



Academic Senate Task Force on Shared Governance

Findings, Recommendations,
New Paradigm and Committees
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Overview

- Assessed top down decision-making model
- Shared Governance: A new way of thinking and acting
- New Structures: A work in progress
- Implement and modify as we move forward



Key Findings

- Committee work not linked to resource allocation, planning and Ed. Master Plan
- Some committees had not met since the Years: 2000, 2002 and 2005
- Committee recommendations ignored/not implemented by administration
- Dysfunctional committees: lack of leadership, lack of follow-through, lack of clerical support, faculty & staff unwilling to serve (vacancies)
- Unilateral decisions made by administrative chairs-faculty window dressing
- Lack of transparency and open on-going communication
- Committees met sporadically and reacted to issues not proactive
- The 16 committees were not assessed for effectiveness since their development
- Despite challenges the curriculum, technology, & student policy committees limped along

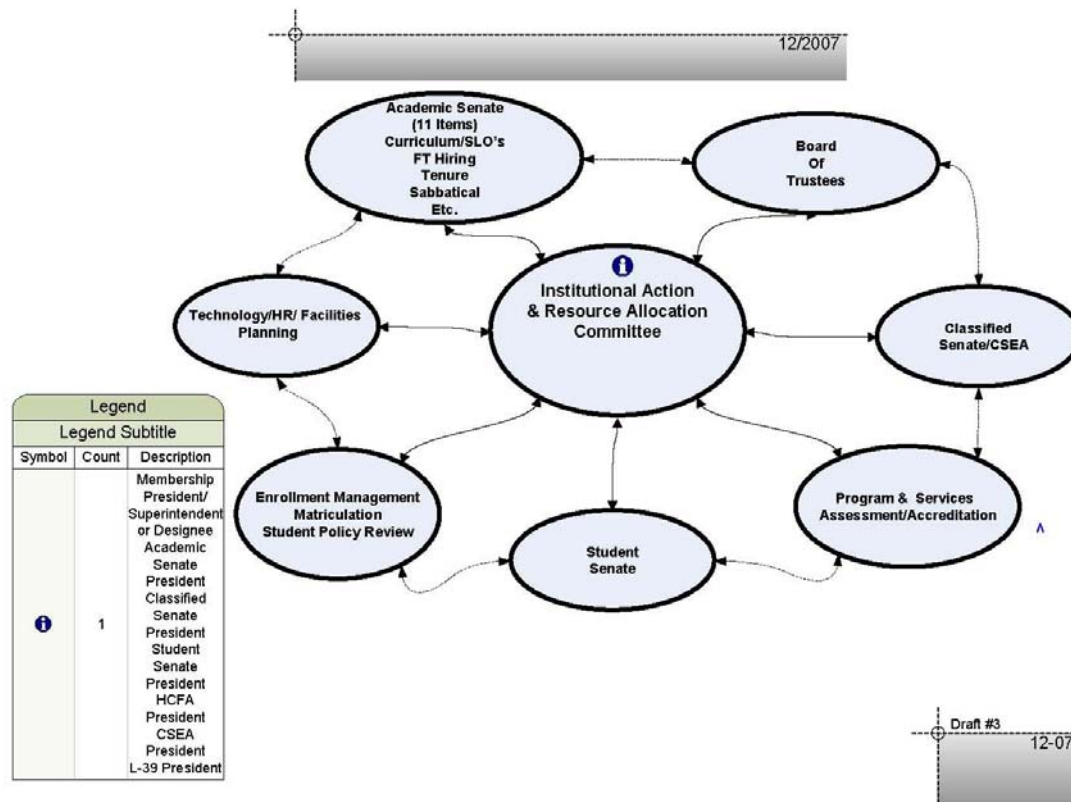


Key Recommendations

- Revise Board Policies # 2005 and # 2010 to Rely on the Academic Senate and Classified Employees per Title V Law
- Establish a new shared governance paradigm & committee structure
- Establish standing committees of the Academic Senate
- Redesign and reduce college shared governance committees from 16 to 4
- Establish a shared governance process tied into instructional planning, assessment, resource allocation (budget) and the College's Ed. Master Plan
- Establish a shared governance process based on open discussions and on-going communication between faculty, staff, students, administration and the board

Functional Flow Chart

Hartnell College New Functional Governance Structure





New College Committees

- Institutional Action & Resources Allocation
- Technology, Human Resources & Facilities Planning
- Program Planning & Assessment
- Enrollment Management/Matriculation/Student Policy



Academic Senate Standing Committees

- Curriculum
- Faculty Development
- Full-time Hiring
- Sabbatical Leave
- Student Learning Outcomes & Assessment
- Tenure



Summary of Actions

- Developed a Plan of Action to complete task w/ Timelines
- Developed a survey for data gathering
- Held Town Hall meeting for faculty/staff input
- Developed Findings Matrix
- Developed a New Shared Governance Paradigm & Structure
- Formulated New Shared Governance Committees
- Revised & adopted Board Policies 2005 & 2010 Shared Governance (classified & academic)
- Established New Standing Committees of the Academic Senate
- Created a web site for Shared Governance
- Held a SG Committee Faire/Orientation



Conclusion

Leadership is....

- “Leadership is the capacity to translate vision into reality.” W. Bennis
- “Leadership is being big enough to admit mistakes, smart enough to profit from them, and strong enough to correct them.” J. Maxwell
- “Failing organizations are usually over-managed and under-led” Bennis
- “Leadership only functions on the basis of trust” J Maxwell
- Senates, Unions, Administration, Task Force & Board
- Web site:
http://www.hartnell.edu/academic_senate/shared_governance.html