

College of San Mateo

Participatory Governance

Revised August 2017

College of San Mateo

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Section 1

Definition of Participatory Governance at College of San Mateo

Participatory governance is a set of structures and processes that:

- Involve the genuine participation of faculty, classified staff, students, and administrators; and
- Effectively capture their 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 Participatory Governance at College Of San Mateo

The guiding principle of participatory governance at College of San Mateo is a commitment by the four governance constituencies (Academic Senate, Classified Senate, Associated Students, Management Council) to ensure that their participation in decision making leads to the most effective, 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 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 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 governance principles in its committee membership and processes, wherever appropriate.

Section 3

The Structure of Shared Governance at College of San Mateo

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 participatory governance will exist at all levels of the college – departments and divisions, as well as college-wide planning and budgeting groups.

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 which resulted in the establishment of the Institutional Planning Committee (IPC). The fact that the majority of the key college recommendations are now generated from the IPC, and because participatory governance is now embedded throughout the college, the current function and purpose of College Council was brought into question.

As a result, in April, 2012, 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 the Institutional Planning Committee; and to suggest areas for improvement. As the moderator noted in her introduction to the session, the focus group was broadly intended to capture members’ perceptions, brainstorm, diagnose problems, and stimulate new ideas.

As a result of the focus group, the membership determined that College Council should still 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.

Note: In September, 2014, after discussion with the membership of College Council, it was agreed that IPC would assume oversight for the participatory governance process at the College of San Mateo. In addition, IPC will assume the training for members of all institutional committees and conduct periodic assessments of the effectiveness of institutional planning at the college. College Council was

officially discontinued in fall, 2014.

Section 4

College Council

CHARTER AND BYLAWS

The mission of College Council is to provide guidance and oversight of the participatory governance process at College of San Mateo. College Council will also serve as a repository and clearinghouse for ideas generated by the college community.

The purpose of College Council is to:

- Provide a review and appraisal function for all institutional committees.
- Assist in coordinating annual training for members of institutional committees.

Section 5

Charter and Bylaws of the College of San Mateo College Council

I. TITLE

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

II. PURPOSES

The purposes of the College Council are to:

- foster the achievement of the goals and purposes of shared governance at CSM;
- facilitate the continued implementation of shared 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, and Management Council;
- 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, 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, 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, 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 College Council, the membership of which 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 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 the 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 to facilitate all meetings of the Council. 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. 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 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. The Charter and Bylaws may be amended or added to, or a new Charter and Bylaws may be adopted, by the unanimous consent of the President of the college and the governing boards of the Academic Senate, Associated Students, and Classified Senate.

Section 6

Training Program

GENERAL TRAINING

Description: This experiential training will provide an introduction to effective meeting management 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 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 Management Council, and then to 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 participants each session

Components

- Overview of shared governance at CSM
- Elements of effective meeting management
- Role, function, responsibilities, skills for meeting facilitators
- Role of group recorder
- Group process tools
- 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, 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, 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

Section 7

Bibliography

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- The Fifth' Discipline, by Peter Senge
- The Memory Jogger Plus+, by Michael Brassard
- The Team Handbook, by Peter R. Scholtes and other contributors
- On O: Causing Quality in Higher Education, by Daniel T. Seymour "Creative Problem Solving in Quality Circles," by Geoffrey Ball
- "Facilitation Skills in Quality Circles," by Kenneth E. Blaker
- "Managing Quality Circles Effectively," by Frank J. Omowale Satterwhite
- "Making Decisions in Quality Circles," by Mildred Browne
- "Gathering, Analyzing and Presenting Data in Quality Circles," by Randall A. Cognetta and Jean Goodwine

APPENDIX B

1993 Shared Governance Implementation Committee Membership List

Faculty

Rich Castillo
Bill Dickey
Susan Estes
Modesta Garcia
Jean Multhaup

Classified

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John Martinez
Steve Robison
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APPENDIX C

1993 Shared Governance Implementation Writing Sub-Committee Membership List

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2013 Writing Sub-Committee Membership List

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Juanita Celaya

Administration

Jennifer Hughes

Students

Hayley Sharpe

APPENDIX D1

Suggested College Council Policies and Procedures – College Council Communication

One of the requisites in helping to make shared 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 governance is involved:

1. Agendas of meetings of the College Council should be posted prominently in workrooms, mailrooms, and administrative offices.
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 meetings can be held with the campus community.
5. An annual report will be presented by the College Council to the college community.

APPENDIX D2

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.
4. A Council member may request at the outset of a meeting the inclusion of a topic for discussion at that meeting.

APPENDIX D3

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 those outside the College Council of issues and developments involving shared participatory governance.

APPENDIX D4

Suggested College Council Policies and Procedures – College Council Annual Report

The annual report on the activities of the College Council will be an important document:

1. It will be prepared for distribution to the college community at the end of each academic year.
2. It will serve as a major communication tool in making the campus community aware of the accomplishments of shared participatory governance.
3. It will also be part of the historical record of the college's involvement in shared participatory governance.

APPENDIX D5

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.