



# Operating Standard

**Title:** Developing Operating Standards

**Number:** A1000.10

**Type:** Administrative

**Responsible:** President

**Related Policies:** A1000

**Linked Operating Standards:** A1000.00; All

**Related Laws:** None

**Related External Standards:** None

**HLC Criterion:** 1A, 2A, 2B, 2C, 4A, 4C

## 1.0 Statement

Shawnee Community College affirms that Operating Standards (OSs) are more than administrative tools; they are expressions of the College's values in action. Developed through shared governance, OSs embody collaboration, fairness, and transparency while guiding how we translate our commitments into consistent practices. By doing so, they promote accountability, equity, and clarity in service to students, employees, and the broader community. Operating Standards ensure that daily operations reflect the College's mission, advance student success, and sustain public trust.

## 2.0 Purpose & Scope

The purpose of this standard is to:

- Provide a uniform process for creating and revising OSs.
- Ensure that OSs are consistent, accessible, and appropriately detailed.
- Support the integration of SCCES and Monitoring Report evidence when applicable.
- Serve as guidance for Shared Governance Councils, Cabinet, and the President's Office in drafting and maintaining OSs.
- Operating Standards exist to put Administrative Policies into practice through consistent processes, responsibilities, and guidelines.

This standard applies to all OSs developed under the Shared Governance system.

## 3.0 Definitions

This OS uses common definitions maintained in the Master Definitions List (see A1000.15). During the transition period, some definitions are included here for clarity until fully integrated into the Master List.

- **Administrative Policy** – Values-driven commitments adopted under presidential authority that articulate and guide the College's culture, behaviors, and impact on students, employees, and community. Administrative Policies provide the foundation for Operating Standards.

- **Board Policy** – Statements adopted by the Board of Trustees that establish Strategic Outcomes (desired results related to college purpose), Executive Limitations (boundaries for presidential action), Delegation of Authority (Board–President relationship), and Bylaws (Board operations).
- **Decision Prompts** – Guiding questions provided in this standard to help determine when to include specific sections in an OS.
- **Guideline** – A recommended course of action or “*pre-made decision boundary*” designed to promote consistency and reduce ambiguity, while leaving room for professional judgment and flexibility.
- **Operating Standard (OS)** – An administrative tool that translates Administrative Policy into consistent practices, expectations, and measurable outcomes.
- **Practice** – The customary or habitual way something is done in daily operations; may or may not be formalized in policy, procedures, or standards.
- **Procedure** – Step-by-step actions that show how a process is carried out consistently. Flowcharts are encouraged where appropriate to support clarity, usability, and training. Procedures are most valuable when they provide clarity, enable compliance, support training, and/or enhance accountability.
- **Process** – A broad sequence of related activities that collectively achieve an outcome (e.g., student registration, payroll). Focuses on the “what.”
- **Rule** – A mandatory directive or requirement that must be followed, often grounded in law, regulation, or institutional policy.
- **System** – An interconnected set of processes, structures, and practices designed to achieve defined results. Systems connect inputs and processes to outputs (the intended results of system operation) and outcomes (the actual results that occur because the system operates). Examples include the Shawnee Community College Effectiveness System (SCCES), the Financial Planning & Resource Allocation System, or the Student Enrollment and Success System.
- **Template** – The approved OS structure that ensures consistency across all standards.

#### **4.0 Standard Section Structure**

All OSs should use the approved **template**. The standard sections are listed below, and guidance on when to include, abbreviate, or omit a section is provided in **5.0 Decision Prompts for Section Inclusion**. Additional sections may be included when necessary to ensure clarity, consistency, or to address the complexity of the OS.

- **Header Block** – Includes Title, Number, Type, Responsible, Related Policies, Linked OSs, Related Laws/Standards, HLC Criteria. *Completed and maintained by the President’s Office.*
- **Statement** – Values-driven rationale for the OS.
- **Purpose & Scope** – Defines intent and applicability.
- **Definitions** – Clarifies technical or legal terms as needed.
- **Roles & Responsibilities** – Assigns accountability.
- **Procedures** – Step-by-step actions that show how a process is carried out consistently. **Flowcharts are encouraged where appropriate to support clarity,**

**usability, and training.** Procedures are most valuable when they provide clarity, enable compliance, support training, and/or enhance accountability.

- **Guidelines** – Recommended practices or “*pre-made decision boundaries*” that provide direction and promote consistency while allowing professional judgment. Guidelines communicate institutional decisions or parameters within which employees may exercise discretion.
- **SCCES Connections** – Identify any Key Performance Elements (KPEs), Key Performance Areas (KPAs), or Key Performance Measures (KPMs) supported by this OS. If applicable, specific Key Performance Indicators (KPIs) may also be referenced where the OS directly influences a measurable indicator.
- **Monitoring Report Connections** – Identify whether this OS generates evidence that supports compliance with Board Strategic Outcomes or Executive Limitations. *This section is limited to evidence that will be reported to the Board through Monitoring Reports.*
- **Data Collection & Review** – Describe how the College will internally review and evaluate the effectiveness of this OS. This includes defining the review cycle, identifying what data will be collected, and specifying who is responsible for analysis. Data Collection & Review supports continuous improvement of administrative practices.
- **Change Log** – Documents revisions. *Maintained by the President’s Office.*

### **5.0 Decision Prompts for Section Inclusion**

The following prompts correspond directly to the sections in **4.0 Standard Section Structure** and are intended to help drafters decide which should be included or abbreviated in a given OS.

- **Definitions** – Does this OS use specialized or unique terms not already included in the Master Definitions List (See A1000.15)
- **Roles & Responsibilities** – Do multiple offices or functions share responsibility?
- **Procedures** – Would step-by-step instructions add value by providing clarity, enabling compliance, or supporting training and accountability? Or can existing departmental procedures be referenced instead?
- **Guidelines** – Would pre-made decisions or boundary conditions add value by promoting consistency, reducing ambiguity, or supporting professional judgment?
- **SCCES Connections** – Does this OS support a KPE, KPA, or KPM within SCCES? If it directly influences a measurable indicator, should a KPI also be referenced?
- **Monitoring Report Connections** – Does this OS provide measurable evidence that the Board will require to evaluate a Strategic Outcome or Executive Limitation?
- **Data Collection & Review** – What information will the College collect internally to assess whether this OS is working as intended? Who reviews it, and how often?

### **6.0 Roles & Responsibilities**

Proposals for Operating Standards — whether new, revised, or retired — may originate from any Council, Team, Cabinet, or the President. Drafting Teams are then responsible for preparing proposals in consultation with appropriate stakeholders.

- **Drafting Team/Proposer** – Initiates an OS proposal and consults stakeholders as needed.
- **Shared Governance Councils** – Develop, review, and refine OSs within their respective domains. Councils recommend draft OSs to Executive Council for institutional alignment.
- **Executive Council** – Reviews and refines OSs originating from any Council, ensures alignment with institutional priorities, and recommends them to the President for approval.
- **Cabinet** – Ensures strategic alignment, coordination, and resource feasibility of OSs. While membership may overlap with Executive Council, Cabinet’s role is strategic and operational, while Executive Council’s role is governance.
- **President** – Approves OSs under delegated Board authority.
  - The President may issue an OS directly when urgent compliance, legal, or accreditation matters require immediate action. Such OSs will be forwarded to Executive Council for subsequent review to ensure alignment with institutional priorities and Shared Governance.
- **President’s Office** – Maintains the official repository, publishes OSs, ensures completion of the Header Block, and manages the Change Log for all OSs. The President’s Office also oversees the Master Definitions List (see A1000.15), ensuring consistency of terminology across all Operating Standards and coordinating updates with Shared Governance Councils as needed.
- **Office of Institutional Effectiveness (OIE)** – Supports SCCES and Monitoring Report integration and advises on assessment measures.

*Note: Teams primarily implement Strategic Plan initiatives and resolve operational issues. While they do not originate OSs, Teams may identify needs that Councils translate into policy or standards.*

## **7.0 Oversight & Review**

- OSs must be reviewed at least once every five year or sooner if required by law, accreditation, or institutional need.
- Reviews should consider SCCES alignment, Monitoring Report utility, and operational effectiveness.
- All changes must be documented in the Change Log.

<b>Change Log</b>		<b>Governance Unit: Executive Council</b>
<b>Date</b>	<b>Description of Change</b>	
9.25.25	Initial Adoption	