

**HARTNELL COLLEGE DISTRICT PARTICIPATORY GOVERNANCE CHARTER**

**2023**



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## **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 drive 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?

This ad hoc task force invited feedback from multiple constituent groups throughout the process, including:

- Academic Senate
- Academic Affairs Council
- Accreditation Council
- Administrative Services Council
- Advancement Council
- Associated Students of Hartnell College
- College Planning Council
- Dr. Brian Lofman (on behalf of CReST)
- Senior Leadership Team
- Student Affairs
- Technology Development
- Town Hall open to all constituent groups

## **COUNCILS AND COMMITTEES**

After the vetting and editing of various approaches and models, a new governance structure has been created. 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**

Hartnell College Council- The charge of the Hartnell College Council is to make recommendations to the Superintendent/President in matters that involve and affect the college as a whole. Additionally, the HCC is responsible for establishing operating procedures and processes for all college governance councils, as well as codifying District processes not codified elsewhere using Operational Memoranda.

Academic Affairs Success Council- Working collaboratively with other councils and committees, the Academic Affairs Success Council provides opportunities for educational access and student success. In conjunction with the Student Affairs Success Council, the AASC focuses efforts to maximize the delivery of high-quality academic and learning support programs that engage and support students through their unique educational journeys.

Equity Assurance Council- Working collaboratively with other councils and committees, the Equity Assurance Council uses external and institutional research to promote education and initiatives that support a learning and working environment free from classism, colonialism, racism, sexism or phobias related to differences in ableism, culture, demographics, gender expression and/or identity, neurodiversity, sexual orientation or any other bias towards otherness that would prevent an environment of equity, fairness and inclusion.

Institutional Resources Council- Working collaboratively with other councils and committees, the Institutional Resources Council provides guidance for the allocation of financial, physical and technological resources to improve overall institutional effectiveness and promote equitable student success. The IRC uses the Program Planning and Assessment process to help determine institutional resource priorities.

Student Affairs Success Council- Working collaboratively with other councils and committees, the Student Affairs Success Council researches contemporary issues and trends and promotes best practices related to the services and programs that contribute to student success and the quality of campus life. In conjunction with the Academic Affairs Success Council, the SASC provides guidance on systemwide policies, initiatives and strategic planning affecting the student learning experience.

Technology Learning Support Council- Working collaboratively with other councils and committees, the Technology Learning Support Council provides guidance for implementing, enhancing and securing technology resources to support and sustain educational services and operational functions. The TLSC helps to promote the clear communication of requirements for the safe and appropriate use of technology to students and employees, as well as effective protocols for network and data security.

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.

All councils are expected to be working councils. The intent of a 'working council' is that each council or committee has a charge or mission, and will be active in writing proposals, deliberating and voting, meeting and working with other council members and stakeholders, and reporting back to the campus community on progress made towards the council charge or mission on an annual

or more frequent basis. A working council has regular deliverables that demonstrate that it is more than a passive, limited, informational or merely philosophical body.

Councils should work collaboratively, as needed, to work towards common goals. It is expected councils will combine expertise and problem-solve together as well as work on individual council tasks. Regular communication between council tri-leads will help to coordinate this approach as well as avoid redundancies.

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.

All councils should communicate to all District constituents meeting times and locations and encourage non-members to attend and participate via public comment.

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 tri-chairs and members should be elected by their constituent group via a democratic and transparent election process.

For administrators, this should include a mix of deans, directors and upper-level management.

For staff, this should include a mix of CSEA, confidential and L-39 employees, with the intent to include one member from each staff constituency on every council or committee.

For faculty, this should include a mix of both full-time and part-time faculty members.

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. Alternates for a council should be declared and voted on by the appropriate constituent group before that council's first meeting of the academic year.

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.

The following is the recommended tri-chairs and membership for each council. Tri-chairs are listed first and are in bold.



**HARTNELL  
COLLEGE  
COUNCIL**

ADMINISTRATION	STAFF	FACULTY
<b>President</b>	<b>President, CSEA</b>	<b>President, Academic Senate</b>
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
<b>V.P. Academic Affairs</b>	<b>P.P.O.A. Committee</b>	<b>Academic Senate President</b>
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
<b>V.P. Human Resources</b>	<b>Caring Campus Representative</b>	<b>Chair, SSEC</b>
A.V.P. Institutional Research	Confidential, CSEA or L-39	Co-Chair, PDC
Director of Research	Confidential, CSEA or L-39	Co-chair, EEO/Diversity
Dean of Student Equity	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
<b>V.P. Administrative Services</b>	<b>Accountant or B.O.C. Assistant</b>	<b>Co-Chair, PPOA</b>
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
Business Office Controller	Confidential, CSEA or L-39	Any Meta Major rep

**STUDENT  
AFFAIRS  
SUCCESS**

ADMINISTRATION	STAFF	FACULTY
<b>V.P. Student Affairs</b>	<b>ASHC</b>	<b>Academic Senate Rep.</b>
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
<b>V.P. of I.T.</b>	<b>Audio-Visual or Tech. Spec.</b>	<b>D.E. Committee Chair</b>
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

## **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) to encourage and maximize participation from constituents from the various campuses.

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). Quorum infers fifty percent plus one member of the total council membership is present for a meeting.

When the Academic Affairs Success Council and the Student Affairs Success Council meet jointly, all members of both councils vote on joint action items. For these joint meeting, quorum infers fifty percent plus one member of the combined membership total of both councils.

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.

A common charter and handbook encompassing all councils will be created collaboratively fall 2023.

After the first year, constituent voting members will 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.

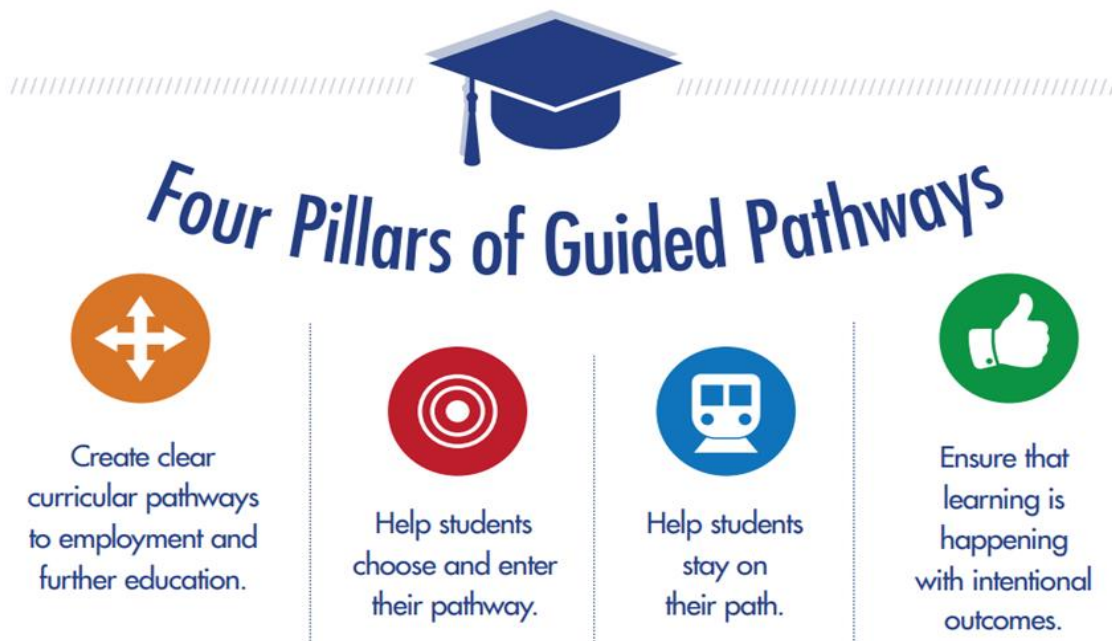
All college councils and their subcommittees will have the following charge for their individual handbooks.

*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:*

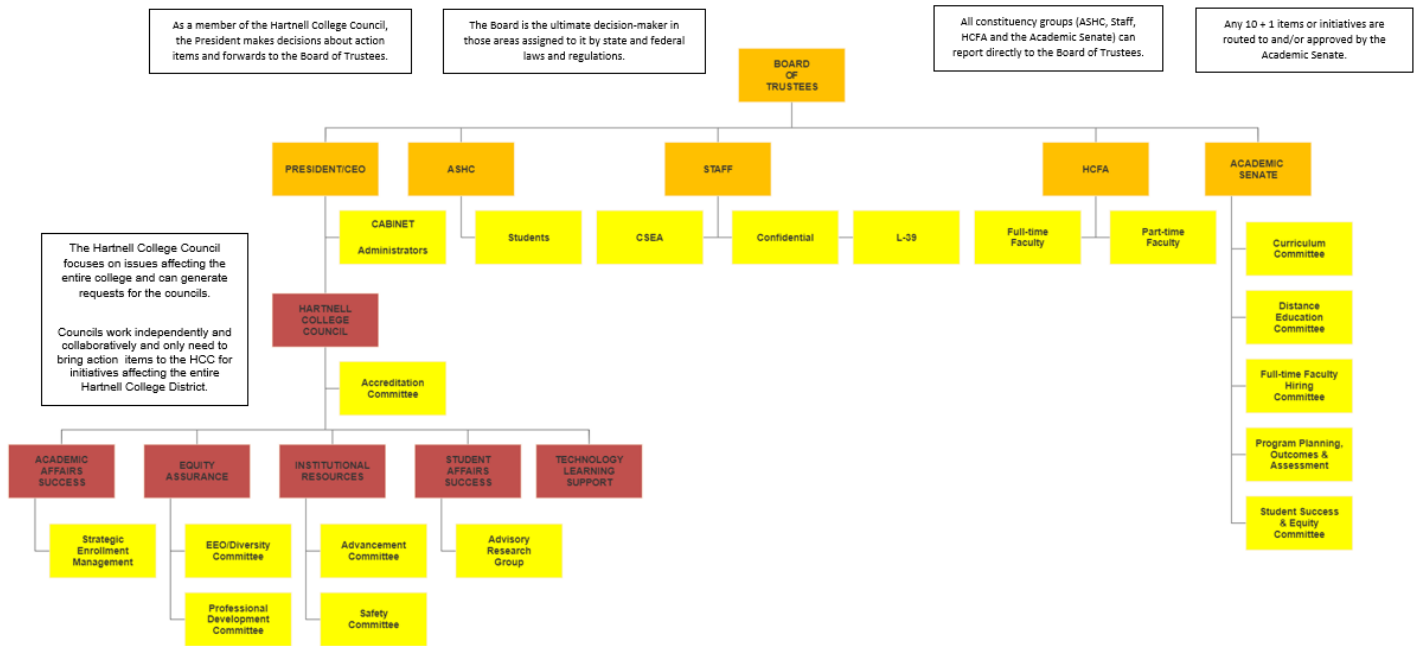
- *How can we contribute to creating clear curricular pathways for students leading to employment and further education?*
- *How can we help students choose and enter their pathway?*
- *How can we foster an environment where students stay on their path?*
- *How can we ensure that learning is happening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

For council agendas, it is recommended that action, discussion and informational items are linked to the Four Pillars.



# ORGANIZATIONAL CHART



# GOVERNANCE AND DECISION-MAKING MODEL

