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ABSTRACT

The Waubonsee Community College Ad Hocrcacy model of governance incorporates the concept of a streamlined, flexible organizational structure which allows for voluntary participation in problem-solving and decision-making. Central to this model is the concept of open meetings which provide for the consideration of all views and the reaching of consensus through discussion and persuasion. The system operates within defined parameters: items negotiated in collective bargaining are excluded from consideration in the Ad Hocrcacy, as the governance model is intended to complement rather than replace the collective bargaining process; the overriding intent of the system is to augment existing authority, not circumvent it; full and open voluntary participation must be insured. The three mechanisms for dealing with institutional problems--the administrative action mechanism, the "trial balloon" mechanism, and the ad hoc committee mechanism--are presented in full. Descriptions of the three mechanisms, a flow chart which illustrates the interrelationships between the mechanisms, and the stated objectives of the system, provide a picture of system components and processes.
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U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION
THE GOVERNMENT HAS BEEN REPEATEDLY
ADVISED BY THE NATIONAL LABOR RELATIONS
BOARD THAT THE NATIONAL LABOR UNION
STATES DO NOT NECESSARILY REPRESENT
THE INTERESTS OF ALL EMPLOYEES

WAUBONSEE COMMUNITY COLLEGE

The Waubonsee Ad Hocacy

Preamble

The Waubonsee Ad Hocacy model of governance was devised to implement the WCC Board of Trustees' policy statement on governance:

"In the formation and evaluation of policy for Waubonsee Community College by the Board an assumption is made that service to students is the paramount consideration and that this goal is shared among faculty, administrators and board members. The Board believes that shared responsibility in policy formation and evaluation is a professional concept and unilateral decisions will be discouraged. Recognizing that the function and evaluation of policy requires an atmosphere of trust and collaboration, mutual participation will be reflected and free discussion of ideas will be encouraged."

(from Board Policy 30.30)

The Ad Hocacy model incorporates the concept of a limited structure with flexibility which allows for voluntary participation in problem-solving and decision-making. Inherent in this model is the concept of open meetings which provide for the consideration of all views and the reaching of consensus through discussion and persuasion.

The WCC ad hocacy will operate within these parameters:

1. Items negotiated in collective bargaining are to be completely excluded from consideration via the ad hocacy model of governance. The governance model should not replace, but rather complement, the collective bargaining process. The latter process is concerned with matters relating to salaries, fringe benefits and working conditions. The governance model will deal with all other matters touching upon institutional policy.

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Admittedly the distinction cannot always be finely drawn.

However the "ad hococracy" model provides a process for working together to define the boundary when questions arise.

2. In no way should this governance system threaten any individual, i.e., his position or stance; specifically, the overriding intent is that any governance system should not circumvent, but rather augment, any existing authority.
3. This governance system is intended to insure full and open voluntary participation.

The WCC ad hococracy model of governance includes these broad objectives:

1. To fulfill the institution's mission in an effective and efficient manner.
2. To provide an environment in which differing views and opinions concerning actions directly influencing the institution's ability to accomplish its goals and objectives can be shared openly, objectively, and with a high level of trust.
3. To involve openly, fully and rationally all parties who will be charged with a measure of authority, responsibility, and accountability for the implementation of a decision.
4. To assure the consideration of all available, useful and relevant information and opinions in the decision-making process in the institution.
5. To produce decisions of maximum effectiveness by achieving optimum quality and maximum acceptance for their implementation.

6. To produce cohesiveness in identification with the institution's problems and projected solutions through low spontaneous conflict, mechanisms for the airing and resolving of conflict in a rational and non-threatening manner, and a feeling of satisfaction through involvement and commitment.

The WCC ad hococracy is a process which provides three different mechanisms for the resolution of institutional problems. These mechanisms are the administrative action mechanism, the "trial balloon" mechanism, and the ad hoc committee mechanism. The working of each of these mechanisms will be described in the succeeding paragraphs.

Administrative Action Mechanism

The administrative action mechanism allows for the resolution of problems through the implementation of existing policy and which do not require the establishment of new policies by the Board.

"Trial Balloon" Mechanism

The "trial balloon" mechanism allows for the resolution of problems through the initiation of new proposals or significant modifications of existing procedures:

1. Development - Members of the administrative staff are requested to seek advice from areas of the college other than their own in the development of proposals for change. Administrators may be the prime movers or acting in response to the concerns of any constituency of the College.
2. Notification - Detailed proposals will be distributed to the entire College and publicized as widely as possible.

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3. **Meetings** - An open meeting on the proposal will be scheduled for the first Tuesday or Thursday activity period after distribution. (Determined by scheduled events)
 4. **Consensus** - If consensus is reached at the open meeting, the proposal will be reported to the president and Board, if necessary, for action. The decision will be reported to the College community to be effective no sooner than 30 days after initial publication unless under unusual circumstances. Additional meetings will be held if necessary in order to reach consensus.
 5. **Ad Hoc Committee** - If consensus is not reached within 30 days of the initial publication date then an ad hoc committee will be initiated by the president.

Ad Hoc Committee Mechanism

The ad hoc committee mechanism allows for the solution through the establishment of a committee.

1. **Representation** - Committees shall be representatives of the College community and may include students, non-contractual staff, faculty, administrative staff and Board of Trustees. The group representation of individual committees may vary with the question being considered. However it is expected that all College groups that feel they may be affected by the resolution of the question under consideration will be represented on the committee.
2. **Organization** - Committees shall be organized by the issuance of an invitation to all members of the College community by the president. The request to organize a committee may originate with any member of the College community. The invitation will contain a statement of the charge that will be given the committee. If the general invitation does not produce a committee which is sufficiently representative, special invitations may be issued to individual persons.

The president will appoint a chairperson pro tem. The committee will elect a permanent chairperson. There will be no additional officers unless the committee membership desires.

3. **Charges** - Each committee will be given a charge which will contain a statement of the task the committee is expected to perform, a statement of any constraints which naturally limit the potential alternative solutions which might be recommended and a date by which a report is desired.
4. **Resource Persons** - The committee may call upon such resource persons as it deems necessary to accomplish its charge, subject to the constraints outlined in the charge.
5. **Meetings** - The committees will meet as frequently as necessary to complete their assigned task within the time stipulated in the charge. Time extensions may be granted at the request of the committee if circumstances permit. All committee meetings will be open to interested members of the College community.
6. **Reports** - The committee will be expected to file with the president a written report which responds to its charge at the conclusion of its deliberations. The report will contain the recommendation(s) of the committee with enough additional discussion and data to provide a rationale for the recommendation(s). In the event the committee was not able to reach a consensus on the question, the report will contain position papers describing the recommendations with their rationale of all segments of the committee. The president shall distribute such committee reports to the members of the College community with a request for reactions. Any responses received as a consequence of this invitation will be reviewed by the committee after sufficient time has been provided for study of the report by the College community (this would normally be two weeks time). The committee would decide whether or not to modify its recommendations following a review of these reactions. The final committee report(s) would then be forwarded to the president, who, in turn, would forward it (then) to the Board of Trustees for their consideration and action. The recommendation of the president to the Board would be distributed to the entire College community, and would accompany the committee report.
7. **Curriculum Committee** - In accordance with state regulations and existing Board policy, a committee is to be formed to deal with curriculum matters each academic year.

WAUBONSEE COMMUNITY COLLEGE

FLOW CHART ILLUSTRATING THREE DIFFERENT METHODS OF RESOLVING PROBLEMS

