GOVERNANCE RE-DESIGN

FORWARD

In fall 2022, President Gutierrez formed an ad hoc task force to assess the current governance structure at Hartnell College, review the governance structure re-design presented in 2021/2022, and provide recommendations for a new governance model.

To guide the process, the following questions were guiding principles for the task force:

· Can governance at Hartnell College be more **EFFICIENT**?

· Can governance at Hartnell College better support **GUIDED PATHWAYS**?

· Can governance at Hartnell College stress **STUDENT SUCCESS AND EQUITY**?

COUNCILS AND COMMITTEES

After the creation of various approaches and models, a new governance structure has been proposed. In this structure:

College Planning Council becomes the Hartnell College Council

- o Subcommittee: Accreditation

Four or five councils will oversee key areas of campus governance. Model #1 includes:

- Equity Assurance
  - o Subcommittee: EEO/Diversity
  - o Subcommittee: Professional Development
- Institutional Resources
  - o Subcommittee: Advancement Committee
  - o Subcommittee: Safety Committee
- Student Success
  - o Subcommittee: Advisory Research Group
  - o Subcommittee: Strategic Enrollment Management
- Technology Learning Support

Model #2 includes:

- Academic Affairs Success
    - Subcommittee: Strategic Enrollment Management
- Equity Assurance
    - Subcommittee: EEO/Diversity
    - Subcommittee: Professional Development
- Institutional Resources
    - Subcommittee: Advancement Committee
    - Subcommittee: Safety Committee
- Student Affairs Success
    - Subcommittee: Advisory Research Group
- Technology Learning Support

Changes to the existing governance structure include:

- The current Administrative Services Committee and Facilities Committee will no longer be separate committees, with duties and oversight now part of the Institutional Resources Council.

- In Model #1, the current Academic Affairs Council and Student Affairs Council will no longer be separate councils, with shared duties and oversight now part of the Student Success Council. (This aligns with updates to accreditation standards of "Student Success").

- The current Online Services Committee and Technology Development Council will no longer be separate committees/councils, with shared duties and oversight now part of the Technology Learning Support Council.

Academic Senate standing committees remain the same (Curriculum Committee, D.E. Committee, Faculty Professional Development Committee, Full-Time Faculty Hiring Committee, Program Planning Outcomes & Assessment (formerly Outcomes & Assessment), and the Student Success and Equity Committee (formerly Student Success Committee). The Hartnell College District will continue to rely primarily on the Academic Senate for all "10+1" areas of oversight.

COUNCILS AND OVERSIGHT

The Hartnell College Council focuses on issues affecting the entire college and can generate requests for the councils.

Councils work independently and only need to bring action items to the HCC for initiatives affecting the entire district.

Following protocols of AP 2510, council recommendations will normally be accepted by the superintendent/president. Only in exceptional circumstances and for compelling reasons will a recommendation not be accepted. If a recommendation is not accepted the superintendent/president shall promptly communicate the reason to the appropriate council in writing.

Any council retains the right to form ad hoc committees, as needed, for special circumstances or situations. Ad hoc committees are at the discretion of each council, based on a majority vote from the council membership. Ad hoc committees should include (but are not limited to) existing council members. Outside members should be approved by the appropriate constituency group.

Any action items by the councils should be reported to appropriate stakeholders after approval.

MEMBERSHIP

All councils have tri-chairs (one administrator, one faculty, one staff) who will determine the agenda for each council and oversee meetings.

All councils have membership reflecting equal representation between administrators, faculty and staff. Council membership is designed to best serve the focus of each council.

Final membership of each council and subcommittee will be determined by each constituent group (administrator, faculty and staff). Unless designated to a council by de facto role (College Superintendent, CSEA President, Academic Senate President, etc.), and absent constituency group criteria for member selection/eligibility (e.g. bylaws, collective bargaining agreement, etc.), it is recommended that members should be elected by their constituent group via a democratic and transparent election process.

All councils have student representation. In Model #1, councils will have one student representative from each Meta Major (five students per council). In Model #2, councils will have four students per council, each representing a different Meta Major. Students are voting members. All student members will receive a stipend and/or other incentives for their service.

All council subcommittees should align handbooks to include representation from all four groups (administrators, staff, faculty and students).

Membership of all councils and subcommittees is open to all District campuses and centers, and participation from all campuses and centers should be robustly pursued.

Constituent groups may assign alternates who fill-in for regular council members when needed. Alternates may vote on behalf of the regular member but should abstain if there is no knowledge of the action item.

If a council member is no longer able or willing to fulfill their duties, they may ask the tri-leads to seek a new appointment for their position.

Unless specified in council and subcommittee by-laws, "faculty" indicates full-time or part-time faculty representation.

MEETING PROTOCOLS

All councils and subcommittees will reflect the District's values of diversity, equity and inclusion in practices, procedures and standards.

All councils will follow agreed upon standards based on Robert's Rules of Order, with appropriate training provided by the District as needed.

All councils and subcommittees will meet in a hybrid format (face-to-face w/an online option, except when required by law to meet face-to-face).

It is recommended councils meet once a month, on Fridays, to allow for maximum participation from student members.

For agenda items requiring a vote, 2/3 of quorum is required for an affirmative vote, with at least one vote in the affirmative from each of the employee constituencies (administrator, staff, and faculty).

For initiatives and/or policies with District-wide implications, the Hartnell College Council must receive the first read to provide feedback, and should be the last read with approval after the appropriate stakeholders, councils, and committees have provided additional feedback.

INITIATING AND MAINTAINING THE COUNCILS

April 2023 will be used to solidify as many council charges as are reasonably possible. Councils may need to finalize or revise their handbooks in the fall of 2023.

The Governance councils should review and update their purpose statement and responsibility sections of the handbook every five years.

The Governance councils should evaluate their own progress and success every two years.

After a starting period of three years, the Governance councils may request the Hartnell College Council review the new governance model to make necessary adjustments. HCC will first use equity as a guiding priority before reducing the number of members on councils or the voting standards to pass measures.

SHARED GOVERNANCE COMMITMENT TO GUIDED PATHWAYS

To help instill Guided Pathways into the shared governance structure at Hartnell College, all college councils and their subcommittees will use the "Four Pillars of Guided Pathways" to direct initiatives and policy making.

All college councils and their subcommittees will have the following charge for their individual handbooks.

The (name of council/subcommittee) is dedicated to providing student-centered decision making in all we do. The Four Pillars of Guided Pathways direct all initiatives:

- *How can we contribute to creating clear curricular pathways for students leading to employment and further education?*
- *How can we help students choose and enter their pathway?*
- *How can we foster an environment where students stay on their path?*
- *How can we ensure that learning is happening with intentional outcomes?*

At the start of each meeting, it is recommended a member of the council or subcommittee will read the charge to group members as a way to center and ground upcoming discussions through a deliberate Guided Pathways focus.

Four Pillars of Guided Pathways

Create clear curricular pathways to employment and further education.

Help students choose and enter their pathway.

Help students stay on their path.

Ensure that learning is happening with intentional outcomes.

<u>MODEL #1</u>

- Council sizes are different based on mission, priorities, and/or responsibilities.
- Council membership is more prescribed, with included members based on expertise or responsibilities.
- Student Success Council reflects new accreditation standards (Academic Affairs and Student Affairs combined).
- Each council has five students with voting rights.

HARTNELL COLLEGE COUNCIL

ADMINISTRATION	STAFF	FACULTY
President	**President, CSEA**	**President, Academic Senate**
V.P. Academic Affairs	V.P., CSEA	President, HCFA
V.P. Administrative Services	Confidential	ABI Meta Major
V.P. Advancement	Confidential	A and L Meta Major
V.P. Human Resources	President, L-39	Counseling
V.P. Student Affairs	L-39 Rep	Health Sciences Meta Major
V.P. Information Technology	At-Large	Social Sciences Meta Major
A.V.P. Institution Research	At-Large	S.T.E.M. Meta Major

EQUITY ASSURANCE

ADMINISTRATION	STAFF	FACULTY
A.V.P. Institution Research	**Chair, SPDC**	**Chair, SSEC**
Director of Research	O and A coordinator	Chair, FPDC
V.P. Human Resources	Research Analyst	Co-chair, EEO/Diversity
Dean of Student Equity	Confidential	Co-chair, P.P.O.A.
V.P., Dean or Director	L-39	At-Large

INSTITUTIONAL RESOURCES

ADMINISTRATION	STAFF	FACULTY
V.P. Administrative Services	**Business Office Controller**	**Co-Chair, PPOA**
Head of Facilities	CTE Grant Office	BUS/ECON Faculty Member
Director of Grants/Development	Confidential	Chair, FTFHC
Title V Grant Director	L-39	Library
V.P., Dean or Director	Confidential, CSEA or L-39	Meta Major rep

STUDENT SUCCESS

ADMINISTRATION	STAFF	FACULTY
V.P.A.A. and V.P.S.A. (co-leads)	**P.P.O.A. Committee**	**Co-Chair, P.P.O.A.**
Dean of Enrollment	Admissions	ABI Meta Major
Dean of Learning Support	Athletics	A and L Meta Major
Dean of South County	DSPS	Counseling
Dean of Student Success	Financial Aid	Health Science Meta Major
Director of Student Life	Human Resources	Social Sciences Meta Major
Director, Student Acad. Support	Library	S.T.E.M. Meta Major
Director, College Readiness	Student Life	Chair-Curriculum Committee
	Tutoring	Chair- SSEC

TECHNOLOGY LEARNING SUPPORT

ADMINISTRATION	STAFF	FACULTY
V.P. of I.T.	**Audio-Visual**	**D.E. Committee Chair**
Director of I.T.	Technology Specialist	C.S.S. Faculty Member
V.P., Dean or Director	Technology Specialist	Library
V.P., Dean or Director	Confidential	Tech. Pedagogy Specialist

MODEL #2

- Council sizes are the same (15 members, consisting of administration, staff and faculty).
- Council membership is less prescribed, with fewer members having specific expertise and others by elected appointment.
- Academic Affairs Council and Student Affairs Council are independent.
- Each council has four students with voting rights.

HARTNELL COLLEGE COUNCIL

ADMINISTRATION	STAFF	FACULTY
President	**President, CSEA**	**President, Academic Senate**
V.P.A.A. (or designee)	Confidential, CSEA or L-39	President, HCFA
V.P.S.S. (or designee)	Confidential, CSEA or L-39	Counselor
V.P., Dean or Director	Confidential, CSEA or L-39	Any Meta Major rep
V.P., Dean or Director	Confidential, CSEA or L-39	Any Meta Major rep

ACADEMIC AFFAIRS SUCCESS

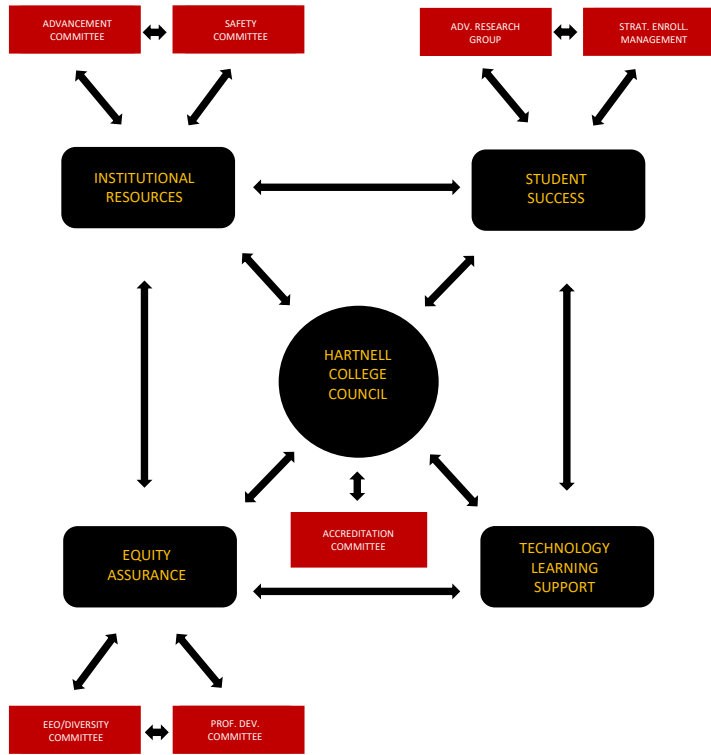| ADMINISTRATION	STAFF	FACULTY
V.P. Academic Affairs	**P.P.O.A. Committee**	**Academic Senate President**
Dean of Learning Support	Confidential, CSEA or L-39	Counselor
Dean of South County	Confidential, CSEA or L-39	Any Meta Major rep
Dean of Student Success	Confidential, CSEA or L-39	Any Meta Major rep
Director, Student Acad. Support	Confidential, CSEA or L-39	Any Meta Major rep

EQUITY ASSURANCE

ADMINISTRATION	STAFF	FACULTY
A.V.P. Institution Research	**Caring Campus Representative**	**Chair, SSEC**
Director of Research	Confidential, CSEA or L-39	Co-Chair, PDC
Dean of Student Equity	Confidential, CSEA or L-39	Co-chair, EEO/Diversity
V.P., Dean or Director	Confidential, CSEA or L-39	Co-chair, P.P.O.A.
V.P. Dean or Director	Confidential, CSEA or L-39	At-Large

INSTITUTIONAL RESOURCES

ADMINISTRATION	STAFF	FACULTY
V.P. Administrative Services	**Business Office Controller**	**Co-Chair, PPOA**
Head of Facilities	Confidential, CSEA or L-39	Library
Director of Grants/Development	Confidential, CSEA or L-39	Any Meta Major rep
Title V Grant Director	Confidential, CSEA or L-39	Any Meta Major rep
V.P., Dean or Director	Confidential, CSEA or L-39	Any Meta Major rep

STUDENT AFFAIRS SUCCESS

ADMINISTRATION	STAFF	FACULTY
V.P. Student Affairs	**ASHC**	**Academic Senate**
Dean of Enrollment	Confidential, CSEA or L-39	Counselor
Director of Student Life	Confidential, CSEA or L-39	Any Meta Major rep
Director, College Readiness	Confidential, CSEA of L-39	Any Meta Major rep
V.P., Dean or Director	Confidential, CSEA or L-39	Any Meta Major rep

TECHNOLOGY LEARNING SUPPORT

ADMINISTRATION	STAFF	FACULTY
V.P. of I.T.	**Audio-Visual or Tech. Spec.**	**D.E. Committee Chair**
Director of I.T.	Confidential, CSEA or L-39	C.S.S. Faculty Member
V.P., Dean or Director	Confidential, CSEA or L-39	Library
V.P., Dean or Director	Confidential, CSEA or L-39	Tech. Pedagogy Specialist
V.P., Dean or Director	Confidential, CSEA or L-39	Any Meta Major rep

MODEL #1

ADVANCEMENT COMMITTEE ⟷ SAFETY COMMITTEE

ADV. RESEARCH GROUP ⟷ STRAT. ENROLL. MANAGEMENT

INSTITUTIONAL RESOURCES ⟷ STUDENT SUCCESS

HARTNELL COLLEGE COUNCIL

EQUITY ASSURANCE

ACCREDITATION COMMITTEE

TECHNOLOGY LEARNING SUPPORT

EEO/DIVERSITY COMMITTEE ⟷ PROF. DEV. COMMITTEE

MODEL #2

ADVANCEMENT COMMITTEE

SAFETY COMMITTEE

INSTITUTIONAL RESOURCES

EEO/DIVERSITY COMMITTEE

PROF. DEV. COMMITTEE

ADV. RESEARCH GROUP

EQUITY ASSURANCE

HARTNELL COLLEGE COUNCIL

STUDENT AFFAIRS SUCCESS

ACADEMIC AFFAIRS SUCCESS

ACCREDITATION COMMITTEE

TECHNOLOGY LEARNING SUPPORT

STRAT. ENROLL. MANAGEMENT