



Any system of governance is dependent upon the cooperation and collaboration of all of its components to function effectively.

Trust

Respect

Transparency

Clarity

# Participatory Governance

College of Marin  
October 15, 2015



# Background

- Participatory Governance System Plan (PGS) was written 10 years ago
- 5 Revisions with most recent 3 years ago
- PGS modifications go to Governance Review Council (GRC) who makes recommendations to President and then they go to College Council
- This year proposals to modify PGS were held pending an evaluation of the of the system by an outside, third party
- Scope of Assessment – Not a “do-over”



# Assessment Process

## ■ Reviewed Pertinent Documents

- Participatory Governance Plan (PGS)
- Governance Review Council 2013-15 Surveys
- Governance Review 2015 Recommendations
- 2013-14 Participatory Governance Digest
- 2015-16 Governance Committee Membership
- Accreditation Standard 4



# Assessment Process (cont.)

- Interviewed Governance Committee Chairs, Senate Presidents (Faculty, Classified, ASCOM), Administrators and Classified Staff
  
- Visited all Governance Committees, except Instructional Equipment Committee (IEC) which only meets in the spring. These included:
  - Governance Review Council
  - Planning and Resource Allocation Committee
  - Educational Planning Committee
  - Facilities Planning Committee
  - Staff Development Committee
  - Student Access and Success Committee
  - Technology Planning Committee
  
- Compared Plan with Current Practice



# WHAT THE 2014-15 SURVEY REVEALED

## ■ SURVEY FINDINGS

- Sent to 800 employees/157 responded
- Half were Non-participants
  - Of Non-participants 39% never been asked/80% of those would
- Half were Participants
  - Over half of participants described their experience as positive
  - Most of the others described their experience as mixed
  - Only 8% described their experience as negative

# + Survey Findings (cont)

- Some Committees Functioned Better than others
  - Effective Committees
    - Regular attendance/arriving on time/clear goals and objectives/following agenda/mutual courtesy and respect/holding each other accountable/broad dissemination of information/good communication/cooperation between co/chairs/keeping committee on task/ administrator support
  - Ineffective Committees
    - Too much talk and minutiae. unfocused off-topic discussions, not managing time, lack of quorum, lack of communication between chairs, lack of accurate and timely information, questionable administrator commitment and cooperation, too detail oriented rather than big picture, not sharing information with broader community, duplicated committee roles, going beyond their charge into management responsibility, unwieldy charge

# + Survey Findings (cont)

- Issues with vacancies, attendance and quorum
- Difference in perspective with regard to committee focus on policy or operations
  - Majority of faculty/staff said both policy and operations, with more on operations
  - Administrators said committee time is spent on details rather than policy

# + GRC Suggestions for Improvement and Recommendations to the President

- Based on Survey Outcomes
  - Recommended improvements in the areas of visibility, communication and currency, efficiency and effectiveness, and committees
- Recommendations to the President
  - Recommendations to address vacancies, attendance and quorum
  - Responses to Proposals
    - Accreditation Steering Committee
    - Finance Committee
    - Addition to charge of Facilities Committee
  - Recommendation for Evaluation of PGS

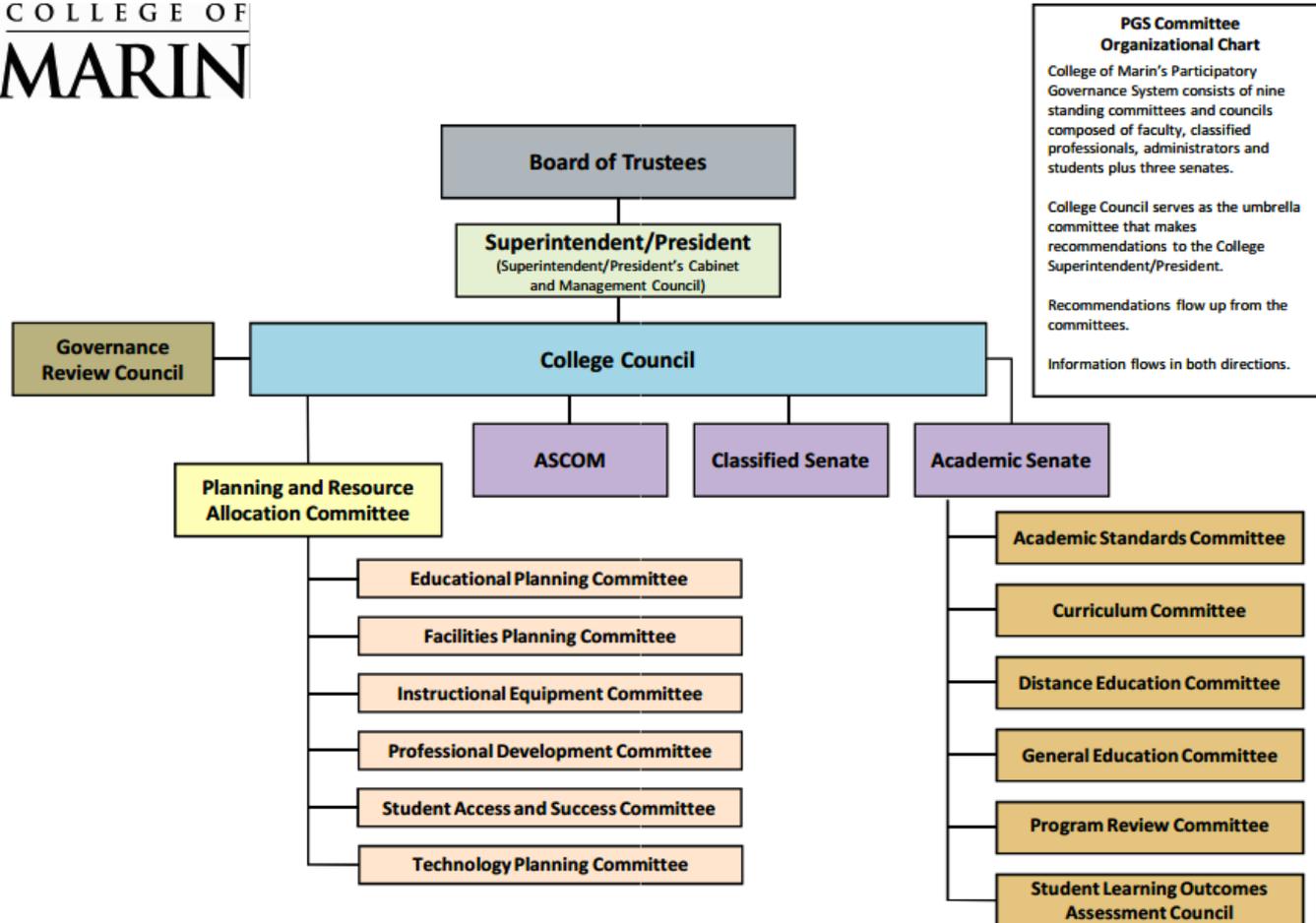


# Participatory Governance System

- Governance Chart
  - Review of committees/observations
  
- Review of Plan
  - Revisions reflect living document
  - Includes philosophy and principles and guidelines
  - Calls for equal representation (except for some)
  - Describes expectations of committee members, chairs and protocol
  - Defines quorum and terms of service
  - Includes expectations of training
  - Describes Policy and Procedures Task Force



# Current Governance Chart



**PGS Committee Organizational Chart**

College of Marin's Participatory Governance System consists of nine standing committees and councils composed of faculty, classified professionals, administrators and students plus three senates.

College Council serves as the umbrella committee that makes recommendations to the College Superintendent/President.

Recommendations flow up from the committees.

Information flows in both directions.

# + Governance Review Council & PGS Digest

- Governance Review Council
  - Central Role to supporting system
  - Charged to monitor and Evaluate PGS
    - Reviewed 3 years of survey findings
    - Review of meeting notes
    - Review of PGS Digest
  - Instability due to key staff departures
  - In need of administrative leadership and support
  - Unstructured contact with governance committee chairs



## Accreditation Standard IV: (excerpt) Leadership and Governance

- According to the accreditation commission (ACCJC), “governance roles are defined in policy and are designed to facilitate decisions that support student learning programs and improve institutional effectiveness while acknowledging the responsibilities of the governing board and the CEO.” The board, administrators, faculty, staff and students work together for the good of the institution through established governance structures, processes and practices.
- When ideas or initiatives for improvement have policy implications or significant institution-wide implications, systematic participatory processes are used to ensure effective planning and implementation.

# + Committee Membership, Schedules and Meetings

- Review of Committee Membership
  - High fill rates except for students
  - Good balance between new and established faculty
  - Many new administrators
  
- Meeting schedules posted, not all post membership, agendas and meeting notes
  
- Met with all committees except IEC:
  
- Held 19 interviews with committee chairs, administrators, senate presidents and classified staff.

# + PGS Plan and Current Practice

- General Lack of Awareness of PGS Plan
- Varied familiarity with committee charges
- No consistent development of goals and objectives, ground rules
- Term awareness was low; no system for tracking
- No formal training for members or chairs
- Access for IVC faculty and staff a concern
- Student vacancies a common issue
- Acknowledge need to redefine quorum
- Need to facilitate feedback to constituency for classified staff
- Most indicated a general satisfaction with PGS

# + Strengths of PGS

- PGS Plan is comprehensive but easy to read; well organized
- Administrative and faculty fill rates are very high; classified is at 75%
- In general there is a good balance between new and established faculty and administrators and staff
- Appointing administrative assistance of appointed administrators to the committees will add more stability and continuity.
- The number of revision since its inception 10 years ago reflect the Colleges intent to have it be a living document
- The PGS Digest is evidence that a lot of good work is being done by all committees.
- Except for one instance, a collaborative spirit and positive energy was found in all committees visited.



# Emerging Themes

- General lack of system Awareness
- Committees not completely adhering to plan guidelines
- Dire need for orientation and training, especially for chairs
- Issues related to vacancies, attendance and quorum
- Administrative Leadership and Support
- Governance vs. operations
- Need for Finance Committee
- Updating of PGS Plan and PGS Chart based on approved modifications



# Recommendations

1. Increase PGS visibility throughout the institution and actively work to engaged new faculty and staff and especially students.
2. Provide PGS orientation to all new employees and training to committee members especially chairs and co-chairs.
3. Provide increased administrative leadership and support to the Governance Review Council and build in structured, ongoing contact with committee chairs.
4. Consider having chair elections prior to the end of the semester to provide training for new chairs and more stability for committees. Track terms by including start date on the membership list.

## + Recommendations (cont.)

5. Consider having assigned administrators to committees serve as interim chairs in the event the seat is vacant and until it gets filled.
6. Consider having some governance committees meet at IVC or make teleconferencing or videoconferencing an option
7. Redefine quorum to mean simple majority (50%)+1 of filled seats without the constituent requirement. Reflect this change in the PGS plan.
8. Delete the information related to the Board Policies and Administrative Procedures Task Force from the PGS Plan and include the new BP/AP Review/Approval Process.

## + Recommendations (cont.)

9. The Facilities Planning Committee requested to include the following statement to their charge: “Review and recommend new or revised facilities-related Board Policies and Administrative Procedures.” Given that this is a function at a policy level, it should be approved, provided that this is done within the framework of the new review/approval process. Consider adding this to all governance committees.
10. Create the Finance Committee as a Subcommittee of PRAC and convert the IEC committee into an ad hoc committee to work through Finance Committee
11. Have a meaningful dialogue first between academic and administrative leadership and then with committee chairs on the distinction between governance and management and mutually agree on the balance between the two. Include a section about this in the PGS Plan.



# Conclusion

- ◆ It is important to acknowledge the current plan has served the College well. It is hoped that the proposed changes will make it stronger. Given the scope of the project and the limited time available to complete it, this assessment was not designed to delve more deeply.
- ◆ However, it may very well be time for the college community to engage in a full review of the system to determine whether committees are governance or operational and to ensure that those that are work at governance level.
- ◆ It is also important to ensure that management is providing the appropriate leadership and support that will allow committees to efficiently and effectively carry out their charge. This dialogue should also be held within the context of accreditation standard IV.