

I. CLOSING THE LOOP

The GCC Interim Advisory Council, active in 1995-96, recommended that the College committee structure be examined. They cited six (6) specific recommendations.

1. Eliminate redundancy of effort.
2. Establish accountability by designating a committee chair, a clear charge, membership criteria and a reporting mechanism.
3. Improve representation on committees like budget and staffing.
4. Institute scheduling that fosters participation.
5. Improve equity of involvement (how much time is involved).
6. Conduct an annual evaluation of committees.

The council also expressed additional concerns. This included the development of alternative service outside the involvement in specific committees which has been quite successful and includes student tutoring and/or mentoring and other activities directly tied to student retention. These continue to be the guiding principles for the management of committees at GCC.

II. CURRENT TRENDS

The elimination of redundancy of effort remains a focus. One example that can be seen this year is the reorganization of advisory committees by Dr. Green. She has combined some committees such as the President's Advisory Committee and the Administrative Group which has streamlined communication in both upward and downward organizational directions.

The College has also moved toward the use of representational committees to address a diverse array of issues from technology to facilities. This creates an environment where employees become vested in decisions.

The perceived loss of the technological edge and its accompanied inadequate support and training for faculty and staff continue, but is being addressed by committee (see below).

The facilities continue to present concern in terms of underutilization and condition of the furnishings. The Facilities Committee has done an excellent job of moving the maintenance of our infrastructure away from the competition of the budget process and into a thoughtfully planned process.

Use of Committees in Managing College Business

Committees have also become primary vehicles for conducting business. Currently, the President's Technology Advisement Team is tackling the issue of the failing technology infrastructure. The team includes voices from diverse areas to insure movement that the College can support both philosophically and financially. The team will develop a technology mission statement and guiding principles that fit into the College's mission and goals.

The President's Budget Advisory Committee has evolved into a respected facet of shared governance whose work is especially important during these times of tight operational dollars.

Use of Committees in Managing Capital Bond Projects

In November 2004, Maricopa voters overwhelmingly approved a general obligation bond for the Maricopa Community College District for \$951 million. Of that amount, Glendale Community College received \$105 million for the construction and remodeling of the GCC Main campus, expansion of the GCC North campus, purchase of land for a future Surprise campus and support of information technology and occupational programs. Following the successful bond, committees were formed to develop educational specifications and to manage each of the nine projects.

The college's approach to committees is unique in the District. Small Core Teams (normally 9-15 members) serve for the 12-24 month duration of each specific project. Each Core Team consists of: Dean of Institutional Planning, Director of Facilities, Assistant District Director of Facilities Planning and Development, District Project Manager, District Procurement member and 3-5 members of the faculty/staff who will occupy the facility. Also present as the architect and contractor are selected, is a state statute mandated external expert. The Core Team develops the educational specifications, selects the architect and consultant and guides the project through multiple plan reviews, selection of furniture and equipment, quality assurance inspections, to occupancy and project close out. Key to this team are the "clients", the faculty or staff members who articulate the design requirements, determine the functional adjacencies within the project, and add their expertise as experienced users to the project and also serve as liaison personnel to their respective client community, insuring that information regarding people's concerns is brought forward and that decisions and project progress is relayed back.

A second component of each committee is the Resource Team which consists of functional experts: Director of Information Technology, Director of College Business Services, Auxiliary Services Contractor (i.e. Aramark for cyber cafes, IKON manager for copy services), Director of College Safety, Media Services representative, and College Procurement representative(s). The Resource Team members are functional experts who provide expertise in a number of specific areas (i.e. technology, data projection systems, kitchen design...) as needed. Resource Team members find themselves included in almost every project.

The college's use of Core and Resource Team components in each project committee works well. The concept provides for the efficient management of large projects, agile decision making, expert input at all levels, and keeps the campus well informed. Ultimately, this concept keeps projects on time, contributing to lower project costs and greater accountability to the public.

Use of Committees to Conduct Faculty Business

The **Faculty Executive Council** serves as a committee-of-the-whole for the purpose of establishing the bargaining agenda for upcoming meet and confer negotiations. The council directs the negotiation teams for wages and benefits, residential faculty procedures, etc.

The **Faculty Association** represents the common interests of faculty to the administration and Governing Board regarding educational priorities, employment rights and responsibilities, and employment conditions and salaries. This committee plans and provides opportunities on campus for faculty professional growth through workshops and presentations.

Professional Growth and Travel is a peer reviewed benefit program under the direction of the Faculty Executive Council and the Faculty Professional Growth Committee. The Faculty Association and its Meet and Confer team negotiate for the funding of this program. The procedure permits instructors to advance on the salary schedule through longevity as well as various types of activities directly related to increase professional competency. The committee reviews applications and approves acceptable activities, assists in the application procedures, and provides funding for participation in conferences, workshops, or professional meetings that will increase knowledge, skills, or attitudes enhancing one's role at the college and/or in faculty development. The **Sabbatical Leave Subcommittee** of the Professional Growth Committee administers the sabbatical leave policy. The duties of the subcommittee are to prepare and screen application forms and to make recommendations for sabbatical leaves to the Professional Growth Committee.

The **Policy Review Committee** for Professional Growth coordinates and oversees the revision and/or development of policy for FPG (Faculty Professional Growth) program.

The **Ocotillo Sub-Committee** brings together various technology groups and people across campuses who are working on emerging technologies.

III. PROJECTIONS

As the College implements a new strategic planning process and a new strategic planning cycle begins fall 2007, college-wide committees will be reviewed. The review will require a thorough understanding of each committee and its need, and in addition, the review will consider how each committee relates to the new college-wide strategic plan. This review may result in changes to current committees, creation of new committees and/or phasing out committees that are no longer needed.

One important recommendation from the Interim Advisory Committee remains to be fully addressed. Although steps have been taken to improve the equity of faculty assignments, we are not yet there. During the annual review of committees, frequency of meetings and amount of work required outside the meetings is assessed. Committees for which members received compensation beyond the regular contract have been eliminated as meeting the criteria as has membership on district committees. Committees that meet only a few times each academic year are now assigned in pairs in an effort to equalize the assignments.