

Participating Effectively
in
Copper Mountain
Community College District
Governance

(Board Approved: December 14, 2006)
(Board Approved: November 3, 2011)

Copper Mountain Community College District

PHILOSOPHY OF PARTICIPATORY GOVERNANCE

Copper Mountain College embraces the principles of participatory governance embodied in AB1725 and Title 5. As a reflection of that commitment, we strive to include all campus constituencies – students, classified staff, faculty and administration – in the consultation and decision-making discourses.

Embedded in the principle of participatory governance is the importance of all students, staff, faculty and administrators, and the value of their contributions to Copper Mountain College.

Participatory governance is not limited to constituent involvement on committees, but must be part of daily life for all members of each constituency, as we listen to one another and learn from the expertise each brings to the fulfillment of Copper Mountain College's mission as a community college. Demonstrating respect for one another is a critical part of making this concept work. Participatory governance must be part of all our interactions, and we must make interaction habitual in decision-making.

Definition

Participatory governance, sometimes referred to as “shared governance” or “collegial consultation,” is the commitment to (1) ensuring that all college constituencies have the right to participate effectively in district and college governance, and (2) ensuring that the Academic Senate assumes “primary responsibility for making recommendations in the areas of curriculum and academic standards.” (Education Code 70902[b][7])

Role of Administration in Shared Decision Making

The Copper Mountain College administration consults with and welcomes the advice and judgment of faculty, staff, and students on college issues. The president and administration commit to consulting with the academic senate on college-related “academic and professional matters” as defined in both Board policy and Title 5, Sec. 53200(d)(2).

The Copper Mountain College administration commits to (1) listen to advice in a nonjudgmental manner, (2) consider and be open to all ideas presented, and (3) strive for mutual agreement. In instances when mutual agreement is not reached, and/or academic senate recommendations are not accepted, the administration agrees to explain its perceptions to the Board of Trustees regarding the lack of agreement and the rationale for the action taken [as directed by Title 5, (Sections 53200-53204)].

Role of Faculty in Shared Decision Making

The Academic Senate is seen by the California legislature as a governing body and not a college committee. As such, it has a unique relationship with the Board of Trustees. The Academic Senate is the only constituency specifically authorized by Title 5 to have

a formal relationship with the Board of Trustees. Both the Board and the Academic Senate are bound by the Brown Act.

The Board of Trustees of Copper Mountain Community College District has committed to collegial consultation with the Academic Senate regarding matters of curriculum and academic standards. The Board will consult with the Senate through the Board's designee, the college Superintendent/President. Consultation must occur in eleven areas of academic and professional responsibility specified in Title 5 (Sections 53200-53204). Shared decision making may be accomplished by either relying primarily on the advice of the Academic Senate or through collegial consultation which results in a written, mutual agreement (Title 5, California Code of Regulations).

The following are the eleven areas with the agreed upon designation of either "rely primarily" or "mutually agree:"

1. Rely Primarily – Degree and certificate requirements
2. Rely Primarily – Curriculum, including establishing prerequisites and placing courses within disciplines
3. Rely Primarily – Grading policies
4. a. Mutual Agreement – Educational program development (existing programs)
b. Rely Primarily – Educational program development (new programs)
5. Mutual Agreement – Standards or policies regarding student preparation and success
6. Mutual Agreement – District and college governance structures, as related to faculty roles
7. Mutual Agreement – Faculty roles and involvement in accreditation processes, including self study and annual reports
8. Mutual Agreement – Policies for faculty professional development activities
9. Mutual Agreement – Processes for program review
10. Mutual Agreement – Processes for institutional planning and budget development,
11. Mutual Agreement – Other academic and professional matters as mutually agreed upon between the governing board and the academic senate.

In keeping with Title 5, Section 53200, Copper Mountain College recognizes that the advice and judgment of the Academic Senate will normally be accepted in matters related to these eleven areas and that, when the advice and judgment of the Academic Senate is not followed, the senate may request and shall receive an explanation in writing. When the Board of Trustees elects to **rely primarily** upon the advice and judgment of the academic senate, the recommendation of the senate will normally be accepted, and only in exceptional circumstances and for compelling reasons will the recommendations not be accepted. When the Board of Trustees elects to provide for **mutual agreement** with the academic senate, and an agreement has not been reached, existing policy shall remain in effect unless such policy exposes the district to legal liability or fiscal hardship. In cases where there is no existing policy, or when legal liability or fiscal hardship requires existing policy to be changed, the board may act, after

a good faith effort to reach agreement, only for compelling legal, fiscal, or organizational reasons. Title 5, section 53203(d) Consultation includes all areas which will have a significant effect on faculty, but which exist outside the college bargaining arena.

Role of Classified Staff in Participatory Governance

In the case of the classified staff, Title 5, Section 51023.5 specifically requires that the District's Board of Trustees "adopt policies and procedures that provide district and college staff the opportunity to participate effectively in district and college governance," on matters "that the governing board reasonably determines, in consultation with staff, have or will have a significant effect on staff."

Copper Mountain College complies with Government Code sections 3540, et seq., in that "such procedures for staff participation shall not intrude on matters within the scope of representation under section 3543.2 of the Government Code." When any college or district task force, committee, or other governance group, is used to consult with staff regarding implementation of participatory governance or to deal with other issues which have been determined to significantly affect staff outside the scope of bargaining, the appointment of staff representatives shall be made according to Title 5, sections 51023.5(7)(A) and 5102.3(7)(B), as follows:

"The exclusive representative shall appoint representatives for the respective bargaining unit employees, unless the exclusive representative and the governing board mutually agree in a memorandum of understanding to an alternative appointment process."

"Where a group of employees is not represented by an exclusive agent, the appointment of a representative of such employees on any task force, committee or governance group shall be made by, or in consultation with, any other councils, committees, employee organizations, or other staff groups that the governing board has officially recognized in its policies and procedures for staff participation."

"When the task force, committee or governance group will deal with issues outside the scope of collective bargaining, any other council, committee or staff group, other than an exclusive agent, that the governing board has officially recognized in its policies and procedures for staff participation may be allowed to designate an additional representative."

In accordance with law and district policy, Copper Mountain College promotes, supports, and encourages all classified staff to participate in campus and district committees, and provides classified staff with opportunities to participate in the formulation and development of policies and procedures. To that end, Copper Mountain College consults collegially with elected representatives of the classified staff.

Role of Students in Shared Decision Making

Copper Mountain College is also committed to ensuring a role for students in the governance process, in accordance with AB1725, Title 5 (Section 51203.7). The District believes that the recognition of students as full members of the learning community

requires their participation in the formulation of district policies that have, or will have, a significant effect on students. The inclusion of students in governance ensures representation of the student constituency, as well as the development and implementation of effective student policy. Copper Mountain College recognizes the Associated Students of Copper Mountain College (ASCMC) as the representative body for students, and seeks the advice and consultation of ASCMC designees in all matters affecting students.

Participatory Governance Committee Structure

The participatory governance process developed at Copper Mountain College is based on a hub and spoke model, with the College Council serving as the hub, and constituency groups serving as the spokes.

Each constituency group appoints its representative(s) to the College Council. The members of College Council both represent their constituency group on the Council, and are responsible for communicating back to their group information and decisions from the council.

District-wide committees that address matters of interest and concern to the entire campus community are participatory governance committees. Committees that have a more narrow scope that are more functional in nature are operational.

Participatory Governance Committees and their chairs are:

- 1) Academic Calendar
Vice President for Academic Affairs and Vice President of Student Services
(Co-Chairs)
- 2) Budget Advisory Committee
Chief Business Officer
- 3) College Council (Serves as the Strategic Planning Group)
Superintendent/President
- 4) Equal Employment Opportunity Committee (EEOC)
Human Resources Manager
- 5) Professional Development Committee
Superintendent/President
- 6) Technology Committee
Vice-President of Student Services and Director of Information Systems (Co-Chairs)

Operational and contractual committees include, but may not be limited to, committees such as advisory committees, catastrophic leave, graduation committee, grants

committee, professional growth committees, research committee, safety committee, and scholarship committee.

ACADEMIC CALENDAR

Mission

To develop the Academic Calendar in accordance with state regulations and to make recommendations that best meet the needs of the Copper Mountain Community College District students and employees.

Membership

Vice President for Student Services (Co-chair) *
Vice President for Academic Affairs (Co-chair) *
One CMCFA Representative *
One Academic Senate Representative *
One CSEA Representative *
One Classified Senate Representative *
One ASCMC Representative *
One Representative from Admissions & Records
One Representative from Base Programs
One Representative from Counseling
One Representative from Developmental Education
One Representative from the Office of Academic Affairs

Meetings

Meetings shall be held as needed.

Reporting Requirements

The recommended calendar shall be presented to the College Council.

* Denotes voting members

BUDGET ADVISORY COMMITTEE

Mission

The mission of the Budget Advisory Committee (BAC) is to provide final independent shared governance review of the resource allocation recommendations brought forth by College managers based on the program reviews under their supervision.

The Role

The role of the BAC is to provide independent budgetary advice to the College president and Board of Trustees in an effort to ensure ongoing compliance with the 50% Law. The committee seeks to ensure that College resources are directed to the highest value and best use of available financial resources while ensuring the Colleges' fiscal stability. In addition, during BAC deliberations, voting members are expected to regularly report to and solicit feedback from the shared governance group that appointed them.

Membership

The membership of the committee is based on a collegial process to ensure that all segments of the college community have participation in the process. The Chief Business Officer provides guidance and budget information to the committee.

Chief Business Officer (Chair)
One CMCFA Representative *
One Academic Senate Representative *
One CSEA Representative *
One Classified Senate Representative *
Two Management Representatives*
One ASCMC Representative *
One Foundation Representative
Fiscal Services Accountant

Meetings

A calendar tied to the Budget process is developed each academic year.

* Denotes voting members.

Reporting Requirements

The Budget Advisory Committee makes recommendations to the Board of Trustees with prior advising to the Superintendent/President.

Resource Allocation Process

- I. Since the district is currently allocating more than 90% of total expenditures to labor, and since the college is a Union based organization; all resource issues involving wages (benefits), hours and conditions of employment must be negotiated directly with CTA and CSEA. In the interest of identifying incremental or decremental resources for the coming year, Union negotiations should be completed at the earliest possible time to allow the budgetary cycle to be implemented. In addition, all unavoidable fixed costs (such as utilities, supplies, etc.) should also be identified, prior to moving further into the cycle, and subtracted from projected available resources.

It should be noted that some provision for expediting “emergency” (unanticipated and essential) expenditures should be included in this process. In the past, numerous “emergency” expenditures have circumvented the formal resource allocation process. Therefore, in an effort to create a clear, working definition of “emergency,” the BAC considers “emergency” to mean expenditures that are unusual, infrequent, essential to College operations, and that could not have been reasonably anticipated in advance at the Program and/or Management level. Time-sensitive transactions that comply with this definition should be advanced by management to the Board of Trustees, in a timely manner, with prior notification and documentation to all participants in the budget cycle, and should be funded first out of College Reserves in excess of 5%. Transactions that do not meet this definition should wait for the next Program Review cycle for inclusion in the formal, two-stage resource allocation process.

- II. Only the remaining incremental/decremental resources should go through a shared governance process outlined below, using the 50% Law, WASC compliance, and the three Mission elements as prioritization criteria:

- (A) program review/management priorities
- (B) College Council review
- (C) Budget Advisory Committee review

PRIORITIZATION CRITERIA

Increasing the quantity and/or quality of service to diverse desert communities
Providing a more comprehensive curriculum
Improving student success.

It must be clearly understood that the Administration and Board control the release of funds. Therefore, budgetary priorities will be established through due process but will only be funded after Board established minimum levels of financial reserves have been assured.

Annual Budget Calendar

August 15-September 15

All College Programs finalize Work-Plan goals, including measurable outcomes, for the current academic year and begin implementation of those elements not requiring incremental resources.

September 15-October 22

Administrators and Division Chairs, in consultation with the Programs under their supervision and the College Council, will prioritize current year budget requests using an institution-wide set of agreed upon criteria, and forward their analysis and recommendations to the BAC.

October 22-November 30

The BAC will conduct a final, independent, shared governance review of the recommendations submitted by Management, utilizing the same criteria previously employed, and forward their recommendations directly to the College President, who will present all findings to the Board of Trustees. In addition, during BAC deliberations, all voting members are expected to regularly report to and solicit feedback from the shared governance group that appointed them.

December

The Board of Trustees will vote to adopt current year budget priorities and, based on available and anticipated resource availability, expenditures may begin.

February

P(1) (First Principal Apportionment) arrives and discretionary resources may now be fully committed to funding institutional priorities.

April 15-May 15

Program Reviews are updated, the results are shared with Advisory Committees, and a tentative Work-Plan and resource needs for the coming year are developed.

COLLEGE COUNCIL

Mission

The College Council serves as the primary participatory governance committee of the district. The mission of the College Council is to provide leadership and oversight to the accomplishment of educational quality and student success through planning. The Council will develop processes for strategic and comprehensive master planning and will oversee implementation of those processes and the development of the strategic and master plans, and will recommend planning priorities. In addition, the College Council will receive information, hear and share opinions, focus on campus-wide issues, and receive, review and recommend policy to the Superintendent/President.

Membership

Superintendent/President (Chair)
All Vice Presidents
Human Resources Manager
Chief of Campus Facilities
Chief Business Officer
Academic Senate President
CMCFA President
Accreditation Liaison Officer
Classified Senate President or Designee
Confidential Employee Designee
CSEA President
ASCMC President or Designee
Executive Director of the Copper Mountain College Foundation

Voting members

The committee will operate using a consensus-based model.

Meetings

The College Council shall meet twice monthly.

Reporting Requirements

The College Council makes recommendations to the Superintendent/President. The Superintendent/President informs the Board of Trustees.

EQUAL EMPLOYMENT OPPORTUNITY COMMITTEE (EEOC)

Mission

1. The Equal Employment Opportunity Committee is an advisory committee established in accordance with Title 5, to assist the District in developing and implementing the Equal Employment Opportunity plan as required by Title 5.
2. Recommend polices regarding equal employment opportunity, student equity and non-discrimination polices in accordance in Title 5 and any other laws and regulations.
3. Recommend and review procedures for filing discrimination complaints.
4. Develop communication processes to notify employees of the EEO plan and policies.
5. Develop and participate in training of employees who participate on screening or selection committees.
6. Assist in the development of and participate in the training of employees and students on policies and regulations concerning non-discrimination, equal employment opportunity and student equity.

Membership

In accordance with Title 5, the committee shall include a diverse membership, whenever possible. The Committee Chair will be the Human Resources Manager and membership will include administrators, faculty, classified and student representatives sufficient to ensure a diverse membership. The Superintendent/President may appoint additional members as necessary to achieve this objective.

Members

Human Resources Manager (Chair)

Two faculty members, one each appointed by the Academic Senate and the CMCFA

Two classified members, one each appointed by the Classified Senate and the CSEA

One manager, appointed by the President

One student representative, appointed by the ASCMC President

Meetings

At least once per semester or more often if needed.

Reporting Requirements

All recommendations from this committee go to the Superintendent/President. When recommendations from this committee affect policy, they will first go to College Council for review. Annual reports are submitted to the Chancellor's Office validating outcomes and the appropriate use of funds as required by the California Education Code.

PROFESSIONAL DEVELOPMENT COMMITTEE

Mission

The mission of the Professional Development Committee is to consider appropriate professional development activities each fiscal year for all employees and develop a calendar of activities for All Staff Days.

Membership

The membership of the committee is based on a collegial process to ensure that all segments of the college community have participation in the process.

Superintendent/President (Chair)
One CMCFA Representative
One Academic Senate Representative
One CSEA Representative
One Classified Senate Representative
Human Resources Manager
One ASCMC Representative

Voting members

The committee will operate using a consensus-based model.

Meetings

Meetings shall be held as needed.

Reporting Requirements

The recommendations shall be presented to the College Council.

TECHNOLOGY COMMITTEE

Mission

The mission of the Technology Committee (TECH COM) is to develop, implement, coordinate, and review the Copper Mountain College (CMC) technology plan (Tech Plan) in both instructional and operational functions. Technology planning will include shared information from appropriate committees and groups, program reviews, and related input to foster a shared vision.

Membership

Director of Information Systems (co-chair) *
Vice-President for Student Services (co-chair) *
Academic Senate Representative *
CMCFA Representative *
Classified Senate Representative *
CSEA Representative *
ASCMC Representative(s) *
Technical Advisor(s)
Academic Affairs Representative
Base Programs Representative
Library Representative
Student Services Representative(s)
Title IX ADA person
Institutional Researcher/Grant Writer

Meeting

Meetings shall be held at least monthly depending on the work load of committee.

Reporting Requirements

The recommendations shall be presented to the College Council.

* Denotes voting members.