

Date: September 18, 2013

To: CSM Employees

From: Members of College Council

Academic Senate Representatives: David Laderman, Theresa Martin, Eileen O'Brien

Classified Staff Representatives: Juanita Celaya, Cindy James, Aaron Schaefer

Associated Students Representatives: Christopher Cheung, Maggie Garcia, Amanda Governale,  
Hayley Sharpe

Management Council: Mike Claire, Gary Dilley, Jennifer Hughes, Krystal Romero

Subject: Proposed Revisions to 1993 *Implementing Shared Governance* document

**Background:** The development of the shared [participatory] governance model for College of San Mateo resulted from a process dating back to 1993 that involved broad participation by the college community. The passage of AB 1725 in 1988 enacted a new structure of community college governance. This reform legislation grew the concept of shared governance which was initially considered at CSM by the Vision 2000 Shared Governance Committee. An implementation committee was established to formulate the basic philosophy and structure of shared [participatory] governance at CSM. This resulted in the development of the document, *Implementing Shared Governance, December 1993*, which was adopted by all four constituencies to guide the implementation of shared governance at College of San Mateo.

At that time the College Council committee was established with representation from all constituents. The function and purpose of College Council was to:

- foster the achievement of the goals and purposes of shared [participatory] governance at CSM;
- ensure effective 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;
- Provide a review and appraisal function for all institutional committees.
- 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.

A great deal has been accomplished in the nearly twenty years since the *Implementing Shared Governance, December 1993*, document was adopted and College Council was established.

In response to accreditation recommendations in 2007, a new planning structure was developed at the College which resulted in the establishment of the Institutional Planning Committee (IPC) responsible for oversight of the integrated planning model and as the body that ensures the integration of institutional planning. IPC is a participatory governance committee with broad representation from all constituents. The emergence of IPC as a key institutional committee raised questions about the role and purpose of College Council. In April, 2013, an examination of College Council took place through a comprehensive focus group activity conducted in April, 2013, which culminated in the *Summary Report of Findings, College Council Focus Group* report. The report was discussed at a meeting of College Council in September, 2013.

Key findings from the report include:

- College Council has its well-regarded roots as foundation for the implementation to shared governance at CSM in 1993; the original vision included the hope that shared governance would eventually permeate the institutional beyond College Council. Today College Council is the prominent shared governance body with equal participation from the four constituencies.
- There was consensus that shared governance representation must be retained in some oversight group, whether it be College Council or IPC. The “spirit” of shared governance must be preserved.
- Monitoring and ensuring shared governance could potentially become a new focus of College Council (and more like the evaluative discussion that comprised the focus group.)
- Classified staff were originally represented by a classified senate. Historically there may have been concerns that classified staff would not be “protected” or “scapegoated” if they participated in shared governance.
- There was some ambiguity about how members perceive their roles on College Council. One member, for example, saw the College Council participant role as one to gather information, not make decisions.
- There is a vacuum for discussion and information-sharing about selected operational issues. Where do those issues belong? Can the current committee structure accommodate them, perhaps as a new Operations Group?
- Information sharing and communicating the “voice of the community” could be considered a discrete, explicit charge for an existing committee (e.g. College Council or IPC) or another new entity.

- IPC's membership is currently dominated by deans (who serve as other committee chairs) as well as others in leadership positions; if IPC were to take over College Council functions, then it would need more equal representation among other groups—students, classified staff, and student services people.
- IPC, however, must preserve a structure that ensures integrated planning. Is it practical for one committee to adhere to constituency representation while organized to support the integrated planning model?
- Since 1993, shared governance has evolved in a variety of ways at CSM. Focus groups or discussions with constituency groups could help evaluate what constitutes participatory, shared governance today as well as identify possible areas of improvement and new strategies for implementation.

### **Recommendations and Next Steps**

There was clear consensus among committee members that College Council should remain an active committee at the college, but with a revised focus. A small writing team consisting of members from each of the constituents of College Council was convened in October, 2012 and charged with revising the *Implementing Shared Governance* document to reflect the current role of College Council, including its revised mission and purpose. The draft document has been prepared and reviewed by College Council in December, 2012 and again in September, 2013.

**Action:** Please review the revised *Implementing Shared Governance* document with members of your constituents and provide feedback through your appointed representative(s.) All feedback must be received by College Council **by October 15, 2013**. You may also provide feedback directly to the "Suggestion Box" located on the College Council website. <http://collegeofsanmateo.edu/collegecouncil/>

### **Reference Documents Available on the Website**

*Implementing Shared Governance*, December 1993

Summary Report of Findings: College Council Focus Group, April 24, 2013