NEW SHARED GOVERNANCE PROPOSAL

PREPARED & PRESENTED BY:

SHARED GOVERNANCE TASK FORCE

SHARED GOVERNANCE TASK FORCE MEMBERS

Laureen Balducci: Chair, Admin. rep

Jennifer Mahato: Admin. Rep (former)

Eric Mendoza: Admin., Affinity Group rep

Melinda Hughes: Faculty, Affinity Group rep

So Kam Lee: Part-time Faculty, Affinity Group rep

James Nguyen: Faculty rep

Mylinh Pham: Faculty, Affinity Group rep

Mary Pape: Faculty rep

Tim Shively: Faculty rep

Tracy Chung-Tabangcura, Classified Professional Staff rep (former)

Pippa Gibson: Classified Professional Staff rep (former)

Keri Kirkpatrick: Classified Professional Senate rep

Scott Olsen, Classified Professional Senate rep

Sunnie Chen, Beniam Gebrat (former), Kimberly Lam (former): De Anza Student Government (DASG)

SHARED GOVERNANCE HISTORY

The current shared governance structure has been in place for more than 20 years. The combined events of 2020 including the presidential election, COVID-19 pandemic, and the highlighting of stark racial and social inequities resonated with the College community and there was a call for action.

College Council voted to form a partnership and collaboration between Academic & Classified Senates, Affinity Groups and the current PBTs to formulate the Shared Government Task Force (SGTF)

The SGTF charge would be to review the present structure, research and recommend a more equitable and holistic process to focus on inclusion and provide funds for services that support the equity and student success goals of the College and District.

BACKGROUND

De Anza College generated a campus-wide survey in 2019 along with focus groups in Shared Governance (SG) areas:

- Governance Review (deanza.edu)
- 2019 survey: Microsoft Word - Executive Summary Report v 2.0.docx (fhda.edu)
- Agenda - Focus Group - Faculty/Instruction (fhda.edu)
- Agenda - Focus Group - Classified Professionals (fhda.edu)
- Agenda - Focus Group - Students (fhda.edu)

In response to this, the College Council created the College Shared Governance Task Force (SGTF) to help formulate a new shared governance model.

SG TIME LINE

Spring 2021:

April 2021: College Council creates SG Task Force

April 27: Discussed mission, goals, tasks, & time line.

May 6, 13, 27: Reviewed De Anza's basic budget components current SG structure.Continued to share out assigned proposal; reviewed other Community College's SG structures; tasks; IEPI/PRT consideration; disseminated research/info collected from other community colleges in similar size/mission; developed glossary of terms.

June 6, 11, 21: Developed SG groups and membership Updated terms, membership, & charge of each group (PBTs, Budget, etc.);Created SG Proposal 1.0

June 29: SGTF retreat to make changes based on SG group's feedback of SG Proposal 1.0.

July-August: Task force created PPT(s) to showcase work and next steps; began sharing out changes with College community.

September 30: VP of Finance presented on new Shared Budget Committee.

October 7 & 15: Finalized Proposal presentation.

October 28: Presented Proposal 1.0 to College Council.

Fall 2021/Winter 2022:

October 2021-Feb. 2022: Met w/Affinity Groups, DASG, SG Constituency groups, Senates, DA President, & Senior Staff; gathered feedback.

Feb-March: Created SG Proposal 2.0 based on campus feedback.

March 17 2022: Proposal 2.0 presentation to College Council

SG GUIDING PRINCIPLES & GOALS

Guiding Principles:

- Create new governance structure model to equitably empower campus constituency groups (full time and part-time faculty, staff, student, and administration groups)
- in decision-making processes for the college and make recommendations to the president regarding college finance and policies
- Keep student needs at the center of prioritizations to better serve them
- Base recommendations on the college's vision, mission, and values
- Center focus on inclusion and diversity, especially noting where there is historical underrepresentation in shared governance
- Adhere to concerns with equity SG representation and decision-making
- Address concerns that position proposals being made in advance of the SG groups (Senior Staff)
- Cultivate communication and transparency within the SG proposal and throughout the campus

Task Force Goals:

- Understand how all PBTs currently work (mission, structure, what is working and not working, etc.)
- Look for viable solutions to concerns/problems identified in the 2019 survey and focus groups
- Consider additional representation from individuals from: Administration, faculty, staff, students from Shared Governance groups, Affinity groups, and Unions
- Explore colleges with successful shared governance models
- Request for IEPI/PRT resources to support institutional innovation and effectiveness plan

GLOSSARY OF TERMS

Advisory Committee: A group created to provide direction and/or input in compliance with state and federal regulations or other external mandates. Not part of the governance structure but may bring items to the College Council as information.

Affinity Groups: College recognized advocacy groups that represent special interests and concerns within the college

Committee: A participatory governance group as part of the college's governance structure. It does not make recommendations directly to the President.

Council: A shared governance group that makes recommendations directly to the College President

Governance Group: A working participatory subgroup of College Council whose charge is to focus on a specific topic (i.e., Technology Committee) appointed by the Co-Chairs of College Council. Voting is advisory.

Senate: A representative body for a single constituent group that addresses a wide variety of issues

Subgroup: Committee that reports to Governance Committee.

Team/Work Group: A group that addresses a specific subject/project/issue. Their work recurs each year/quarter/etc. Not necessarily participatory

Task Force Group: An advisory group to College Council focused on a short-term, specific task with a specific timeframe (i.e., the Shared Governance Task Force)

Ex Officio: Members who are on committees by virtue of the offices they hold at the college. For example: The President has a standing seat on College Council as an ex officio. No other person would fill that seat on the Council.

SG MEMBERS ROLES & RESPONSIBILITIES

College President: Considers recommendations of SG members when making **final** decisions. Responsible for communicating clearly & transparently with campus community about decisions made.

Senior Staff (VP/AVP): Lend expertise and knowledge to SG groups when forming recommendations for positions/resources of Instruction, Student Services, & Administrative Services. Advise/Inform/advocate interests of the College & students to the President when considering recommendations for final decisions.

Deans/Program Directors: Lead their teams with program review/CAS Standards processes for their respective areas. Generate structured reports and fund allocation requests to be considered in SG groups. Participate in planning, advisory, & counsel groups. Advocate for interests of their programs and College, ans center student needs in decision-making processes.

Faculty: Participate in program review processes/CAS Standards for their respective areas. Participate in all planning, advisory, and counsel groups. Appointees are responsible for representing the interests of Faculty, College, and centering student needs in decision-making processes. Through the Academic Senate, and FA, report out to Faculty constituency and gather feedback. Bargaining unit appointees ensure that contractual obligations are met and agreements are not violated.

Classified Staff Professionals: Participate in program review/CAS Standards for their respective areas. Participate in all planning, advisory, & counsel groups. Appointees are responsible for representing interests of Classified Professionals & College, and centering student needs in decision-making processes. Through Classified Senate & bargaining units, report out to Classified constituency groups and gather feedback. Bargaining unit appointees ensure that contractual obligations are met, and agreements are not violated.

Students: Participate in all planning, advisory, and counsel groups. Through DASG, report out to student constituency and gather feedback. Appointees to committees made by DASG by student vote during DASG elections. Represent and advocate for the interests of the Student Body constituency.

Affinity Groups: Advocate for & share perspectives of their groups in various SG groups. Represent the interests of their respective group, College, ans centering student needs in the decision-making process. Report out to their affinity group and gather feedback.
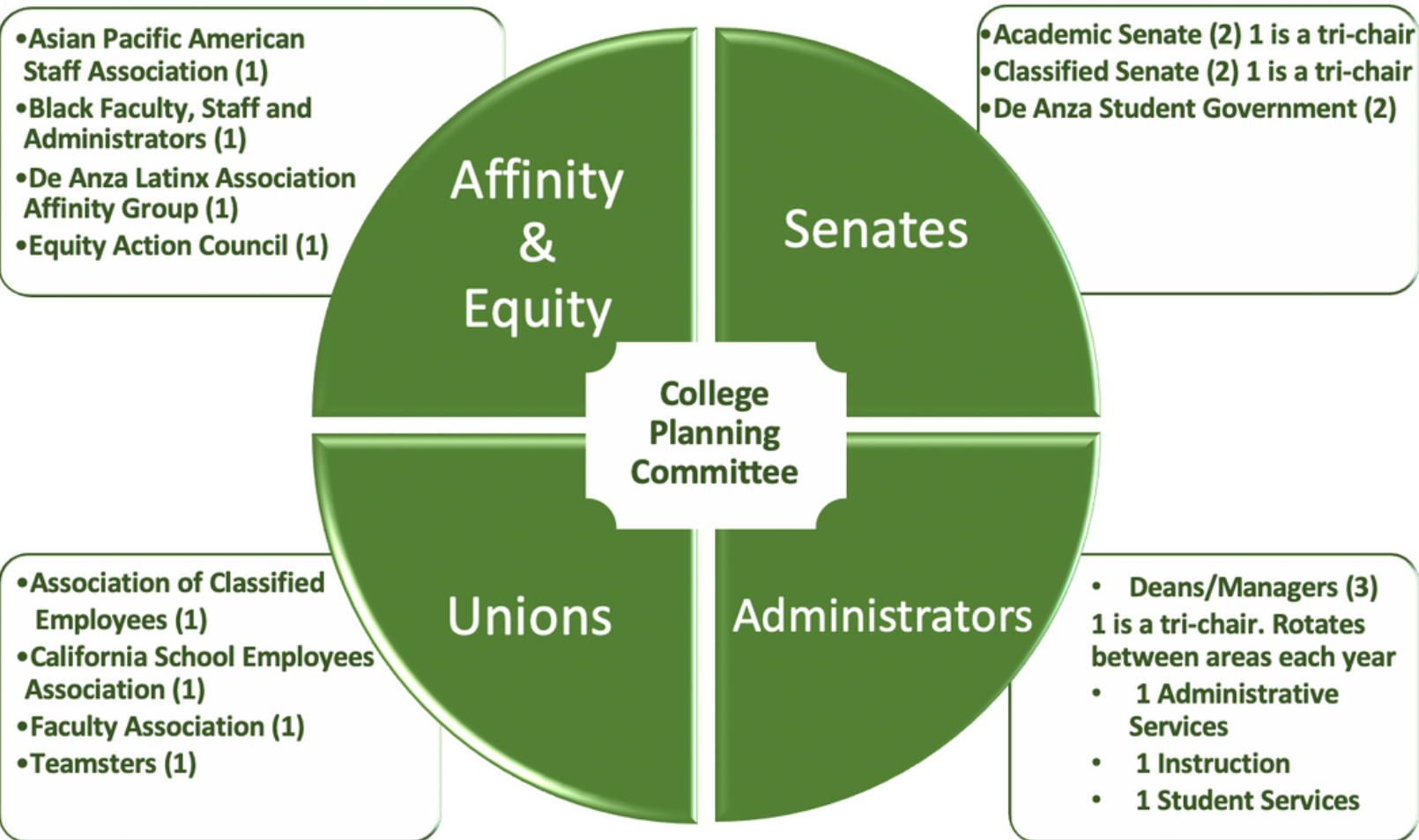
PROPOSED SHARED GOVERNANCE MODEL 1.0:
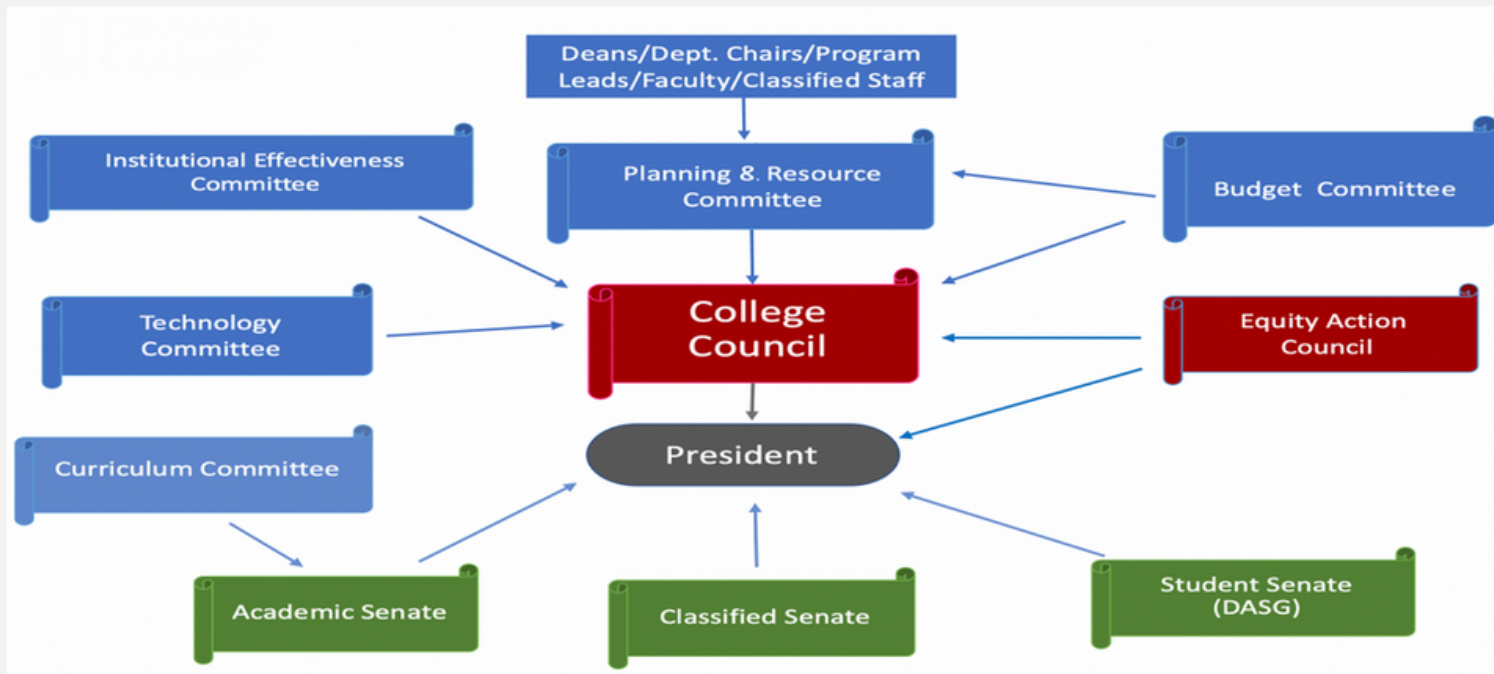
The proposed model will:

- Dissolve the present decision-making siloed teams (APBT, IPBT, SSPBT & Facilities Committee) and move to a model of one campus-wide College Planning Committee
- Simplify structure
- Improve transparency
- Reduce meeting fatigue
- Increase opportunity for participation
- Shift to allocating resources based on holistic campus-wide funding for student success
- Align to campus goal of equity & inclusion in the decision-making process

COLLEGE PLANNING COMMITTEE

Affinity & Equity

- Asian Pacific American Staff Association (1)
- Black Faculty, Staff and Administrators (1)
- De Anza Latinx Association Affinity Group (1)
- Equity Action Council (1)

Senates

- Academic Senate (2) 1 is a tri-chair
- Classified Senate (2) 1 is a tri-chair
- De Anza Student Government (2)

Unions

- Association of Classified Employees (1)
- California School Employees Association (1)
- Faculty Association (1)
- Teamsters (1)

Administrators

- Deans/Managers (3) 1 is a tri-chair. Rotates between areas each year
  - 1 Administrative Services
  - 1 Instruction
  - 1 Student Services

College Planning Committee

Committee support person to gather information from meetings, keep track of requests, prioritizations, budget allocations and update website, etc. Additional Staffing resources to clarify data and fiscal eligibility as needed e.g. Institutional Research, Fiscal Services, subject-matter experts, etc.

Programs/Department subject-matter experts request resources via program reviews

Divisions Deans receive requests & prioritize based on mission of division

Deans/Managers/VP review and prioritize requests based on mission of VP area

College Planning Committee reviews consolidated requests and prioritizes based on a holistic campus-wide goal to fund for student success

COLLEGE PLANNING COMMITTEE'S CHARGE

- To have equal importance of member parity across constituency groups
- To formulate a committee subcommittee known as the Program Evaluation Team to review each division's programs/areas/dept's Program Reviews/CAS Standards
- To assess and prioritize requests using a holistic approach focused on equity and Supportive services for students to Complete their educational goals
- To prioritize funding requests based on the Program Evaluation Team rubric rankings
- To allocate funding from eligible funding sources for the prioritized requests
- To generate a structured report to the College Council and to the College President based on the prioritization list
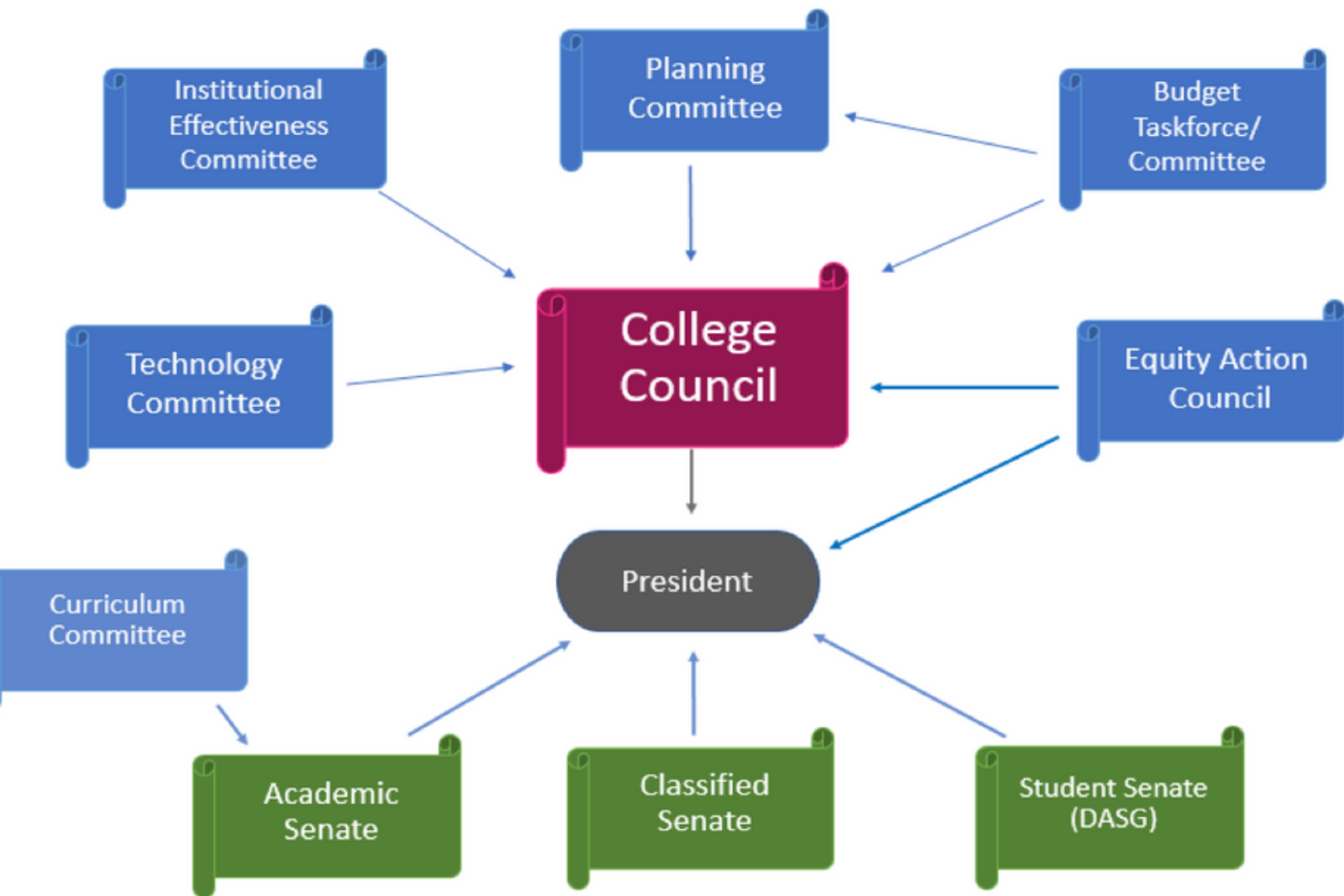
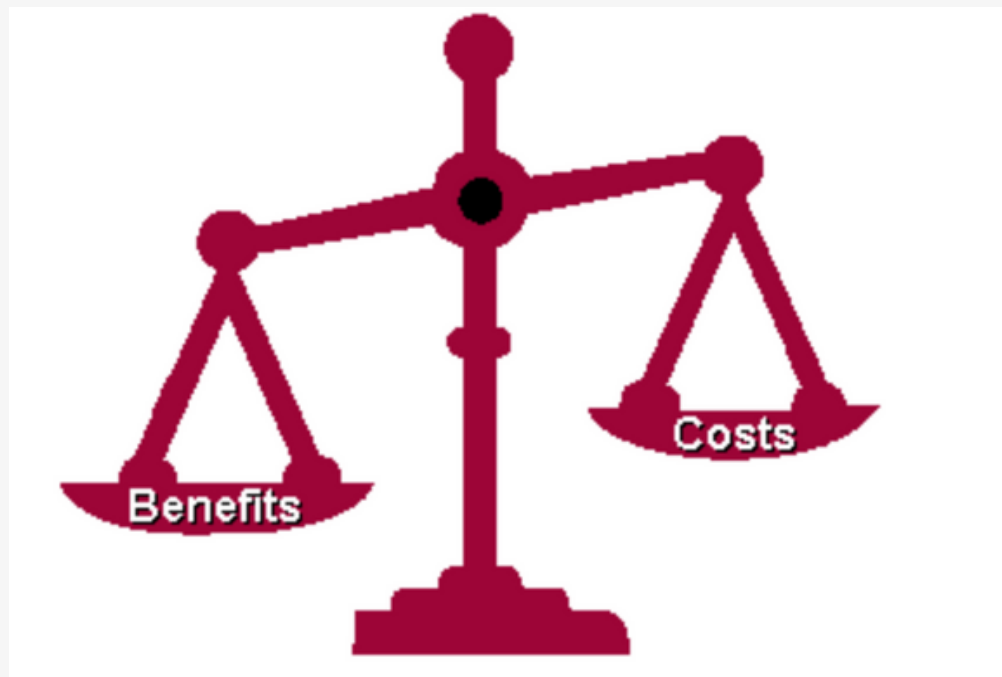| Criterion Priority is "None" if no PR/CAS is submitted)	Low Funding Priority (1)	Funding Priority (2)	High Funding Priority (3)	Score
The **Institutional Effectiveness Committee** will prioritize the need for funding within each PR/CAS.	Describe the challenges, issues, or data concerns in which the PR/CAS does not meet the criteria for funding at this time.	Describe characteristics of the PR/CAS that meets criteria of funding for each area.	Describe characteristics of the PR/CAS that exceeds criteria of funding and should be a high priority in budget.	
Evidence (data from IR) to support PR/CAS	Data does not show effectiveness of area PR/CAS. For example, data comparison of last 3 years shows no improvement or shows a decline in numbers or in positive results. Note: work with Division Dean to update inaccuracies and/or to improve program overall.	Data is supported with appropriate evidence.	Data is clearly and effectively supported with a high level of multiple sources of evidence with the PR/CAS.	
The PR/CAS is in direct alignment with achieving De Anza's mission and vision.	The PR/CAS does not align with activities within the Strategic Plan/Mission/Vision of the College.	The PR/CAS aligns with activities within the Strategic Plan/Mission/Vision of the College.	The PR/CAS highly aligns with activities within the Strategic Plan/Mission/Vision of the College, through specific exemplary examples.	
==want to keep a total, we can re. If not we can list ization.==			**TOTAL**	

THE COLLEGE COUNCIL

NOTABLE CHANGES TO COLLEGE COUNCIL:

- FACILITATOR (NON-VOTING MEMBER): TO FACILITATE MEETINGS, KEEP TRACK OF TIME AND AGENDA ITEMS
- PRESIDENT IS NOW AN EX-OFFICIO MEMBER OF COLLEGE COUNCIL AND NO LONGER LEADS THE MEETINGS
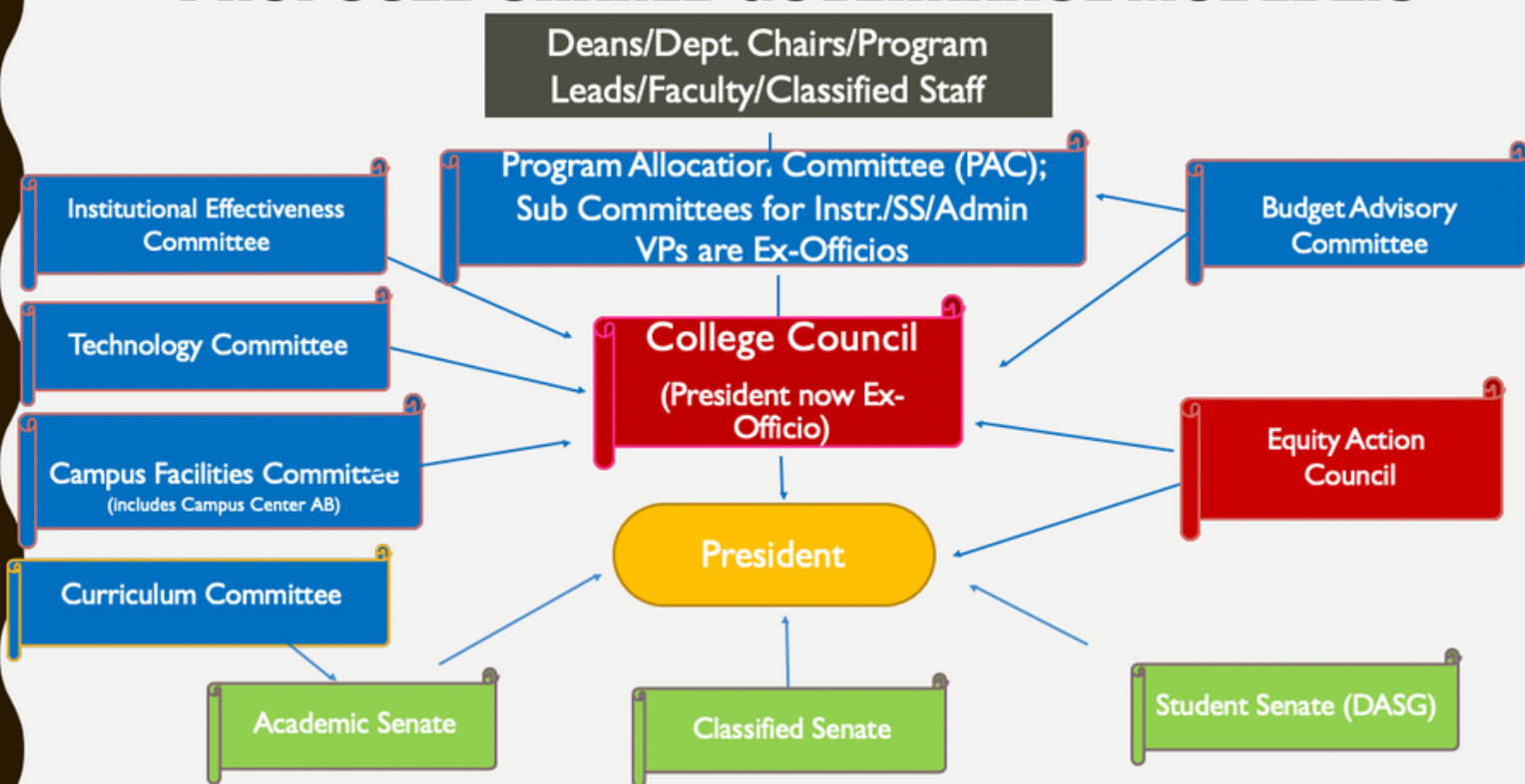
The College President

To be the final decision-maker of:

- **All positions and funding requests from the College Planning Committee's prioritizations as well as recommendations from College Council**

PROPOSED SHARED GOVERNANCE MODEL 2.0

Deans/Dept. Chairs/Program Leads/Faculty/Classified Staff

Program Allocation Committee (PAC); Sub Committees for Instr./SS/Admin VPs are Ex-Officios

Institutional Effectiveness Committee

Budget Advisory Committee

Technology Committee

College Council
(President now Ex-Officio)

Equity Action Council

Campus Facilities Committee
(includes Campus Center AB)

President

Curriculum Committee

Academic Senate

Classified Senate

Student Senate (DASG)

PAC MEMBERS:

- Equity Action Council (1)
- Asian Pacific American Staff Association (1)
- Faculty, Staff and Administrators (1)
- De Anza Latinx Association Affinity Group (1)
- Multi-Cultural Staff Assoc. (1)
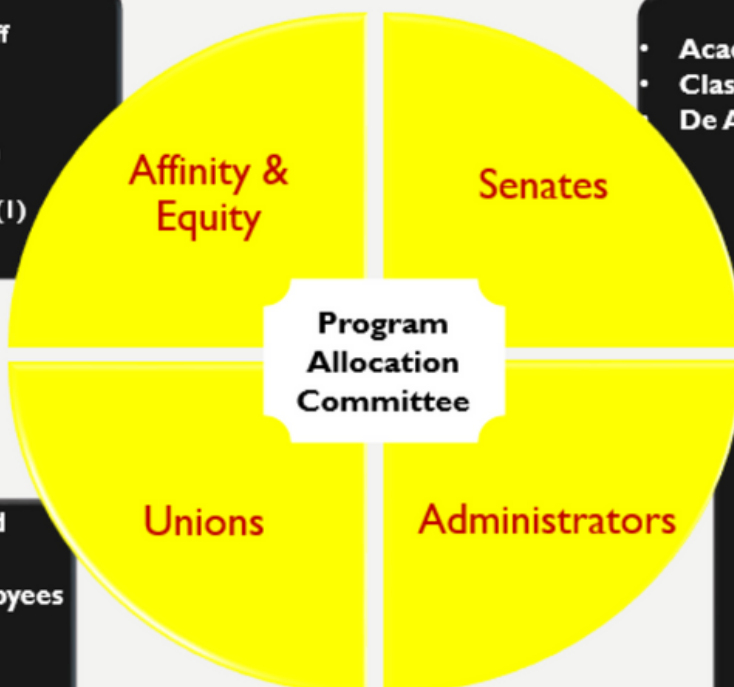
- Academic Senate (2, plus 1 tri-chair)
- Classified Senate (2, plus 1 tri-chair)
De Anza Student Government (4)

Affinity & Equity

Senates

Program Allocation Committee

Unions

Administrators

- Association of Classified Employees (1)
- California School Employees Association (1)
- Faculty Association (1)
- Teamsters (1)

- Deans/Manager (2 + tri-chair)
- Ex-Officios:
  (1) VP Administrative Services
  (1) VP or AVP Instruction
  (1) Student Services

PROGRAM ALLOCATION COMMITTEE (PAC)

Mission:
To oversee programs, planning processes, and resource needs in relation to the College's mission and ICCs.

Membership Structure:
- Tri-Chairs
- Co-chairs
- Vice President of Student Services, Vice President of Instruction, Vice President of Administrative Services as voting Ex-Officio
- Dean/Director (to be appointed by the President)
- Faculty (to be appointed by the Academic Senate)
- Classified Professional Staff (to be appointed by the Classified Senate)
- DASG designee (to be appointed by DASG)

Membership Terms:
- Years (2) faculty with faculty confirmed my Academic Senate, affinity group members by constituencies, students by DASG, and Classified Professionals by Classified Senate
- Number of terms (unlimited)

Decision-making process:
- Formal votes – sometimes
- Consensus – sometimes

Meeting Schedule:
- Monthly
- TBD dates

NEW BUDGET ADVISORY COMMITTEE

Mission:

To develop and oversee the budget process for De Anza College and report out to De Anza College community the budget plan.

Purpose:

•Adheres to College's fiscal priorities set forth by SG, Senior Staff, Institutional Planning, etc. with recommendations for funding allocations

•Distributes funding based on priority list of position(s) generated from the new Planning Allocation Committee (PAC), College Council, and Shared Governance Groups

•Educates and communicates to the college community on the process for developing the budget at the state, district, and college level

•Evaluates the budget process and obtains feedback from college community

SG COMMITTEE TRAININGS

Training, Mentoring, Attracting and Retaining Shared Governance Members

- It is clear from the Governance Review Survey results and various constituency group's feedback to the SGTF that if there is to be effective and healthy participation from across the college in our shared governance bodies that there must be a plan in place to attract, recruit, train, mentor and generally support new and existing members of shared governance. Our proposal focuses on structure and roles of a new potential shared governance but some of the ideas we have developed and ideas we have received from our presentation visits include the following:
  - A website (perhaps within the existing "shared governance" site) which has materials on responsibilities of shared governance members and training information
  - Resourcing the creation of a website and/or coordinator or "shared governance support committee" made up of one each of administrator, faculty, staff and student to recruit, train, and otherwise support new and on-going shared governance members
  - College considers the above resources in addition to incentivizing participation by providing PGA credits to full-time faculty and stipends for part-time faculty. Release time for a faculty member can be utilized to "start up" the resources mentioned here
  - Senates can play a role in this support as can possibly the Professional Development Office in partnering to provide some of this training but also identifying new members for shared governance bodies
  - Creation of a mentoring program within each body where more seasoned members can mentor new members
  - There should be some responsibility within each body to ensure all members know their roles, and for members to know how to communicate their constituents' needs to the body and what happens during meetings to constituents so that communication, transparency and inclusion are taking place

CENTRALIZE STUDENT VOICES

- Improve 'Best Practices for Student Voices in Shared Governance'
  - Formulate a proper training and mentoring process for students and those who are unfamiliar with SG to allow for proper understanding and participation in Shared Governances
- Increase student representation on shared governances
  - Include paid student representatives selected from Guided Pathways Villages into SG (outside of DASG student representatives)
    - Guided pathways will pay for students (one from each of the six villages) to engage in SG for a maximum of 16 collective hours per month
      - Representatives will be selected by the student body in each village by nomination and vote
  - Include additional non-DASG Senate representatives on every SG selected by the student body
- Have a proper pause and evaluation on decisions when a student representative votes 'no'

EVALUATION PLAN

- Utilize the Institutional Effectiveness Partnership Initiative (IEPI) to assist with implementation and technology regarding new plan
- Work with Institutional Research office to conduct an evaluation of the plan after one year and use success and/or performance indicators to measure the progress of the proposed SG plan
- Make changes/adjustments accordingly based on campus-wide surveys and focus groups
- Evaluate communication and transparency amongst all SG constituents, College Council, Senior Staff, and the President