Aha Kalāualani at Kapi‘olani Community College is one of ten campus councils that make up the University of Hawai‘i Pūko‘a Council, approved by the Board of Regents on June 29, 2009. ‘Aha Kalāualani provides a formal, independent organization through which all Native Hawaiian and Native Hawaiian-serving employees of the College can participate in the governance of the campus as it relates to Native Hawaiian programs, activities, initiatives and issues in alignment with the Pūko‘a Council and Hawai‘i Papa O Ke Ao. See ‘Aha Kalāualani [website](#).

As stated in Nā Kānāwai ‘Aha Kalāualani (‘Aha Kalāualani By-Laws), ‘Aha Kalāualani serves as an advisor to the Chancellor of Kapi‘olani Community College and moves the cultural practices, knowledge and values of the indigenous people of Hawai‘i to the forefront. “The mission of ‘Aha Kalāualani is to advance Kapi‘olani Community College, as a recognized indigenous-serving institution, in all areas related to Native Hawaiians.”

2. Faculty Senate

As stated in the BOR General Overview, the Faculty Senate of Kapi‘olani Community College “provides for organized faculty involvement in the development and maintenance of institutional academic policy. Executive policy established procedures for the implementation of that policy. Through these policies, the BOR has authorized the development of formal faculty organizations on each campus and charged these organizations with the responsibility of making recommendations or providing advice on academic policy for their particular campus.” The Board of Regents Policy RP 1.210, Chapter 1, General Provisions, Section 1-10, entitled Regents’ Policy on Faculty Involvement in Academic Decision Making and Academic Policy Development, further describes the role of faculty. The Faculty Senate [website](#) includes official Senate documents such as meeting agendas, approved minutes, the Faculty Senate Constitution and Bylaws, and other documents and reports.

3. Student Congress

The Student Congress, a student organization chartered by the University of Hawai‘i Board of Regents, abides by the rules, responsibilities, and obligations set forth by the Associated Students of Kapi‘olani Community College (ASKCC) Student Charter. The Board of Regents Policies, RP 7.201, Chapter 7, Student Affairs, states that, “1. The board encourages the establishment of a robust student life program, including the establishment of student organizations. 2. The board recognizes the establishment of two types of student organizations: Chartered Student Organizations and Registered Independent Organizations.”

At Kapi‘olani CC, the ASKCC Student Congress serves as the Chartered Student Organization (CSO) representing the student body. The other two CSOs at the College are the Board of Student Activities and the Board of Student Publications. The purpose of the Student Congress, according to the ASKCC Charter, Article II, is to “develop and implement plans for programs and activities sensitive to the needs and interests of the students; and to promote active student interest and participation within the college community.” ASKCC Student Congress advises and participates, through established communication channels, in college governance in matters relating to student life, programs, and activities. See the Student Congress [website](#).

4. Staff Council

In order to include personnel functioning as staff at the College in the shared governance of the college, the Staff Council was established in 2000, and its bylaws revised and approved on June 27, 2017. The Staff Council bylaws state, “the purpose of the Staff Council is to provide a formal, College-recognized, duly-elected body for staff professionals to consider issues and advocate on their behalf to College decision-makers and Administration, including the Chancellor.” See the Staff Council [website](#).

B. Advisory Councils (see Figure 2. Advisory Councils, Ad Hoc Committees and Task Forces, and Campus-wide Input)

In addition to the authorized constituent-based organizations that are authorized to share in the governance of the College in specific areas of responsibility, as noted above, the College has expanded the opportunities for campus leaders, faculty, staff, and students to participate in the decision-making process through the use of standing councils that deal with a wide variety of long-term and/or on-going college-wide issues as advisors to the Chancellor and executive administrative personnel. The two standing councils that advise the Chancellor directly are the Chancellor's Advisory Council and Administrative Staff Council. Individual faculty, staff, and students participate in decision-making processes by giving input to and receiving information from standing councils and/or ad hoc committees or task forces and/or by participating in requests for information through meetings, open forums, and electronic media.

1. Chancellor's Advisory Council (CAC)

The Chancellor's Advisory Council (CAC) was created to implement key components of UH System-wide Executive Policy EP4.201 Integrated Long Range Planning Framework. The Council is composed of leaders of instructional programs, administrative and educational support units, and representatives from the four authorized, constituent-based organizations (Faculty Senate, Associated Students of Kapi'olani Community College, 'Aha Kalāualani and Staff Council) and others with campus-wide responsibilities ([see EP4.201 for details](#)).

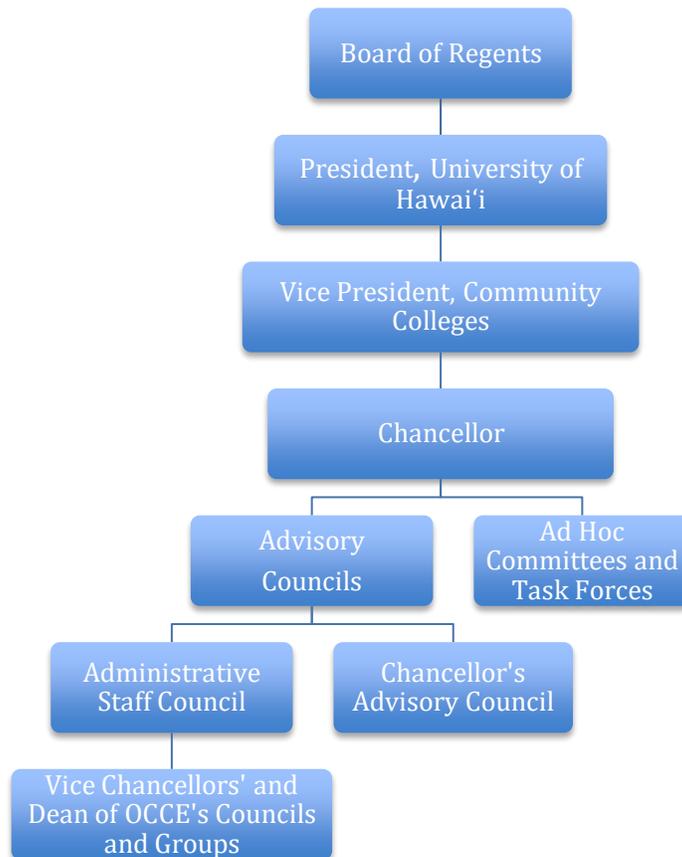
The CAC functions as one of the Chancellor's mechanisms for presenting and discussing issues, concerns, and ideas for the purpose of consulting with campus leaders in areas of campus life and serves as a forum for the open exchange of ideas of individual members² and guests and for discussions concerning the recommendations made by the authorized organizations and/or other advisory groups. As the CAC is the only campus body to include a cross section of instructional, support, and management personnel and representatives from the Authorized Governance Organizations, it serves as an integrative and centralized mechanism for discussion, analysis, and recommendation related to matters of planning.³

The CAC has the responsibility for review and recommendation to the Chancellor concerning: (a) planning and assessment, (b) the College Mission, Vision and Values Statements, (c) the College Strategic Plan and other campus-wide plans, and periodic assessment of progress toward the goals of those plans, (d) the Student Success Pathway and periodic assessment of progress toward the goals of the pathway, (e) the College budget and setting priorities, (f) campus policies and periodic revisions of the policies, and (g) the assessment of the results of program reviews for instructional programs and administrative and educational support units. The CAC provides advice and counsel to the Chancellor regarding the projects and issues that impact the College's current or future operations, plans, and programs. Optimally, the CAC will be forward thinking to ensure that it prepares for possible future projects.

² Refer to CAC Charter for details on membership

³ Refer to CAC Charter for details about voting

Figure 2. Advisory Councils, Ad Hoc Committees and Task Forces, and Campus-wide Input



2. Administrative Staff Council

The Administrative Staff Council meets on a weekly basis and advises the Chancellor. This group includes the Vice Chancellors for Academic Affairs, Student Affairs, and Administrative Services; the three Academic Program Deans, the Dean for the Office of Community and Continuing Education, the Student Affairs Coordinator, the Chancellor's Executive Assistant, and the Chancellor. In addition, when appropriate, guests are invited to inform the Council on specific topics. Any and all issues concerning the College are discussed at the Administrative Staff Council, and members are responsible for the two-way flow of information so that the college community is informed of administrative decisions, and so that these decisions are informed by the needs, ideas, and visions of the college community members. Minutes of the Council's meetings are posted weekly on Ohana, the College's intranet system and distributed directly to the college community through News and Events, the electronic bulletin.

3. Other Councils and Working Groups

There are councils and working groups that makes recommendations to the Vice Chancellors for Academic Affairs, Student Affairs, and Administrative Services, and the Dean for Community and Continuing Education (see Attachment A). They serve as a forum for discussions on the impact of policy and for problem-solving of operational matters in the areas of instruction, student services, administrative services, workforce development and continuing education. The Vice Chancellors and Dean for Community and Continuing Education report decisions made at these meetings to the Chancellor and these decisions are discussed at the Administrative Staff Council meetings. The councils and working groups may change in membership and purpose depending on the current and future needs of the College. Collaboration between the councils and working groups is highly encouraged.

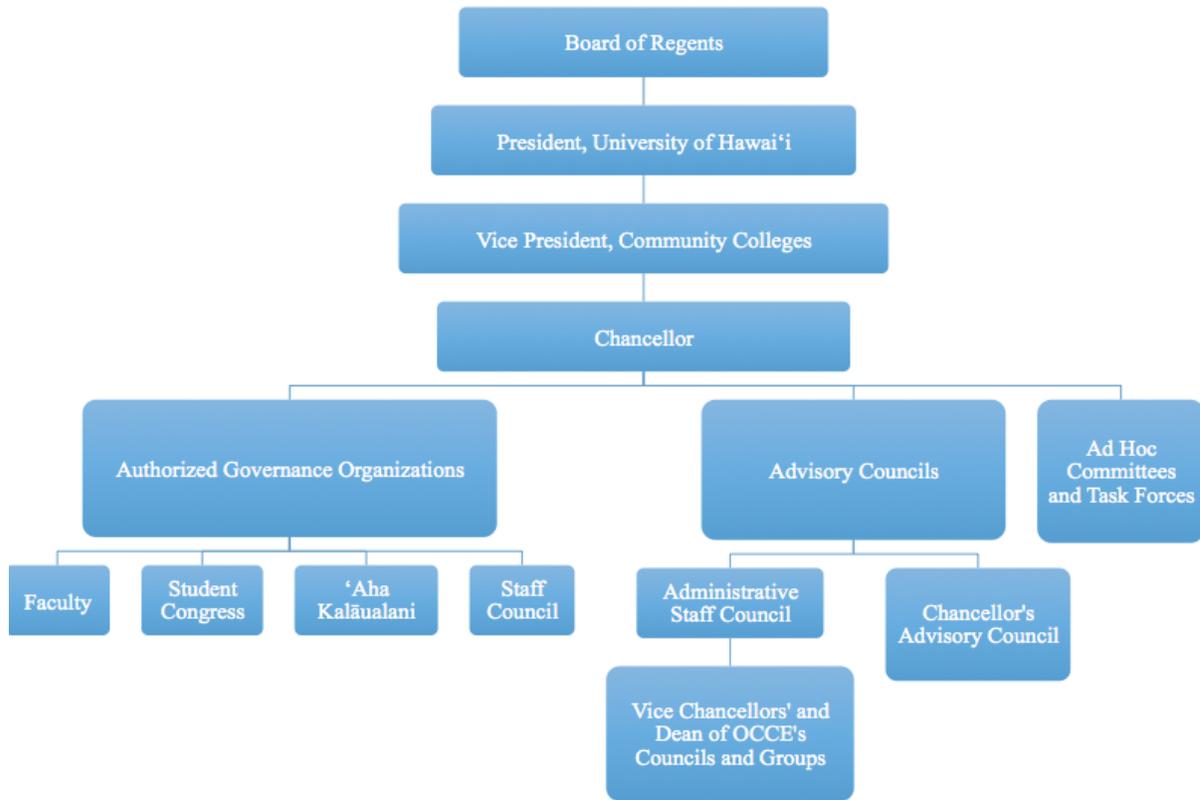
C. Ad Hoc Committees and Task Forces (see Figure 2)

From time to time, special areas of need arise that call for the concentrated effort of a group of individuals to advise the College on the best course of action. In such times, the College convenes ad hoc committees and task forces and utilizes appropriate members of the College community. These project-specific committees and task forces offer direct opportunities for faculty, staff, and students to participate in the College's decision-making process, e.g., in such areas as strategic planning, long-range development planning, and budgeting. These opportunities are in addition to the standing committees and task forces created within each of the four authorized organizations, which also offer a structure for participation in the governance of the College to all members specific to these groups.

V. Summary

The purpose of this document is to describe the various means available to all personnel at Kapi'olani Community College to participate in the governance and decision-making processes of the College. The BOR has established a system of shared governance that authorizes the forming of authorized constituent-based organizations and charges these organizations with the responsibility for making recommendations or providing advice on their specific areas of responsibility. Furthermore, Kapi'olani CC provides additional structures for participation in the College's decision making through advisory councils that College executive administrators consult on a variety of issues, ad hoc committees and task forces that are created for specific purposes, and the opportunity for direct participation, with issues of campus-wide importance, for all College personnel through a variety of face-to-face and electronic media formats.

Figure 3. Avenues for Participation in College Governance at Kapi‘olani Community College



VI. Related Documents

- A. Attachment A: Other Councils and Working Groups

Attachment A

Other Councils and Working Groups

Council/Group	Advisory to	Membership	Purpose
Academic Affairs Council (formerly VCAC)	Vice Chancellor for Academic Affairs	Department Chairs, Curriculum Specialist, Academic Support Units	To address goals for academic affairs and the procedures to reach those goals
Student Affairs Leadership Team (SALT)	Vice Chancellor for Student Affairs	Student Affairs leadership including KISC and targeted pop counselors	To address goals for student affairs and the procedures to reach those goals
Counseling and Academic Advising Council	Vice Chancellors for Academic and Student Affairs	Counselors and advisors under Student Affairs, Academic Affairs, and Honda International Center	To address counseling and advising across the campus.
Administrative Services Group	Vice Chancellor for Administrative Services	Unit heads under Administrative Services	To address policies and procedures under Administrative services.
OCET Council	Dean of the Office of Community and Continuing Education (OCCE)	Continuing Education leaders	To address goals for continuing education and workforce development and the procedures to reach those goals