
Criterion Two

Cotley College has effectively organized the human, financial, and physical resources necessary to accomplish its purposes.

Cotley devotes its human, financial, and physical resources to providing an excellent learning environment for its students. It is essential to identify the best way to organize and use these resources. The College's governance structure combines a committed and capable governing board with effective administrative initiative and strong faculty participation in decisions that affect the curriculum. The institution attracts and maintains a highly qualified faculty and staff. Despite declining enrollments, Cotley continues to attract academically prepared students. The College's financial picture is stable, and the physical plant is attractive and well-maintained. Cotley has kept pace with the changes in technology that have impacted computer and library resources. Chapter 5 discusses the organization of the College's governance and administration. Human resources (faculty, staff, and students) are discussed in Chapter 6. Chapters 7, 8, and 9 document Cotley's financial, physical, and academic resources respectively.

Governance

Cottey operates under a system of shared governance. The governance structure is a collaborative effort involving capable and committed trustee leadership, compelling administrative initiative, and strong faculty participation in decisions affecting the curriculum. Shared governance at Cottey also has a student component that seeks to include, involve, and educate students about issues relevant to them.

Cottey College Board of Trustees

The board of trustees is responsible for the general supervision and business management of the College, which includes approving the budget, appointing and evaluating the President, ratifying personnel appointments, determining student fees, setting investment policies, establishing scholarships, giving input to and approving the strategic plan, and reporting biennially to the convention of International Chapter of the P.E.O. Sisterhood.

The Executive Board of International Chapter of the P.E.O. Sisterhood, serving as the Cottey Junior College Corporation, appoints the seven members of the Cottey College Board of Trustees by unanimous vote. (The Constitution, Bylaws, and Standing Rules of the P.E.O. Sisterhood are available in the Resource Room.) At least three trustees must be active members of the P.E.O. Sisterhood. Each trustee is appointed to a seven-year term. If appointed to serve an unexpired term of less than seven years, a trustee may be reappointed.

In addition, the president and first vice president of International Chapter of the P.E.O. Sisterhood serve as non-voting ex-officio members.

Their terms correspond to their tenure on the Executive Board of International Chapter of the P.E.O. Sisterhood. They serve on the Cottey trustees for four years.

The trustees of the College meet a minimum of three times each year. The meeting generally lasts three days. In addition, they attend and meet at the biennial convention of International Chapter of the P.E.O. Sisterhood (odd numbered years) and the Cottey College P.E.O. Seminar (even numbered years). Members, regular and ex-officio, do not receive any compensation; however, they are reimbursed for travel expenses by the College.

The board officers include a chairman, a vice chairman, a secretary, and a treasurer with elections each year. The officers are elected to serve for one year, but can serve multiple years at the discretion of the board. The treasurer need not be a trustee, and is currently the chief financial officer of the College. The assistant to the president attends all meetings of the trustees to take minutes under the supervision of the elected secretary. The President attends all board meetings.

All trustees serving during the last ten years have been P.E.O.s or male relatives of P.E.O.s. All of the female trustees during that time had previously served as president of a state chapter, though before that not all female trustees were past state presidents. P.E.O. state officers are volunteers who have served without compensation, a clear statement of their commitment to the educational purposes of the organization.

The seven-member board is relatively small. According to Occasional Paper No. 36 (1997) by the Association of Governing Boards of Independent Colleges and Universities (AGB), the average size of the governing board at a two-year independent institution is 18.6. The small size of Cottey's board is a concern of the current trustees.

Unlike many boards of trustees, no current appointments represent the "public interest." Since the P.E.O. Sisterhood wholly owns Cottey, the

executive board, serving as members of the Cottey Junior College Corporation, elects the seven members of the Cottey College Board of Trustees. The board is by definition required to act in the best interests of the College; however, the trustees are accountable to the Cottey Junior College Corporation. The membership of the corporation is the Executive Board of International Chapter of the P.E.O. Sisterhood, whose members are elected by that organization according to its own bylaws and procedures. Thus, the relationship of Cottey College trustees to the public is indirect, mediated via the P.E.O. Sisterhood where a direct relationship occurs and the "public interest" becomes a concern.

At their meeting in October 2002, the trustees recommended to the Executive Board of International Chapter of the P.E.O. Sisterhood that the number of voting members be increased from seven to eleven. As a result, the delegates to the September 2003 convention of International Chapter of the P.E.O. Sisterhood will consider an amendment to the bylaws to make this change. In addition, it is the intent of the executive board to diversify the membership of the board with future appointments.

Following is a list of the current trustees with the year of their appointment in parentheses:

Herbert Lawrence, Chair, Retired logistics engineer (1996)
William Brown, Retired postsecondary educator (1997)
Helen Kirby, Investment advisor (1998)
Anna Anderson, Homemaker (1999)
Marilyn Mancini, Postsecondary educator (2000)
Bryan Breckenridge, Attorney (2001)
John Grider, CPA (2002)
Nancy Watrud Hoium, Ex-officio, Retired public schools educator (1999)
W. Joyce Goff, Ex-officio, Retired public schools educator (2001)

The trustees are conscientious in their stewardship of the College and are committed to protecting the financial and academic integrity of the institution. Board members (often the most recent appointee) attend the

National Conference on Trusteeship sponsored by the AGB nearly every year. In 1995 and 2000, the trustees conducted the Board Assessment Program using an AGB facilitator.

None of the trustees is an employee of Cottey College, nor does any have a financial or material relationship with the College or any of its employees except perhaps as donors, parents of students, or alumnae. They reside in various parts of the U.S. and are employed in a variety of professions. (See Appendix 5-A for a matrix of the trustees for the last ten years.)

In April 2000, the trustees adopted the Cottey College Board of Trustees Handbook that outlines the expectations of trustees, areas of board involvement, and the governing board responsibilities. (A copy of the handbook and minutes of board meetings are available in the Resource Room.)

President and Administrative Council

The President is the College's chief executive officer, responsible for ensuring that all educational and administrative offices and programs operate to accomplish the mission and goals of the College. Helen Washburn has served as Cottey's president since 1986. The President is advised by an administrative council that includes the heads of five administrative areas (academic affairs, business services, student life, institutional advancement, and enrollment management), as well as the assistant to the President.

Each member of the administrative council administers college policies, implements programs, and plans new initiatives in her area of responsibility. Each also supervises personnel, develops budgets, and represents the employees in her area. Quarterly reports are sent to the trustees on the plans and activities of each area, and oral reports are made at the three regular trustees meetings.

Since the last accreditation visit the College has experienced stable leadership in the senior administration, except in enrollment management where there have been four deans and two interim managers since 1993. In addition, after a tenure of 12 years at Cottey, the VPAA resigned in May 2002. Because the academic program was at a critical juncture in the area of assessment, with the added complication of an accreditation review scheduled for April 2003, the President appointed an experienced interim VPAA to serve from July 2002-June 2004 rather than conduct a search. At their fall board meeting in October 2002, the trustees ratified her appointment and removed "interim" from the title. The VPAA brings to Cottey excellent academic leadership and credentials, as well as previous administrative experience. The following table shows the stability of the administrative council.

Table 5.1 - Stability of the Administrative Council

Administrative Council Member	Year Employed
Vice President for Academic Affairs	2002
Chief Financial Officer	1982
Dean of Student Life	1989 (Dean since 1993)
Dean of Institutional Advancement	1987
Dean of Enrollment Management	2000
Assistant to the President	1987

The College's organization chart, on the following page, outlines the various components of each administrative unit.

Figure 5.1 - Organizational Chart

[The chart is in Page Maker. It will be inserted here.]

Faculty Governance

Cottery's faculty and curriculum are organized into four divisions. Each has a division chair, whose role and duties are described in the Faculty Handbook. Cottery's faculty members identify strongly with their respective divisions, and the divisional structure is the primary method used to communicate with and secure input from the faculty. The faculty's role in Cottery's shared governance structure is more effective than it was at the time of the last visit, partially because of the increased leadership role gradually accorded to division chairs, committee chairs, and the chair of the Faculty Senate by the President and current VPAA.

Nominated by the members of their divisions, approved by the VPAA, and appointed by the President, the division chairs receive one-quarter release time from their teaching duties as well as a stipend. According to the Faculty Handbook, the status of the chair "is that of first among co-equal peers within her/his division." It is important to note that while division chairs receive one-quarter release time and a stipend, they consider themselves teaching faculty.

The division chairs play an integral role in communication between the faculty and the administration. They meet bimonthly with the VPAA to ask questions, discuss issues, and exchange information. One of the meetings is scheduled a few days before the monthly division meetings, so they can share information from the administration with the faculty. At the division meetings, they also discuss faculty concerns that will in turn be shared with the VPAA.

Cottery's division-driven governance structure is augmented by a departmental coordinator system. Following a recommendation by the National Association of Schools of Music evaluation team after a visit in 1990, the College established a rotating system of departmental coordinators for the music department. The English, art, mathematics, and theatre and

speech departments have followed suit. Because of the small size of Cottey's faculty, there are many departments comprised of one person, making this system unnecessary for most. The coordinator serves as the individual that the VPAA and others contact with questions or concerns requiring agreement of the various members of a department. As with the division chairs, the coordinator acts as first among co-equal peers. This system works well to facilitate communication, preventing division meetings from being slowed by departmental issues. A concern with the system is that since the coordinator rotates regularly, it is often unclear to those outside the department who to contact. Another challenge is that the department coordinator needs to make sure the division chair is aware of the issues and concerns of the department.

Faculty Committees

Divisional representation on committees is the heart of the shared governance system at Cottey. The faculty functions through a senate and committee system. The Faculty Senate is the steering committee and executive committee. The faculty as a whole elects the chair of the senate, with the other four members elected by their divisions.

The committee structure allows faculty to be a part of the governance structure. With few exceptions, faculty members serve willingly on committees and take this responsibility of shared governance seriously. Divisional representation on committees is the most often used method of seeking input. In addition to the Faculty Senate, there are two standing committees: the Rank and Tenure Committee and the Academic Committee. The structure and tasks of these committees are outlined in the Faculty Handbook in Section Three, "Faculty Structure and Committees" (pp. 3-1 through 3-13).

The Faculty Handbook cites administrative, ad hoc, and search committees as responsibilities of the faculty. These committees, concerned with specialized aspects of the College's operation, are formed with careful consideration to ensure representation from each division. The representatives

solicit input from the faculty for these committees and report on committee activities and decisions in monthly division meetings.

On the PACE climate survey, faculty responses indicated satisfaction with the collaborative process at Cottey. The table below highlights some of the faculty responses to items on the survey related to collaboration. (The overall mean score for Cottey was 3.78.)

Table 5.2 - Faculty Satisfaction With Collaboration

PACE Survey Item	Faculty Average
20. The extent to which I have an opportunity to work jointly with appropriate others at this institution	4.06
21. The extent to which there is a spirit of cooperation within my work team	3.77
24. The extent to which a spirit of cooperation exists at this institution	3.65
26. The extent to which there is an opportunity for all ideas to be exchanged within my work team	3.93
27. The extent to which my work team coordinates its efforts with appropriate individuals and teams	3.89

Administrative Staff and Student Involvement in Governance

As shared governance has evolved in the last decade, administrative staff with particular interests or expertise often serve on committees with faculty, especially those concerned with specialized aspects of the College's operation. At Cottey students are also active participants on committees.

The following list of committees--faculty standing, institutional standing, and ad hoc--illustrates how faculty, staff, and students serve jointly on committees to work together to contribute to the smooth operation of the College. (See Appendix 5-B for a list of membership for College committees.)

Table 5.3 - Committees

Committee	Advises	Total	Faculty	Staff	Student	Status
Academic Advising	VPAA	5	5	1	0	Ad Hoc
Academic	VPAA	7	4	3 (ex-officio)	0	Faculty Standing
Assessment	VPAA	10	6	1	3	Institutional Standing
Campuswide Planning	President	18	5	10	3	Institutional Standing
Classroom Standards	VPAA	9	5	4	0	Institutional Standing
Division Chairs	VPAA	4	4	0	0	Faculty Standing
Faculty Senate	VPAA	5	5	0	0	Faculty Standing
International Focus	President	5	4	1	0	Ad Hoc
International Studies Week	President	11	3	5	2	Ad Hoc (1 community)
Judicial Board	Dean of Student Life	9	2	2	5	Institutional Standing
Library	VPAA	7	4	3	0	Institutional Standing
Rank and Tenure	VPAA	5	5	0	0	Faculty Standing
Res. Hall Conduct Board	Dean of Student Life	9	0	4	5	Institutional Standing
Self-Study Steering	President	11	5	4	2	Ad Hoc
Spiritual Life	Dean of Student Life	11	3	3	4	Institutional Standing (1 community)
Student Academic	VPAA	5	1	0	4	Institutional Standing
Technology	President	10	3	7	0	Institutional Standing

Student Government Association

The Student Government Association (SGA) is comprised of six executive officers and 15 senators. The dean of student life is the advisor. SGA promotes student interests to the administration, serves as a forum for

the exchange of ideas among students, and oversees the activities and funding for 35 registered student organizations.

Three of the executive officers are elected in the late spring to serve for one calendar year--president, vice president, and treasurer. The other three officers--secretary, parliamentarian, and publicity coordinator--are elected no later than the fifth week of the academic year. Seven senator positions are held by second-year students: the class president, one representing each hall, and three elected at large. There are also seven first-year senator positions: the class president, one representing each hall, and three elected at large. One representative is elected to represent the commuter students if they choose. (Usually, there are fewer than five full-time commuter students, and their level of involvement varies.) In addition to the officers and senators, associate membership in the senate is available to one representative of each club and organization who wishes to exercise the option. Associate senate membership is also open to individual students who apply and are approved by the SGA executive officers. (A copy of the SGA Constitution is available in the Resource Room.)

In order to improve communication with their constituents, SGA members established bimonthly rounds several years ago. SGA senators take turns visiting the suites in each residence hall to gather suggestions from students as well as to share information with them. Suggestions collected on rounds are reviewed at the weekly senate meeting, and appropriate action is taken on them. This program has resulted in several improvements to academic and residential life. It is also in part responsible for the success of Cottey's Assessment Day (see Chapter 13) because SGA senators are able to inform students about what will happen on that day and why it is important.

Another program, in cooperation with the President's administrative council, offers students the opportunity to give feedback regarding their Cottey experience to senior administrators. A unique evening meeting,

President's Council Night In, is held in the fall. Student leaders forge collaborative relationships with administrators to gather information and seek solutions to student concerns.

SGA has taken a prominent role in the shared governance process in the last ten years. Significant policy changes initiated and/or participated in by SGA and adopted by the board of trustees include: revision of the Honor Code; a change in the male visitation policy allowing male visitors to be in individual student rooms; revision of disciplinary process for cases of suspected academic dishonesty; and Internet access in student rooms.

The revision of the Honor Code is an example of shared governance working to improve policies and procedures at the College. Before fall 2001, the processes used to address cases of suspected academic dishonesty varied--some faculty would handle the incident privately with the student and the VPAA, while others would use the campus grievance system. Dissatisfied with the lack of consistency in dealing with cases of academic dishonesty, faculty and students worked together to develop a new procedure. The President and the trustees endorsed the new procedure.

Student discipline is the responsibility of the dean of student life in conjunction with SGA. The College has two disciplinary boards. The Judicial Board hears suspected violations of campus policies, and the Residence Hall Conduct Board hears suspected violations of residence hall policy. Both boards are chaired by a student. The disciplinary process is outlined in the Cottey College Student Handbook.

