

College of San Mateo

~~Implementing Shared Governance~~ Participatory
Governance

Adopted by the Four Governance
Constituencies: Academic Senate, ~~Classified~~
~~Senate~~, Classified Staff, Associated Students,
Management Council

~~December, 1993~~

Revised: XXXX

College of San Mateo

~~Shared~~ Participatory Governance

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Section 1

Definition of ~~Shared~~ Participatory Governance at College of San Mateo

~~Shared~~ Participatory governance is a set of structures and processes that:

- Involve the genuine participation of faculty, classified staff, students, and administrators; and
- Effectively capture participants' collective wisdom and voice to reach the best recommendation(s) for the decision-maker(s) and for the good of the campus community.

Section 2

Philosophy of ~~Shared~~ Participatory Governance at College of San Mateo

The guiding principle of ~~shared~~ participatory governance at College of San Mateo is a commitment by the four governance constituencies (Academic Senate, ~~Classified-Senate~~ CLASSIFIED STAFF, Associated Students, Management Council) to ensure that their participation in decision making leads to the most effective and efficient achievement of the college's goals and objectives. Pervading all decision making must be the recognition that the college exists to educate its students.

Although the reform legislation of AB 1725 legally created a new structure of community college governance, students, classified staff, faculty, and administrators at CSM have developed a ~~shared~~ participatory governance process that distinctly reflects the philosophy and character of CSM. Trust and a common vision for the college are essential elements for decision making in the context of ~~shared~~ participatory governance. To achieve a climate that produces these two elements, the constituencies recognize that mutual respect, cooperation, inclusive participation that draws on the strength of diversity, equality, and an atmosphere that fosters a sense of campus community must be present.

The constituencies also acknowledge that traditional and legally mandated roles must be maintained. For example, within the context set by the statutes and regulations that govern the college, the college president is responsible for the budget and the fiscal integrity of the institution, and the Academic Senate assumes primary responsibility for making recommendations in the areas of curriculum and academic matters. However, to make effective decisions in their areas of responsibility, each constituency must include genuine participation in the decision-making process from other affected constituencies. Capturing the collective wisdom and voice of the governance constituencies should lead to the best recommendation(s) for the decision-maker(s) and for the good of the campus community.

Although the existing committee structure at CSM will remain in place, some modifications will be necessary to ensure that all affected constituencies are consulted. Each of the four governance constituencies is responsible for its own committees and the incorporation of ~~shared~~ participatory governance principles in its committee membership and processes, wherever appropriate.

Section 3

The Structure of Participatory Governance at College of San Mateo

The college community has defined shared governance. In the 1993 Implementing Shared Governance document, the college community had defined shared [participatory] governance as “a set of structures and processes that involve the genuine participation of faculty, classified staff, students and administrators...” Embedded in that definition is the notion that shared [participatory] governance will exist at all levels of the college – departments and divisions, as well as college-wide planning and budgeting groups.

~~A principal but by no means exclusive manifestation of shared governance will be the establishment of a college-wide shared governance committee, The College of San Mateo College Council. One of the expressed purposes of the Council will be to foster the achievement of the goals and purposes of shared governance at CSM and the continued implementation of shared governance throughout the college. It will fulfill that purpose, in part, by developing a training program that will give faculty, staff, administrators, and students throughout the college the skills with which to practice shared governance.~~

~~As a result, the first step is the establishment of a single shared governance body the college level. The expectation, however, is that once armed with the proper tools CSM’s faculty, staff, students, and administrators will be able to begin the work of rebuilding the institution’s governance structures from the ground up. At that point shared governance will become a genuine reality, extending beyond the College Council and becoming the institution’s primary means for reaching decisions and solving problems.~~

College Council was established as the college-wide participatory governance committee. Initially, its expressed purpose was to foster the achievement of the goals and purposes of participatory governance at CSM and the continued implementation of participatory governance throughout the college. It was to fulfill this purpose, in part, by developing a training program that would provide faculty, staff, administrators, and students throughout the college the skills with which to practice participatory governance.

Since the implementation of shared [participatory] governance in 1993, participatory governance is now well-established at the college and fully embedded in the structure of the institution. There are a number of well-established participatory governance committees that operate effectively at the college. In addition, the Board of Trustees has developed policies that govern the participatory governance process for the colleges. In 2009, a new integrated planning model was developed at CSM which resulted in the establishment of the Institutional Planning Committee (IPC). The majority of key college recommendations and decisions are now generated from the IPC and because participatory governance is now embedded throughout the college, the function and purpose of College Council was questioned.

In April, 2013, a College Council focus group was conducted. The purpose of the focus group exercise was to provide a qualitative evaluation of College Council; to identify areas of overlap or redundancy with IPC and to suggest areas for improvement. The focus group was broadly intended to capture members' perceptions, brainstorm, diagnose problems, and stimulate new ideas.

As a result of the focus group work, the membership determined that College Council should be retained as a participatory governance committee, but with a revised mission and purpose. The revised mission and purpose were developed and approved in spring, 2013.

Section 4

Charter and Bylaws of the College of San Mateo College Council

I. TITLE

The official title of the college's ~~shared~~ participatory governance council shall be The College of San Mateo College Council.

II. ~~PURPOSES~~-MISSION AND PURPOSES

The Mission of the College Council is to:

- Provide guidance and oversight of the participatory governance process at College of San Mateo
- Serve as a repository and clearinghouse for ideas generated by the college community.

The purposes of the College Council are to:

- Foster the achievement of the goals and purposes of ~~shared~~ participatory governance at CSM;
 - Ensure effective ~~facilitate the continued implementation of shared~~ participatory governance throughout the college in a way that recognizes and respects the functions and responsibilities of the four governance constituencies: the Academic Senate, Associated Students, ~~Classified Senate~~ Classified Staff, and Management Council;
 - Provide a review and appraisal function for all institutional committees to ensure that the participatory governance process is being followed; and
 - Assist in coordinating annual training for members of institutional committees.
-
- ~~serve as the principal forum in which the college addresses issues related to planning and program review; and~~
 - ~~participate in the development of the institutional budget and in giving advice to the administration on college-wide budget decisions.~~

III. MEMBERSHIP

1. Number and Selection of Members: The College Council shall consist of no fewer than twelve nor more than sixteen members, as follows:
 - a. The president of the college and the presidents of the Academic Senate, Associated Students, and ~~Classified Senate~~ Classified Staff, each of whom shall hold membership by virtue of his or her office.
 - b. Eight to twelve additional members (hereinafter called "designated

members") chosen by the Academic Senate, Associated Students, ~~Classified-Senate~~ CLASSIFIED STAFF, and Management Council, each of which shall choose two or three designated members as it sees fit.

2. Methods and Criteria for Selection of Designated Members: The Academic Senate, Associated Students, ~~Classified-Senate~~ Classified Staff, and Management Council shall each devise its own methods and criteria for selecting designated members, but each shall do so in a way that is designed to yield a membership that is committed to the Council's purposes, broadly representative of the college community, ~~and ethnically diverse.~~

3. Training of Members: Each member shall receive training as specified in article VI, section 2.
4. Term of Membership of Designated Members: Each designated member's term shall commence at the first meeting of the College Council during the Fall term and last for two years. ~~Notwithstanding the previous sentence, the terms of the first designated members to serve following the adoption of this Charter and Bylaws shall be fixed by the presidents of the four designating organizations (in consultation with their respective governing boards) in a manner that will provide for the expiration each year of the terms of approximately one half of the designated members.~~
5. Removal of Members:
 - a. If an individual who holds membership by virtue of his or her office ceases to hold that office, he or she shall cease to be a member.
 - b. Any designated members may be removed, with or without cause, by the organization that designated the member.
6. Replacement of Members:
 - a. If the president of the college vacates his or her position at the college, the person selected by the Board of Trustees as acting or interim president shall become a member of the College Council. Similarly, if the president of the Academic Senate, Associated Students, or ~~Classified Senate~~ Classified Staff vacates his or her position, the person selected as acting or interim president of that organization shall become a member of the College Council.
 - b. Whenever a designated member terminates his or her membership, whether by resignation, removal, or otherwise, the vacancy created shall be filled by the original designating organization.
 - c. Any person selected to fill a vacancy on the College Council shall hold membership for the unexpired term of his or her predecessor on the Council, subject to the power of removal contained in Section 5 of this article.
7. Recognition of Members' Service: Members who have served on the College Council for at least one term shall receive appropriate recognition from the college, the organization they represent, or both. Members shall not receive extra compensation or assigned time for service on the Council.

IV. MEETINGS

1. Facilitation of Meetings: The College Council shall not have a chairperson or similar presiding officer. Instead, the Council shall ~~appoint an individual who possesses the requisite skill, experience, and training, and who is not a member of the Council, as a standing facilitator~~ seek from its membership individuals to facilitate all meetings of the Council. Members will rotate serving as the meeting facilitator. ~~The facilitator shall serve at the pleasure of the College Council.~~
2. Conduct of Meetings: ~~Except as prescribed by the Council's facilitator,~~ Formal rules of procedure shall not govern the conduct of College Council meetings. Instead, the Council shall follow a flexible set of procedural rules adopted by the Council itself ~~or, if appropriate, by its facilitator~~. Those rules shall, among other things:
 - a. Incorporate consensus building as the Council's principal method for decision making.
 - b. Specify the use of polling in strong preference to voting.
 - c. Make explicit provision for the expression and memorialization of dissenting opinions.
 - d. Provide for full participation by non-member technical experts or advisors whenever appropriate.
3. Place of Meetings: The College Council shall hold all of its meetings on the campus of College of San Mateo or at such other place or places ~~as the facilitator of the Council may from time to time designate~~.
4. Open Meetings: All meetings of the College Council shall be open and public.
5. Regular and Special Meetings: The College Council shall hold a regular meeting once each month, during the academic year, at such times as the Council may fix. A second monthly meeting may be required and held if agreed upon by a consensus of Council. ~~In addition, the facilitator upon request of three members, or the president of the college may call a special meeting of the Council at any time.~~
6. Agenda and Minutes: The College Council shall provide for the distribution of an agenda before each meeting of the Council, and a meeting summary or minutes after each meeting of the Council.
7. Quorum: Fifty-percent of the members plus one shall constitute a quorum at any meeting of the College Council, provided, however, that at least one member from each of the four governance constituencies is present.

~~V. COMMITTEES~~

~~The College Council may appoint one or more Council Committees, consisting of one or more members and any number of non-members, with such duties and responsibilities as the Council shall deem appropriate.~~

~~VI. TRAINING~~

1. General Training: The College Council shall develop, and advise the college administration on the implementation of a ~~shared~~ participatory governance training program for faculty, staff, administrators and students. By participating in the program, individuals should, at a minimum, acquire or enhance skills in:
 - a. Problem solving and decision making (particularly consensus decision making).
 - b. Conflict resolution.
 - c. Effective meeting management, facilitation, and participation.
 - d. Data gathering and analysis.
 - e. Basic budgeting ~~and accounting~~.
2. College Council Training: As a condition of Council membership, and in addition to the general training, every member shall, ~~in a manner and to the extent determined by the College Council~~, complete the special Council training for members.

~~VII. AMENDMENTS~~

This Charter and Bylaws may be repealed by the President of the college or by the governing board of the Academic Senate, Associated Students, or ~~Classified Senate~~ Classified Staff. The Charter and Bylaws may be amended or added to, or a new Charter and Bylaws may be adopted, by the consensus of College Council. ~~unanimous consent of the President of the college and the governing boards of the Academic Senate, Associated Students, and Classified Senate.~~

Section 5

TRAINING PROGRAM

General Training

Description: This experiential training will provide an introduction to effective meeting ~~management participation~~ and meeting facilitation. This training is designed so that all members of the college community will benefit from participation whether or not they are a part of the CSM College Council. The ~~two-day~~ training will be offered ~~at various several~~ times so many faculty, classified staff, administrators, and students can take advantage of the training opportunity. The training will be offered first to members of the CSM College Council and IPC, ~~Management Council~~, and then to other key institutional committees as identified by College Council. ~~the rest of the campus community.~~

Duration: 2 days

~~Who attends: (in order) Members of the CSM College Council and Management Council members; the rest of the campus community~~

Size of group: When possible, groups will be limited to ~~30~~ 20 participants each session.

Components:

- Overview of ~~shared~~ participatory governance at CSM
- Elements of effective meeting ~~management~~ facilitation
- Role/function/responsibilities/skills for meeting facilitators
- Role of group recorder
- Group process tools (e.g. using "I" statements; allowing all members to effectively participate)
- Effective communications skills
- Consensus: definition and how to achieve it
- Conflict resolution
- How to be an effective group participant
- Giving/receiving non-judgmental positive and negative feedback
- Elements of process observation
- Discussion vs. dialogue

College Council training

Description: This training will take place annually at the first several meetings of the CSM College Council each academic year or whenever there is a significant turnover in membership, and ~~is based on the assumption that all members of the Council have completed the generic training.~~

Components:

- Team building activities
- Orientation to the Council's purpose, charge, philosophy and history

- Roles and responsibilities of the Council and Council members
- Council ground rules
- ~~Understanding the budgeting/planning process at CSM~~
- Developing a shared vision of the CSM College Council

Advanced facilitator training

Description: This advanced level of training is designed for those who have completed the general training and who have an interest in or aptitude for developing skills to be a meeting facilitator. This experiential training will provide further opportunities to practice advanced techniques in meeting facilitation.

Who attends: those who have already completed the generic training

Group size: 10-12 participants

Duration: 1 or 2 days

Components:

- More practice facilitating/recording
- More skills/tools to add to the repertoire
- Discussion of participants' experience/problems/successes in facilitation

APPENDIX A

History of the Development of Shared Governance at College of San Mateo, 1991-1993

The development of the shared governance model for College of San Mateo resulted from a process that involved broad participation by the college community. The Classified Senate, the Associated Students, the Academic Senate, and Management Council were the four official governance constituencies that administered the process. However, the work of the Vision 2000 Shared Governance Committee, focus groups, Academic Senate Governing Council meetings, Classified Senate Executive Board deliberations, Management Council discussions, Associated Students meetings, and brown bag lunches ensured open, inclusive participation from students, faculty, classified staff, and administrators.

In 1988 Assembly Bill 1725 enacted a new structure of community college governance. Out of this reform legislation grew the concept of shared governance, which was initially considered at CSM by the Vision 2000 Shared Governance Committee. Members of this committee were Robert Clarke (student), Ardash Ozsogomonyan (administrator), Bill Rundberg (faculty), and Christina Witkowski (classified staff). The committee met during Spring 1992 and submitted its final report to Interim President Richard Jones on June 17, 1992. (See accompanying document.)

In September 1992, responding to the Vision 2000 Shared Governance report, President Peter Landsberger began to organize college-wide input into the development of shared governance at the college. A shared governance steering group, organized by the college President and consisting of the President's Cabinet and the presidents of the Academic Senate, the Associated Students, and the Classified Senate, recommended a list of potential members drawn from all segments of the college. Working from this list of suggested members, each governance constituency then modified and approved a list of members from its constituency to serve on the focus groups. The college President and the president of the Academic Senate facilitated the focus groups, which were held during November and December.

In December 1992 concerned faculty observed that the existing shared governance steering group, now augmented by two members who had served on the Vision 2000 task group (Ardash Ozsogomonyan and Bill Rundberg), did not adequately reflect the cultural diversity of the college. Also, the president of the Classified Senate noted that a larger committee would enable all governance constituencies to have greater representation and, therefore, wider input into the process. A more representative committee would demonstrate a genuine commitment to shared governance. As a result, the original shared governance steering group dissolved itself and proposed the formation of a new Shared Governance Implementation Committee, whose membership would more fully represent the four constituencies and the cultural diversity of the campus community. After careful deliberations by the four constituencies, a new Shared Governance

Implementation Committee was formed and began its work in April 1993, with the guidance of Cecil Reeves, an outside facilitator.

Drawing on the input from the *focus* groups and discussions held at meetings of the governing bodies of the four constituencies, the Shared Governance Implementation Committee formulated the basic philosophy and structure of shared governance at CSM. During Summer 1993 a sub-committee of eight members of the larger twenty-member Committee met to write a shared governance model based on the larger Committee's work. In September 1993 the writing subcommittee presented a draft of Implementing Shared Governance to the Shared Governance Implementation Committee. The Committee approved the document and agreed to advocate for its acceptance by the four governance constituencies.

Copies of Implementing Shared Governance were widely distributed throughout the campus. Through its governing board or other appropriate group, each constituency discussed the document and offered suggestions for modifications, which were then taken back to the Shared Governance Implementation Committee in October.

Based on input from the four constituencies, the Shared Governance Implementation Committee made one substantive change in the wording of the membership section of the Charter. This change in wording added a phrase noting that the College Council's membership should be broadly representative of the college community. Other changes involved editing and did not change the substantive content of the document. The Shared Governance Implementation Committee then sent the draft document back to each constituency for a vote of ratification.

The Shared Governance Implementation Committee agreed that, upon ratification by all four constituencies, its work as a committee would be complete. The presidents of the four constituencies would then become responsible for completing the process of implementing the shared governance document.

APPENDIX B1

Suggested College Council Policies and Procedures

College Council Communication

One of the requisites in helping to make shared participatory governance work at CSM will be effective communication. Below are suggested means for keeping the campus community informed of issues and developments in which ~~shared~~ participatory governance is involved:

1. Agendas and ~~minutes~~ summaries of meetings of the College Council will be posted on the College Council website and distributed to the College list serv.
2. ~~A summary of the meetings of the College Council should be posted prominently in workrooms, mailrooms, and administrative offices.~~
3. The presidents of the constituent bodies represented on the College Council will be responsible for keeping their respective groups informed of shared governance activities by reporting back to those bodies.
4. Open forums and ~~open~~ all-college meetings can be held with the campus community.
5. ~~An annual report will be presented by the College Council to the college community.~~

APPENDIX B2

Suggested College Council Policies and Procedures

College Council Agenda

A matter may be placed on the College Council's agenda in the following ways:

1. Any member of the College Council may place an item on the Council's agenda.
2. While the Council is to operate with an open agenda, it can select specific agenda items for discussion at each meeting.
3. ~~A form might be developed for placing an item on the Council's agenda. This form would be transmitted to the facilitator in a timely manner for inclusion on the published agenda for a meeting. At the conclusion of each meeting, Council will submit suggestions for agenda items for the next meeting.~~
4. A Council member may request, at the outset of a meeting, the inclusion of a topic for discussion at that meeting.

APPENDIX B3

Suggested College Council Policies and Procedures

Expectations of College Council Members

Among the expectations for members of the College of San Mateo College Council are the following:

1. Members of the College Council should display a willingness to reexamine their assumptions.
2. Members should possess a campus-wide community outlook.
3. Members should show their commitment to ~~shared~~ participatory governance by active and regular participation in College Council meeting and activities.
4. Members will participate in the ~~shared~~ participatory governance training program.
5. Members will keep lines of communication open by informing constituents ~~about those outside the College Council~~ of issues and developments involving ~~shared~~ participatory governance.

APPENDIX B4

Suggested College Council Policies and Procedures

Evaluation of the College Council

The shared governance process will be periodically reviewed in order to evaluate its success:

1. Such periodic review /evaluation will focus on the effectiveness of the College Council and will obtain feedback from the college community on the effectiveness of ~~shared~~ participatory governance.
2. Such periodic review /evaluation could consist of a self-assessment by the College Council and a survey, by means of a questionnaire, of the constituent bodies represented on the College Council.
3. Such review/evaluation should be undertaken annually.