



# Shared Governance at Foothill 2022

Update on Governance  
Thought Partners Retreat  
prepared for the Academic  
Senate

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**Update: February 14,  
2022**

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(AS representatives to the  
Governance Retreats)

# Background (no change from 2/1 PPT)

- RP Group Assessment of Shared Governance and AS Letter of April-May 2021
- Shared Governance Task Force May 2021
  - Governance Memo
  - Charter approved by AS Senate & Advisory Council
  - June – August 2021 work & accomplishments
  - Paused mid August
- Interim governance council
  - 1 meeting early November 2021
  - Paused
- Equinimity Retreat
  - Trust/relationship building full day retreat hosted by Bernadine – December 10, 2021
- Governance Thought Partners Retreat
  - 10 participants invited: 3 AS, 3 CS, 3 ASFC, President
  - Scheduled weekly/bi-weekly (Fridays), 12:15-4:30 p.m.
  - Two sessions so far: January 21 and January 28
  - Next sessions scheduled for: February 11 & 25<sup>th</sup>

# Student/ASFC statement (Jan 28<sup>th</sup>) - (no change from 2/1 PPT)

- Students want effective, empowered, and equitable participation in shared governance.
- Students recognize there is a question of representation – those representing students may not reflect diversity of student body.
- Students want meaningful and collaborative relationships with faculty, staff and administrators – would be great if we were given more opportunities to bond.
- Students see shared governance as an opportunity for community building.
- Students want more opportunities to make an impact – operational, planning, collaborate on policies, institutional practices. etc.
- Students can only be effective in this arena with a robust onboarding process.
  - Please remember students start behind others in terms of no pre-established rapport, institutional historical knowledge, and procedural knowledge (formal & informal).
  - Onboarding for fall should start in spring.
  - Need multiple opportunities for introductions – who are we in the room with? Who are we working with?
  - Be mindful of information overload.
  - Please provide a platform that centralizes all of the knowledge.
    - Documents, meeting notes, minutes, past communications, etc.

# Proposals so far... (updated)

## **1. Start with 1 governance council on a trial basis**

- Charged with oversight of **college mission** (creates guiding principles, visionary statements, strategic plans, etc., but not tactical or operational)
  - Transfer (certificate/degree educational programs)
  - CTE (certificate/degree workforce programs)
  - Equity
  - Empowerment (student activities, service leadership, etc.)
  - Access
  - Well-being
  - Community
- Considering model of Community + College

# Proposals so far... (updated)

## 1. Start with 1 governance council on a trial basis (continued)

- Membership: Combination of constituency-based + mission-based?

### Givens:

- College President? (ongoing discussion of role)
- Rep(s) from ASFC, Classified Senate and Academic Senate
- Reps from unions (FA, ACE, Teamsters, SEIU, AMA)
- Ex-officio (resource) as needed/determined by topic:
  - Finance, IR

### Other? Mission-based? – how??

- Transfer (certificate/degree educational programs)
- CTE (certificate/degree workforce programs)
- Equity
- Empowerment (student activities, service leadership, etc.)
- Access
- Well-being
- Community

# Proposals so far... (updated)

## **Issues to resolve prior to starting:**

- **Role of the College President** on Governance Council
  - If the council is advisory to the President, should the President be a member?
  - President represents the College, not the administration.
  - Need to address power dynamics
    - Shared leadership, but not shared accountability
    - Why it may be better to talk about participatory governance and not shared governance
  - Need to consider impact of past experiences, and credibility of president
  - How can we anticipate what the new president will want in governance, and how they will behave?

# Proposals so far... (updated)

## **Issues to resolve prior to starting:**

- **Who will chair and facilitate** this committee?
  - What are the guiding principles for agenda-setting?
    - What problem was the tri-chair (or quad-chair) model trying to address? Is that the right approach?
  - Should there be an external facilitator (not a member) to lead the meetings?

# Proposals so far... (updated)

## Other Issues/Needs:

- Operating Principles

- Roles of members (and different roles by types, e.g. faculty, student, staff?)
- Responsibilities of members
- Behavioral standards
- Accountability
- Shared leadership
  - Transformational vs. transactional
- Core values
- Consensus decision-making

- Onboarding needs

- Power dynamics
- Agenda setting
- Guiding Principles
- Parliamentary procedures
- Collegial dialogue
- **Understanding and purviews of *all* the constitutional bodies and other operational and administrative bodies**

# Proposals so far... (no change)

## **2. Continue regular (frequency TBD) Governance Thought Partners Retreats to:**

- Refine structure (consider creation of subcommittees as needs emerge being mindful to avoid redundancies and inefficiencies)
- Address emerging issues/check-in with each other
- Draft a governance handbook/onboarding course

# Questions/Discussion Topics so far... (up through 2/1)

- Why aren't other administrators in the room?
  - What is the Admin Council, and what relationship does it have to governance?
- What is at the center of shared governance? What does shared governance mean to our college?
- What is the purview of a governance council?
  - What is the difference between governance and operations?
  - What about academic & professional matters (10+1)?
- What is the right structure (i.e. membership) of a governance council?
  - What is the relationship between leadership and representation?
  - What is the difference between constituency-based vs. mission-based?
  - What qualifications, knowledge and onboarding do members need?
  - How can honor expertise in an equitable and just manner?
- What is the right decision-making process for a governance council?
  - Democratic majority? Consensus?
  - Advisory vs. Consultative vs. Decision-making (binding)
  - What if different constituencies have different recommendations?
- How much ambiguity is tolerable?
- How can we heal from the past and rebuild trust?
- What is our mission?
- How can we ensure meaningful participation in governance while also not overburdening everyone?