

NHTI GOVERNANCE & ORGANIZATION

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A. Mission/Values/Vision Statement

During the spring of 1996, the NHTI Institute Leadership Team initiated a college-wide effort to develop a Mission/Values/Vision Statement that would be a living document to shape and guide decision-making and campus-life on a daily basis. A biennial review process ensures that there is an ongoing commitment to the statement and that the statement is, in fact, still valid with changes and improvements made where necessary. The most recent revision of the Mission/Values/Vision Statement appears on the NHTI Web site at <http://www.nhti.edu/about/mission.htm>.

B. NHTI Administrative Structure and Function

The NHTI administrative structure is illustrated by the NHTI Organizational Chart Overview (see Appendix), which conveys responsibility and reporting relationships. Individual roles are further described in Supplemental Job Descriptions, which are signed by employees upon hiring, and which are maintained in the Human Resources Office in Little Hall.

As required by the enabling legislation, NHTI's Chief Executive Officer (CEO) is the President, who is nominated by the Chancellor, and appointed by the Board of Trustees. As the CEO, the President holds full appointing and fiscal powers and delegates tasks to individuals as illustrated in the NHTI Organization Chart Overview.

The college is managed below the level of President by three Vice Presidents: the Vice President of Academic Affairs, the Vice President of Student Affairs, and the Vice President of Continuing and Corporate Education. The Associate Vice President of Enrollment and Retention, the Chief Financial Officer, and the Director of Communications also report directly to the President.

As an agency of the State of New Hampshire, NHTI is administered in accordance with the same laws and policies that apply to all State agencies. These laws and policies can be found in the documents referenced in Section II.A of this handbook.

C. Governance Model Structure and Function

NHTI's Governance Model/Wheel (see Appendix), which was developed in 1996 by a team of faculty, staff, and administrators, illustrates the shared governance structure and the interrelationships among academic departments and administrative offices. The circular structure of the Governance Model/Wheel is intended to demonstrate that, while the administrative organizational chart gives the appearance of a top-down hierarchy in decision-making, achieving the mission and vision of the college and maintaining its values are both the right and the responsibility of all campus constituencies. The placement of the individual at the hub of the wheel is meant to convey that the intention of shared governance at NHTI is to include individuals in decision-making processes as much as possible and to empower the individual to initiate and implement changes in and improvements to the college and its activities.

Surrounding the individual in the Model/Wheel is a ring that includes members of the Institute Leadership Team (ILT) who act as sponsors for individuals with concerns or ideas. (See section IV.G below for a description of the ILT.) The role of a sponsor is to assist the individual with bringing his/her idea or concern to the most appropriate audience. If a decision is made by the ILT to form a team to pursue a response to the idea or concern, the sponsor then helps guide the team as it works, brings any team recommendations before the ILT for consideration, and discusses the ILT response with the team.

The next ring of the Model/Wheel includes all the employees and students at the college in their functional areas. Individuals, whether employees or students, can be seen in the Model/Wheel to have multiple avenues to bring forward a concern or idea to the campus community. For example, a faculty member with an idea to improve cultural events offerings could bring that idea forward through the Vice President of Academic Affairs, the Institute Forum (described in section III.D below), or the President, since faculty appear in all three areas.

The outer ring of the Model/Wheel, the teams, indicates where the work of the college is really accomplished. Teams may be “natural work groups,” which are structured in alignment with the administrative organizational chart; these teams include academic departments and institutional offices, such as “the Nursing Department,” “Security,” or “the Bursar’s Office.” Other teams are “cross functional,” in that they are made up of representatives from many different “natural work groups.” Formation of these teams occurs through a charter process, which is described in Section IV.G below. All teams maintain a statement of mission and/or purpose, engage in strategic planning, and maintain records of accomplishments through annual reporting to an appropriate member of the ILT.

The effectiveness of the Governance Model/Wheel is evaluated on an ongoing basis by the Governance of Organization Assessment Team (the GOATs) (described in section IV.H below), which is also responsible for educating the campus community regarding effective use of the Model. The GOATs use data from surveys, focus groups, and teams in reviewing governance policies and procedures and make recommendations for improvements.

D. Institute Forum

In the Fall of 1993, the Faculty Forum, which had long been the sole venue for discussion of faculty concerns, initiated a review of the NHTI’s system of governance. The work of the Forum, temporarily suspended during the period of System reorganization, was then incorporated into the work of the 1995/1996 Governance Team, which ultimately developed the current Governance Model/Wheel. Meanwhile, Faculty Forum voted in 1996 to reorganize as the Institute Forum, which now includes all employees (all faculty, staff, and administration; both full- and part-time).

The Forum is considered a key component of the Governance Model, and the President of Institute Forum serves on the Institute Leadership Team. The Forum provides a venue for discussion of any issues of concern or innovative proposals brought forward by any member of the campus community. The objectives of the Institute Forum are described in its Constitution, which can be found in the Appendix at the back of this handbook.

E. Institute Advisory Board

With suggestions from the campus community and approval from the Chancellor, the President selects and maintains the Institute Advisory Board, which, though it has no legal authority, provides valuable counsel to the President. Board members have strong ties to business and industry, community interests, the education community, and state and local government that make them important advocates for the college's programs and activities. The Board typically meets once a month throughout the fall and spring semesters.

F. Strategic Planning

All members of the campus community are involved in strategic planning for personal, departmental, and institutional growth and change. In an effort to ensure that strategic planning is in alignment with the System's and the college's Mission/Values/Vision Statements, members of the Institute Leadership Team (ILT) has developed and periodically revises a comprehensive document that integrates strategic planning by all campus constituencies.

G. Team Formation and Function

As described in Section IV.C above, any member of the campus community can seek a sponsor from the membership of the Institute Leadership Team (ILT) to bring an idea or concern to a larger campus audience. One route that may be taken is the formation of a cross-functional team. New teams are proposed using the Team Charter Form (see Appendix), which is usually completed by the individual proposing the team and the team's proposed sponsor with assistance from other interested parties. The ILT oversees the formation of all teams to ensure that the proposed team's goals and success indicators are in alignment with the college's Mission/Values/Vision Statement and that the proposed membership of the team is appropriate to the accomplishment of the goals. All approved team charters are maintained in a file in the President's Office.

Teams may be created as "standing" or permanent teams to do ongoing work, or they may be created as *ad hoc* teams to accomplish a focused objective. All teams maintain a statement of mission and/or purpose, engage in strategic planning, and maintain records of accomplishments through annual reporting to an appropriate member of the ILT. The Governance and Organization Assessment Team conducts a periodic review of all team charters to ensure that existing teams' work is reflected accurately in the charter. Charters for teams whose work has been completed are moved to a "retired" file accompanied by a final report.

H. Active Teams

A list of the college's standing and *ad hoc* teams can be found in the Appendix. To learn more about any team, consult the President's Office staff to review the team charter.