

GLOSSARY OF TERMS FOR SHARED GOVERNANCE

A Vision for Valencia Shared Governance

Shared governance at Valencia is the collaborative process of the College making courageous, wise choices that moves our work forward. Using the strengths of diverse individuals and giving a voice to various constituencies, everyone contributes with good faith and effort, transparency and integrity.

The process articulates clear expectations, includes a timeframe, provides a communication plan and allows for meaningful and efficient participation. The conclusions are trusted, accepted and respected by the entire College as the work of good people making the best decision possible at the time.

WORD DEFINITIONS

Accountability is the establishment of individual and mutual ownership, responsibility and obligation, including partners and constituents who are willing and able to make decisions, take actions and then convey and justify those decisions/actions.

Collaboration is a process of working together and embracing different perspectives that includes appropriate representatives or stakeholders to achieve a clear goal.

Principles of collaboration:

- The process by which the work proceeds should be clearly defined, including how participation will be encouraged and how communication will be accomplished.
- Representatives or stakeholders should be a diverse group with a broad view of College functions, specialized expertise or closeness to the work.
- All participants should share their best ideas, but they must realize that the work is shared and all will advocate for the outcome that evolves from the work.

Effective communication is the exchange of ideas, messages and information between individuals and/or a group that considers, not only the audience and purpose, but also leads to understanding, although not necessarily agreement. The sender and the receiver are both responsible for listening.

Consensus decision-making is a group-decision making process that seeks the consent of all participants. A consensus is an acceptable resolution, one that can be supported, even if not the "favorite" of each individual.

Engagement is an open and honest willingness to be informed, to inform others, to actively participate when needed and to accept and trust the consequences of the outcome whether or not one participated.

Governance is the shared process by which a person may influence decisions at Valencia. It includes offering counsel, overseeing work, collaborating with colleagues and acknowledging the authority of appropriate parties.

Representation is the valued expression of the perspectives or interests of constituents, either through a trustee or instructed delegate model, for the production of design or policy.

- Trustee model: the representative is charged to make the best decision given the information he or she has.
- Instructed delegate model: the representative is charged with gathering information from his or her constituency before weighing in.

VALUES DEFINITIONS FOR VALENCIA COLLEGE SHARED GOVERNANCE

Courage is the strength and determination to venture in new directions to achieve the goals of the College and to persevere in the face of discouragement. The Valencia College shared governance system not only serves as an important institution for designing and implementing policy but also serves as a source of innovation at the College.

Creativity/Innovation is the ability of the College to join in bringing forth new solutions and ideas to campus and collegewide concerns and needs. The Valencia College shared governance system encourages creativity and innovation by allowing for a wide range of perspectives to converge on policy creation.

Effectiveness is the ability to use our best wisdom, talent and creativity to achieve the goals of the College in an efficient and timely manner. The Valencia College shared governance system is a reliable structure for tackling a wide variety of interests and policy needs. The system would not be seen as unable to manage strategic policy implementation.

Integrity is the expectation of a consistent adherence to ethical principles, methods and actions, which lead all constituents to feel decision making is honest, open and inclusive. The Valencia College shared governance system should create a policy creation implementation tool that creates real solutions to actual problems that face a forward-looking College.

Trust is the assurance that all constituencies can rely on each other to demonstrate integrity when decisions need to be made at the College. The Valencia College shared governance model implies that decisions made are transparent and reflective of the input of collegewide interests. The system would not be seen as a vehicle for implementing policies that are narrowly supported by a small cadre of interests.

Wisdom is the accumulation of knowledge, insight and judgment needed to determine a course of action when making decisions and the realization that uncertainty plays a role in making difficult decisions. The Valencia College shared governance system encourages a wide range of talent, interests and ideas that draw from the real strength of the College — the collective teaching and learning experiences of faculty, administration and staff.