



# Streamlining Governance Taskforce Recommendations and Report

## BACKGROUND

MiraCosta College has a long and rich history of collegial governance with broad participation across all constituent groups. The college uses both formal assessment and informal feedback to make improvements. The governance structure is regularly evaluated as a whole, while committees and councils annually assess their charge, composition, and meeting schedules. The groups discuss modifications needed and make recommendations for change to College Council, which is ultimately responsible for the effectiveness of the governance function of the college.

After a significant governance reorganization in 2010, the college made some important improvements and consolidations in 2016, such as reorganizing the work of the Institutional Effectiveness Committee, Steering Council, and Student Learning Outcomes Assessment Committee into the resultant College Council and Outcomes Assessment Committee. These changes were made after assessment and broad discussion of effectiveness and redundancies in these groups.

The following concerns have been raised both informally and based upon the 2016 and 2017 committee evaluations:

- The sheer number of meetings appears to be keeping us from doing our jobs.
- The number of meetings presents a scheduling challenge, seems like a burden, and conflicts with professional development and engagement opportunities.
- The steady increase in all types of committees has strained our ability to appropriately resource with faculty, staff, students, and administrators.
- The increase in committees has also resulted in increased ambiguity in both processes and decision making.
- There are so many people on a committee that it is not visible when people do not participate (which seems demotivating).
- Can we address size without changing composition?
- Can we build on the trust in representative membership so that we reduce the number of people in a room without losing the authentic voice?
- Regardless of how many seats are available for representation, broad communication of actions and decisions remains a challenge.
- Can we use time and communication more effectively to support governance?
- Governance service on some of these large committees/councils has displaced other meaningful institutional or departmental service.
- It is unclear what a *committee* is versus a *council* and how their work is distinguished.

In spring 2017, College Council convened a small representative taskforce to review the college's governance structure and make recommendations for streamlining. The group was intentionally kept small to deal with a limited scope of work in a short timeframe. Committee membership included the college president (Sunny Cooke), Academic Senate representative (Denise Stephenson/Susan Herrmann), Classified Senate president (Kim Simonds), a classified administrator (Mike Dear), an academic administrator (Mike Fino), and the dean of research, planning, and institutional effectiveness (Chris Hill).

The charge of the streamlining governance taskforce was to review the college's current governance structure, look for redundancy, and make recommendations by the end of the fall semester for streamlining the structure. They met biweekly throughout the fall 2017 semester.

Existing information on MiraCosta's committees, charges, and membership was reviewed, and examples from other colleges were also reviewed by taskforce members. The relationships among committees, councils, and advisory groups were examined.

## **PRINCIPLES AND DEFINITIONS**

The taskforce developed a set of key principles and definitions designed to address issues of clarity, relationships, redundancy, agility, and communication, and are summarized in the following manner:

- A. Systematic, concise definitions were applied to governance, operational, and working-conditions bodies, building upon what was already codified in the governance manual.
- B. There are two kinds of committees—constituency group committees (based upon uniform membership from one constituent group), and districtwide committees (those committees with a charge reaching across the entire college district).
- C. Specific recommendations about charge were made to update current practice and remove redundancies within specific bodies.
- D. Membership on districtwide committees was streamlined, while maintaining the current composition and variety of voices to ensure stakeholder engagement and input.
- E. For clarity, there should be only one council (College Council) to which all matters of policy, governance and planning, and institutional effectiveness are steered. The current governance structure and any proposed changes continue to support the role of the Academic Senate regarding the 10+1 academic and professional matters as established in AB1725 and supports the role of all constituent voices in governance as codified in Board Policy 2510. Current items which go directly from AS to the board will be steered to College Council as information.

- F. The key importance of representation on committees comes with an obligation to effectively communicate stakeholder input as plans, recommendations, and policies are being developed, AND the obligation to effectively communicate that information back to constituencies, departments, and other stakeholders. New and effective means of communication should be discussed and adopted.
- G. Faculty institutional service is broadly defined as hours engaged in institutional administration, governance, and development via college committee, Academic Senate, Faculty Assembly or departmental work, curriculum development, faculty meetings, or the equivalent, in addition to any such duties assumed by virtue of reassignment.

The tables below further explain the revised definitions.

TERM	REVISED DEFINITIONS
What is governance?	A governance issue impacts the district as a whole. These items include board policies, administrative procedures, strategic and master plans, and program review processes.
What is operational?	Operational issues involve implementation of matters from program-level to districtwide. Administrative and other procedures frequently designate the division head, or the committee or individual who advises the division head, as responsible for operational decision making within the parameters of the policy, procedure, plan, or program.
What are working conditions?	Working conditions are those issues that affect employee groups related to wages, benefits, workload, and other terms and conditions of employment.

### REVISED GROUP DEFINITIONS

<b>College Council:</b> The committee and division leadership that meets regularly to serve in an advisory capacity to the college superintendent/president.
<b>Representative Committees:</b> A single constituency group that meets regularly and makes recommendations on governance issues to the College Council. Example: Academic Senate committee, Classified Senate committee, Administrators committee, Associated Student Government committee.
<b>Districtwide Committee:</b> A multiple constituency group that meets regularly to make recommendations to College Council on policies, procedures, plans, programs, and projects. Example: Budget Planning Committee, Outcomes Assessment Committee, Institutional Program Review Committee.

**Subcommittees:** A group that meets either regularly or cyclically to address topics within the scope of the parent committee (either representative or districtwide) and makes recommendations to the same. The makeup of the sub-committee would be defined by the parent committee and may or may not include outside members or resources. Example: Diversity, Equity and Cultural Competency, MiraCosta Online Educators, facilities subcommittee of BPC, facilities master plan subcommittee of BPC.

**Taskforce:** A group convened with a specific charge and timeline that is disbanded after the task is complete. Example: Streamlining Governance Taskforce, Mission Taskforce.

**Workgroups:** A group created to explore options related to a charge that may require an unspecified period of time. Members may change over time based upon evolving needs. Recommendations are made to the parent group, committee, or individual. Example: Guided Pathways Workgroups.

**Advisory Group:** These operational groups are not part of the governance structure, but participation still counts toward fulfilling institutional service.

## RECOMMENDATIONS

At the end of the fall 2017 semester, the streamlining governance taskforce came to consensus on the recommended changes to structure, committee charge, and membership.

1. Consideration of recommendation 1 will be postponed until after January 2019 pending a resource request by the Academic Senate and clarification of related compliance issues. AAC and CPC: Recommend they become subcommittees of Academic Senate because their charges focus on 10+1 items. Recommended membership size and composition remains the same and includes membership of non-faculty groups for broad stakeholder engagement.

AAC charge is reduced to allow OAC and IPRC to handle overlapping pieces of the former AAC charge. Academic Affairs Committee remains responsible for formulating and recommending to Academic Senate the policies on academic and professional matters related to standards of scholarship, academic freedom and intellectual property, and faculty hiring; implementing procedures for faculty hiring prioritization based on program review; and originating the annual academic calendar formation.

2. Composition Changes recommended for fall 2018:
  - A. OAC: Recommended fifteen members selected by the appropriate representative committees to include at a minimum:
    - Seven faculty representing the variety of Academic and Career Pathways (one of whom should be an associate and one is a co-chair)

- Four administrators representing all divisions and a variety of employee groups (includes co-chair)
- Four classified staff ideally representing multiple divisions and involved in outcomes (learning or service).
- One student appointed annually

Additional Resources:

- Faculty director of online education (or any faculty member with significant online teaching and learning experience)
- Articulation officer
- Dean of research, planning, and institutional effectiveness.

B. IPRC: Recommend sixteen members selected by the appropriate representative committees to include at a minimum:

- Seven faculty (one of whom should be an associate and one is a co-chair)
- Four administrators representing all divisions and a variety of employee groups (includes co-chair)
- Four classified staff ideally representing multiple divisions
- One student appointed annually

Additional resources:

- As needed and advised by IPRC

C. BPC: Recommended sixteen members selected by the appropriate representative committees to include at a minimum:

- Seven faculty members (one of whom should be an associate and one is a co-chair)
- Four administrators representing all divisions and a variety of employee groups (includes co-chair)
- Four classified staff, ideally representing all four divisions
- One student appointed annually

Additional Resources:

- Director of fiscal services
- Dean of research, planning, and institutional effectiveness
- Manager of human resources
- Dean of AIS and Library
- Director of facilities

3. Resource persons, and those members who exceed the recommended minimum committee composition, are non-voting members.

4. Recommended for fall 2018: College Council will further discuss mechanisms to improve communication within and between governance bodies and with the college as a whole. Future consideration of terms and term limits should also be considered in the context of streamlining governance which requires members to be even more prepared and engaged.

5. Recommended for fall 2018: Student Success Committee remains on hiatus until the evolving nature of the Guided Pathways Workgroups and the Integrated Plan evolve and become better defined.
6. Recommended for fall 2018: Leadership of existing groups is asked to work with members to align their charge, title, and size with this document.

#### **NEXT STEPS IN IMPLEMENTATION**

- Broad discussion at governance group meetings
- Feedback from these meetings will be incorporated by the taskforce as appropriate
- Each of the councils will be asked to approve the document
- College Council will discuss the proposal and any additional feedback from College Council members prior to final approval

#### **FUTURE CONSIDERATIONS:**

1. Consideration of terms and term limits should also be considered in the context of streamlining governance, which requires members to be even more prepared and engaged.
2. Creating a welcoming culture that encourages observers to learn more about governance and where they may want to contribute and engage.
3. Prepare for transitions in leadership
4. Revisit the governance manual updating it as necessary to include information from this document, the essence of governance, and also the future considerations. In this work, look to create strategic links between groups to ensure cross-communication between groups.

*Approved and passed by Classified Senate on April 17, 2018*

*Approved and passed by Administrative Council on April 19, 2018*

*Approved and passed by Academic Senate on April 20, 2018*

*Approved and passed by Associated Student Government on April 20, 2018*

*Approved by consensus by College Council on May 17, 2018*