

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

- Subcommittee: Accreditation

Five additional councils will oversee key areas of campus governance. These include:

- 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.
- The Academic Affairs Success Council and Student Affairs Success Council will meet jointly the first meeting of the academic year to help ensure collaboration, and every other monthly meeting after. In months where the councils do not meet together, each council will meet separately.
- 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. For months that the Academic Affairs Success Council and the Student Affairs Success Council meet jointly, the tri-chairs for both Councils will determine the agenda collaboratively.

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. 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-chairs 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.

After the first year, constituents will help determine whether the Academic Affairs Success Council and the Student Affairs Success Council should merge permanently or maintain the hybrid collaboration/autonomy approach in this model.

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.

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

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.