

College of Marin

Participatory Governance

System (PGS) Plan

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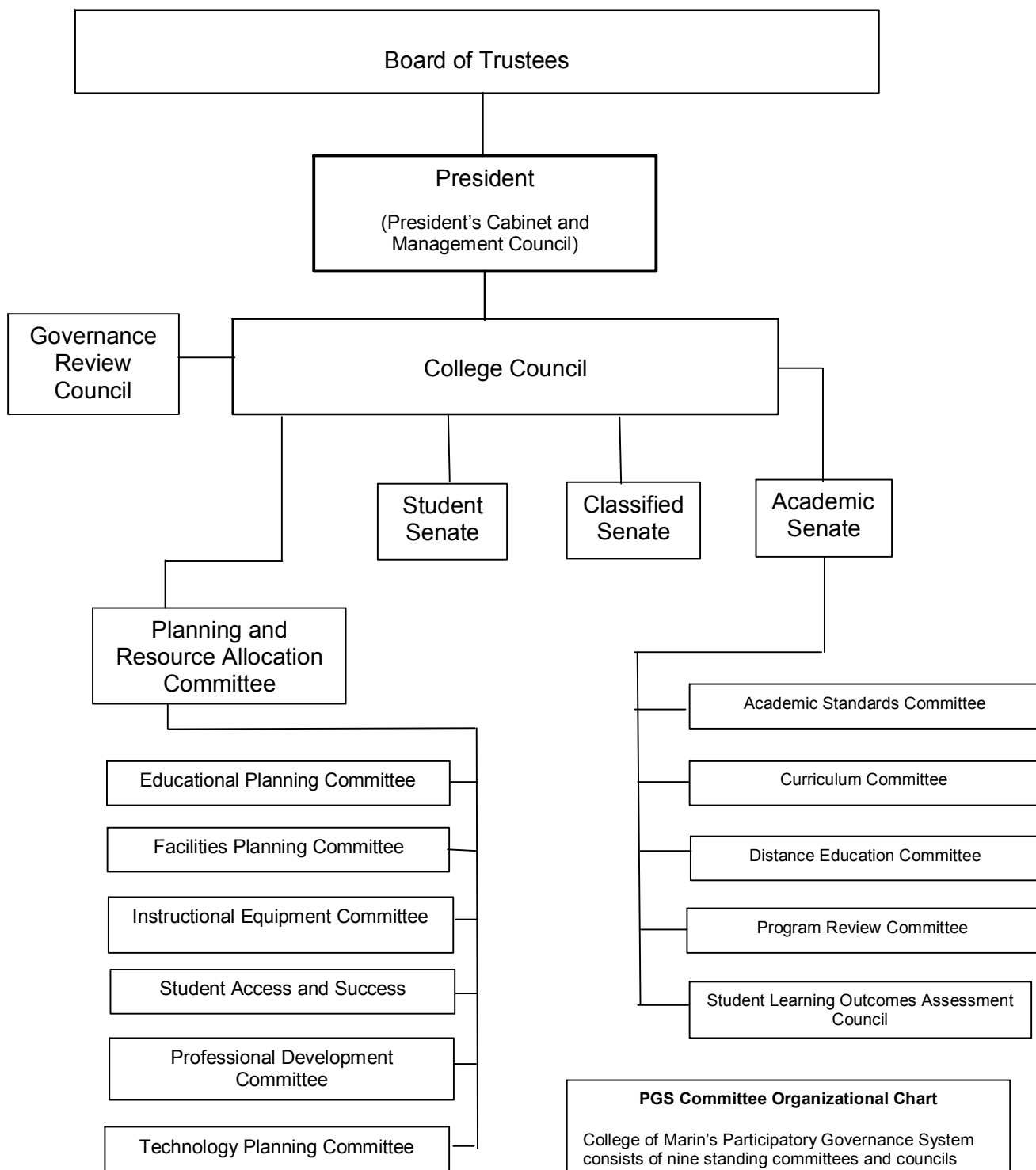
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Marin Community College District Participatory Governance System Plan

PHILOSOPHY

Any system of governance is dependent upon the cooperation and collaboration of all of its components to function effectively. The whole is greater than the sum of its parts and it is the interdependence of those parts that is important to the success of any effort by the whole. Members of the College community need to respect each other's professionalism and encourage trust and a sense of team work. To that end, the College of Marin has established a participatory, advisory system of governance which includes a commitment to participation from all segments of the college community in making recommendations for the policies and procedures that govern the college. It is expected that the Superintendent/President will always give careful consideration to the recommendations made through participatory governance. However, it should be understood that all recommendations are advisory to the Superintendent/President, who will provide written rationales when not following those recommendations. The Board of Trustees holds the final decision-making authority.

College of Marin's governance system is guided by of the California Education Code as specified in the Education Code section 70901(b)(1)(E) which reads: governing boards of community college districts will "ensure faculty, staff, and students the right to participate effectively in district and college governance, and the opportunity to express their opinions at the campus level and ensure that these opinions are given every reasonable consideration, and the right of academic senates to assume primary responsibility for making recommendations in the areas of curriculum and academic standards as well as other academic and professional matters as are mutually agreed upon between the governing board and the academic senate." Further, the College of Marin governance system aspires to establish and practice transparency in decision-making.



PGS Committee Organizational Chart

College of Marin's Participatory Governance System consists of nine standing committees and councils composed of faculty, staff and students.

Recommendations flow up from the committees.

Information flows in both directions.

College Council serves as the umbrella committee that makes recommendations to the College President.

Individuals have access through their constituent body (the Senates and Management Council) and College Council.

LEGALLY DEFINED AREAS OF PARTICIPATION IN TITLE 5 AND OTHER CODES

Academic Senate (Title 5, Section 53200)

For the purposes of this Section, the term "academic and professional matters" means the following policy development and implementation matters:

1. curriculum, including establishing prerequisites and placing courses within disciplines
2. degree and certificate requirements
3. grading policies
4. educational program development
5. standards or policies regarding student preparation and success
6. district and college governance structures, as related to faculty roles
7. faculty roles and involvement in accreditation processes, including self-study and annual reports
8. policies for faculty professional development activities
9. process for program review
10. process for institutional planning and budget development
11. other academic and professional matters as are mutually agreed upon between the governing board and the academic senate

Other code sections that legally require participation by faculty:

1. Ed. Code 66450 - distribution of academic presentations
2. Ed. Code 87458 - administrative retreat rights
3. Ed. Code 87359 - equivalencies to minimum qualifications
4. Ed. Code 87360 - faculty hiring
5. Ed. Code 87663 - faculty evaluation
6. Ed. Code 87610.6 - faculty tenure
7. Ed. Code 87743.2 - faculty service areas
8. Title 5, Section 55022 - curriculum committees
9. Title 5, Section 53204 - academic senate/union agreements

Staff (Title 5, Section 51023.5)

For purposes of this Section, district and college policies and procedures that have or will have a significant effect on staff include the following:

1. district and college governance structures, as related to staff roles
2. processes for institutional planning and budget development
3. staff roles and involvement in accreditation process, including self study and annual reports
4. policies for staff professional development activities
5. any other district and college policy, procedure or related matter that the district governing board determines will have significant effect on staff.

Other code sections that legally pertain to participation by staff:

1. Ed. Code 70901.2 - appointment of classified staff representatives by exclusive bargaining unit representative

Students (Title 5, Section 51023.7)

For the purposes of this Section, the district and college policies and procedures that have or will have a significant effect on students include the following:

1. grading policies
2. codes of student conduct
3. academic disciplinary policies
4. curriculum development
5. courses or programs which should be initiated or discontinued
6. processes for institutional planning and budget development
7. standards and policies regarding student preparation and success
8. student services planning and development
9. student fees within the authority of the district to adopt
10. any other district and college policy, procedure or related matter that the district governing board determines will have significant effect on students

PRINCIPLES FOR EFFECTIVE GOVERNANCE

- **All constituencies work together for the good of the institution:**
This means that decisions follow a shared vision and are made in the best interest of the College. All constituencies actively participate.
- **Clarity of roles and decision-making processes:**
The governance system reflects transparent decision making with data that supports and/or references shared vision and goals. Decisions are clear and effectively communicated.
- **Data-based decisions and discussion:**
Proposals are based on data, as are the resulting recommendations and rebuttals. Recommendations should support the College's Mission Statement, Vision and, Educational Master Plan. Timely decisions are expected.
- **Professional conduct:**
All public meetings and governance committees have clear ground rules and expectations of professional conduct and respectful dialogue. As part of professional conduct, governance committees take responsibility for their decisions and make them publicly known.

Constituent Groups

Board of Trustees

The Marin Community College District Board of Trustees is a publically elected board which as a unit sets the policy direction that defines the educational, legal, ethical, and prudent standards for college operations, institutional performance, fiscal health and stability. The Superintendent/President works at the pleasure of the Board.

President's Cabinet

The Cabinet is advisory to the Superintendent/President in all matters related to college operations, student learning, and the implementation of Board policies. The Cabinet is composed of administrators who report directly to the Superintendent/President.

Management Council

The Management Council is comprised of appointed administrators of the various units, departments or divisions and serves at the pleasure of the Board of Trustees and Superintendent/President. Management Council meetings are staff meetings where policies, procedures, and operational matters are discussed. Managers are appointed to college governance committees by the Superintendent/President.

Academic Senate

Represents all certificated instructional personnel including credit, non-credit, full and part-time faculty, which includes instructors, counselors, college nurse and librarians. The faculty elects fifteen members to the Academic Senate. The Academic Senate serves as the voice of the faculty in matters concerning participatory governance and academic and professional matters.

Classified Senate

Represents all staff other than certificated and management. The Classified Senate serves as the voice of the classified staff in matters concerning participatory governance. Senators are elected from the classified staff in proportion to the percentage of CSEA, SEIU and unrepresented employees employed in the District. There are 16 classified senators.

Student Senate

Represents all registered credit and non-credit students. The Student Senate consists of the Senate President (elected by the student body) and students appointed by each of the three student associations (ASCOM, ASIVC, ASEC). The Student Senate serves as the voice of the students in matters concerning participatory governance.

Types of Governance Groups**Council**

A group of constituency representatives designated or selected to act in an advisory capacity and meet on a regular basis.

Standing Committee

A permanent committee of constituency representatives intended to consider all matters pertaining to a designated subject and meet on a regular basis.

Sub Committee

A permanent committee created by a council or standing committee to address and make recommendations on a particular subject. The members need not be from a permanent committee or council.

Ad Hoc Committee

A committee created by a council or standing committee for a special purpose. Meets as needed until the task is finished.

Task Force

A group created by the College Council or the President to address a special college-wide issue and meet until the issue is resolved.

OPERATING GUIDELINES**Quorum**

- Quorum for meetings will be 50% of the Council or Committee plus one.
- A quorum consists of at least one member from each constituency.
- Seats with no appointed representatives shall not be included when establishing quorum.
- If any governance group does not provide at least one representative for two consecutive meetings, the remaining group will comprise a quorum and can take action at the second meeting.

Composition and Population of Participatory Governance Committees

- When recommending appointments of representatives to serve on participatory governance committees, councils, task forces etc. , appointing bodies will strive to allow all interested parties to serve.
- Members will be appointed for two-year terms.
- If replacements are made, the new representative will complete the term of the original appointment.
- Appointing bodies reserve the right to remove their representatives for not fulfilling their duties as specified in this document or for other reasons specified in their governing documents.

- The Academic Senate is responsible for appointing faculty.
- The Student Senate is responsible for appointing students.
- Classified staff are appointed by their officially designated appointing body.
- The Superintendent/President is responsible for appointing managers.
- Each appointing body will notify the Organizational Development and Planning Office by the first fall census date of the representatives who will serve that year.
- Appointing bodies will notify the Organizational Development and Planning Office whenever there is a change in representation and will maintain current lists of committee representatives and their term of office.
- Participatory governance committees, task forces or subcommittees should have equal representation from each constituency unless they fall under the academic and professional matters as defined in Title V, Section 53200.

Meeting Process

- All meetings are open to the public.
- Non-members may attend meetings as observers and speak with permission of the chair.
- All participatory governance committees act as recommending bodies.
- Participatory governance committees will establish and publish an agenda for each meeting in a timely manner.
- Participatory governance committees should develop agreed upon ground rules for committee operation.
- Committees will develop annual goals and objectives and a method for evaluation.

Consensus and Voting

- All committees shall use the consensus method to reach decisions and make recommendations.
- Consensus is reached when members mutually agree to a decision and feel their concerns regarding the issue have been adequately addressed. It is not unanimity.
- A quorum should be present when taking action on an item.
- The Chair should ensure that enough time is taken so all voices are heard and understood before any effort to finalize a decision.
- When working to build consensus, the Chair can poll the members to determine the level of consensus among the group as follows:
 - Level One: I can easily accept the decision or action
 - Level Two: I can accept the decision or action, but it may not be my preference.
 - Level Three: I accept the will of the group, but I don't necessarily agree with the decision or action.
 - Level Four: I cannot accept the decision or action.
- If consensus cannot be reached after 2 meetings or if the Chair or Co-chairs determine that consensus is not possible and further discussion would jeopardize committee timelines, a vote will be taken.
 - A simple majority (50% plus one) will carry the motion.
 - The group(s) in the minority will have the option to forward a minority report along with the recommendation.
- Training will be provided to ensure Chairs and committee members have the tools and resources required to implement the consensus model.

Responsibilities of Constituent Representatives

- Representatives of constituent groups involved in the participatory governance process are responsible for keeping their respective groups informed of the proceedings and

- recommendations of governance committees.
- Because of the importance of regular attendance by members of governance committees, the chair of each committee will notify the appropriate appointing body to request that a replacement be appointed after three unexcused absences.
- If a committee member is unable to attend a meeting the constituent group may send a substitute.

Duties Of Chair And Co-Chairs

The Committee Chair &/or Co-chair will:

- Establish meeting times and locations.
- Establish committee ground rules.
- Create and distribute an agenda in a timely fashion.
- Send a copy of committee agendas and minutes to Senate Presidents for dissemination to their constituencies.
- Establish annual goals and objectives and a method of evaluation.
- Conduct meetings in an orderly manner allowing appropriate participation of all individuals present.
- Ensure that appropriate timelines to complete committee tasks and recommendations are established.
- It is the responsibility of the Chair or Co-chairs to ensure that the conduct of committee members remains professional, respectful and collegial.
- The Chair or Co-chairs will mediate conflict and/or discuss unprofessional conduct with the appointing body who may take action, including the possibility of removing the appointed member if necessary.
 - In the event that the unprofessional conduct involves the Chair or Co-chair, the members of the committee will provide a written request to the Governance Review Council to adjudicate.
- Ensure that a clear consensus or vote is taken on action items.
- See that minutes are written, approved, and distributed promptly
- Act as a mentor or assign a mentor to new committee members who are unfamiliar with the committee or College of Marin governance.
- Ensure that student representatives understand the tasks and procedures of the committee.
- When serving as Co-chairs, inform committee members how duties will be divided.
- Committee Co-chairs will communicate regularly with each other over the construction of the agenda and other relevant work.

Duties Of Members

All committee members will:

- Attend meetings regularly
- Act in a respectful and professional manner.
- Keep their constituent groups informed of committee actions.
- Complete assignments associated with committee work in a timely fashion.

Staff Resources

- Governance committees may request staff resource members to support committee work, provide information and/or advise the committee
- Staff resources do not vote on committee actions.

Communication

- A committee meeting calendar will be maintained by the Office of Organizational Planning and Development.

- The agenda of the Board of Trustees includes time for a report from each of the three Senates to ensure effective communication.
- To assure timely communication between committee representatives and their respective Senates, the Senates are encouraged to have a standing agenda item, "Governance Committee Reports." One representative from each committee is encouraged to provide their respective Senate with information about committee issues and also receive suggestions and ideas from Senate members.
- Senates will distribute their Minutes to the other Senate Presidents.

BOARD POLICIES AND PROCEDURES

The Superintendent/President shall establish and maintain an orderly procedure for preserving and making accessible the Board Policies and Administrative Procedures. These documents shall be updated periodically.

Board Policy

Board policy is the voice of the Board of Trustees and implements state and federal laws and regulations. The Board, through policy, delegates authority to the chief executive to administer the College. The CEO and College staff members are responsible to reasonably interpret Board Policy as well as other relevant laws and regulations that govern the College.

Policy is best expressed in broad statements. It legally binds the District. Therefore, policy statements should be clear, succinct, and current. Policies and procedures should be accessible, useful, and up-to-date.

Administrative Procedure

Administrative procedures implement Board Policy, laws, and regulations. They address how the general goals of the District are achieved and define operations of the District. They include details of policy implementation, responsibility, accountability, and standards of practice. Although procedures may be developed by the CEO, administration, faculty, and staff members, it is the administrators/managers who are held responsible for upholding the specific information delineated in the procedures. Procedures do not require Board approval.

The College has a membership in the Community College League of California Policy and Procedure Service which provides policy and procedure language that meets current laws and regulations and has been reviewed and recommended by the Law Firm of Liebert, Cassidy and Whitmore. Twice a year CCLC provides updated policy and procedure language that reflects any recent changes to laws or regulations. The College will use the CCLC templates to ensure our policies and procedures comply with current laws and regulations and will follow the numbering system established by the League. College of Marin may also develop and implement policies and procedures in areas that are not covered by CCLC.

The Superintendent/President has primary administrative responsibility for recommending changes to Policies and Procedures to the Board or Trustees.

- All proposed Board Policies and Administrative Procedures must go through the established governance review process.
- Policies and Procedures related to academic and curriculum matters as defined in Title 5 are under the purview of the Academic Senate and will go to College Council as information items.
- A proposed policy/procedure revision that contains only minor wording changes or does not change the intent of current policy/procedure, may be forwarded directly to College Council for review.
- If a representative from any constituency feels there is a need for the policy/procedure to be reviewed by their constituency, they may request that the proposal be taken to their constituency before College Council makes its recommendation.

- Once a proposed policy/procedure enters the governance review process, the initiator does not have the right to withdraw it.
- If a proposal changes significantly as it goes through the review process, the initiator may request that his/her name be removed.

Submission Process

College Council will establish a Board Policy/Administrative Procedure Task Force which is responsible for reviewing policy and procedure proposals and making recommendations to College Council. The Task Force will be composed of representatives from the Academic, Classified and Student Senates, CSEA, UPM and SEIU.

- 1) The Task Force will review proposed policies and procedures and suggest revisions as appropriate. CCLC updates are sent to the President/Supintendent's Office and will be sent to the Task Force as soon as they are made available.
- 2) Note: If an individual wants to submit a new or revised policy or procedure:
 - a. They must submit their proposal electronically to the Superintendent/President's office with a completed governance proposal cover sheet that explains the justification for the new or revised proposal.
 - b. The new proposal will be sent to the administrator responsible for implementing the policy or procedure before proceeding to the Board Policy/Administrative Procedure Task Force for review.
 - c. The proposal initiator will be invited to the Task Force to provide background and additional information.
- 3) Task Force members may take policy or procedure proposals to their constituency for further review.
- 4) The Task Force recommends Board Policy and Administrative Procedure language to College Council.
- 5) College Council reviews policy and procedure recommendations from the Task Force, reaches consensus on final wording and makes a recommendation to the College Superintendent/President.
- 6) College Council members may request that the proposal be taken to their constituency for further review and comment before making a final recommendation to the College President/Superintendent.
- 7) The College President/Superintendent has final authority regarding policy and procedure language.
- 8) Board Policies go to the Board of Trustees for adoption. Administrative Procedures are approved by the College Superintendent/President and go to the Board of Trustees as Information Items..
- 9) As new Board Policies as adopted and Administrative Procedures are approved, they will be posted on the Board Policy Web Page accessible from the Board of Trustees Web Page.

Process for Submitting Items that are Not Board Policies or Administrative Procedures

- Items of college-wide concern are brought to the College Council by constituency representatives of the College Council.
- Individual members or groups of the College community may request that an item of college-wide concern be placed on the College Council agenda by contacting their

representatives at least five working days prior to the next regularly scheduled meeting.

- The College Council will decide whether the item requires further consideration by any or all of the College's constituent groups and/or standing committees.
- The College Council will develop a timeline and process for receiving feedback.

COLLEGE COUNCIL

Charge

College Council will serve as an advisory group to the Superintendent/President for Board Policies and Administrative Procedures and College goals, plans and priorities. The College Council also acts as a two-way communication vehicle for recommendations and proposals that come through the participatory governance system and serves as a clearinghouse for information.

Responsibilities

- Communicate proposed Board Policies, District Procedures, College plans and priorities to the respective governance bodies.
- Represent the respective governance bodies by making recommendations to the Superintendent/President regarding proposed Board Policies and Procedures and College goals, plans and priorities.
- Serve as the participatory governance “umbrella” committee over the standing governance committees of the Participatory Governance System.
- Serve as a clearinghouse for information.
- Establish appropriate timelines to complete tasks and make recommendations. Disseminate information to the respective constituencies in a timely manner.
- Review the Board of Trustees Agenda.

Composition

3 faculty appointed by the Academic Senate

3 classified staff appointed by the official classified staff appointing body one of whom shall be the Classified Senate President.

3 students appointed by the Student Senate

2 managers appointed by the Superintendent/President

The Superintendent/President will serve as Chair.

EDUCATIONAL PLANNING COMMITTEE

Charge

The Educational Planning Committee operates as a subcommittee of the Planning and Resource Allocation Committee and is responsible for coordinating and setting goals for planning broad educational endeavors at the College. Planning for specific programs and disciplines should continue to be developed at the departmental level, pursuant to the broad parameters of the Educational Master Plan. The Committee will utilize the resources and expertise of the Office of Student Learning, Student Services and the Information Technician.

Responsibilities

- Educational Master Plan – A subcommittee of the Educational Planning Committee constitutes the EMP Steering Group with responsibility to:
 - a. Oversee and coordinate its development and implementation.
 - b. Ensure that goals, objectives and specific plans are linked to financial and facilities priorities.
 - c. Submit new development or changes to the various constituent groups of the college.
 - d. Ensure compliance with Accreditation standards.
- Recommend policy for initiating and discontinuing programs and pass recommendations forward through the participatory governance system.
- Identify general educational issues that need to be addressed and refer them to the appropriate committee and/or Senate.
- Establish appropriate timelines to complete tasks and make recommendations.

Composition

7 faculty appointed by the Academic Senate.

2 classified staff from the instructional area appointed by the official appointing body for classified staff.

2 students appointed by the Student Senate

2 managers appointed by the Superintendent/President

The Chair or Co-Chairs will be elected from the group.

FACILITIES PLANNING COMMITTEE

Charge

The Facilities Planning Committee operates as a subcommittee of the Planning and Resource Allocation Committee to ensure faculty, staff and student involvement in the planning, design, construction, upkeep and use of College-owned facilities to foster student success.

Responsibilities

- Recommend facility capital renewal and replacement needs and priorities.
- Recommend facility and scheduled maintenance needs and priorities.
- Participate in the planning of any major Capitol Facility Projects five hundred thousand dollars and above, in accordance with District Procedures.
- Deliberate and make recommendations in support of the Planning and Resource Allocation Committee Timeline.
- Ensure the creation of a Five Year Facilities Master Plan that includes facilities usage needs based on the Educational Master Plan.
- Make recommendations to the Planning and Resource Allocation Committee.
- Monitor the creation of a long term scheduled maintenance & preventative maintenance program.

Composition

2 faculty appointed by the Academic Senate

2 classified staff appointed by the official appointing body for classified staff.

2 students appointed by the Student Senate

2 managers appointed by the Superintendent/President

Vice President of College Operations will serve as a non-voting staff resource.

The Chair or Co-Chairs will be elected from the group.

GOVERNANCE REVIEW COUNCIL

Charge

The Governance Review Council will monitor and evaluate the governance process to ensure that:

- The system's processes are open and transparent.
- Governance committees adhere to the guidelines outlined in the Participatory Governance System Plan.
- Committees fulfill their charges effectively.
- Committee members regularly communicate with their constituent group.
- Recommendations are consistent with the mission of the College.
- The College actively maintains its participatory governance system.

Responsibilities

The Governance Review Council shall:

- Conduct an evaluation of the governance system annually or more frequently when deemed necessary by two of the three senates or the Board of Trustees.
- Serve as an adjudicating body for any issues having to do with the governance process. All recommendations will be written, justified and distributed to the College Council.
- Establish appropriate timelines to complete tasks and make recommendations.
- Recommend to College Council changes and revisions to the Participatory Governance System that are based on the evaluation process and recommendations from governance groups consistent with current laws and regulations.

Composition

2 faculty appointed by the Academic Senate

2 classified staff appointed by the official classified staff appointing body.

2 students appointed by the Student Senate

2 managers appointed by the Superintendent/President

The Chair or Co-Chairs will be elected from the group.

INSTRUCTIONAL EQUIPMENT COMMITTEE

Charge

The College Instructional Equipment Committee operates as a subcommittee of the Planning and Resource Allocation Committee to ensure faculty, staff and student involvement in recommending allocations for instructional equipment. The Committee will make recommendations to the Planning and Resource Allocation Committee regarding the specific instructional equipment allocations. Standard forms will be used and proposals will be elicited from every department. Requestors will send copies to the supervising Dean/Manager.

Responsibilities

- Review and rank instructional equipment requests received from departments based on the following criteria:
 1. Instructional improvement and supports the educational master plan ” (Will the equipment upgrade the quality of instruction? Will it facilitate innovation and the application of state-of-the-art technology?)
 2. Necessary to meet accreditation standards, and/or health and safety requirements.
 3. Impact on enrollment. (Will we be able to accommodate or attract additional students?)
 4. Interdisciplinary applications. (Can more than one discipline share the equipment?)
 5. Number of students to be served.
 6. New acquisition, replacement, age and obsolescence. (Are there funds available for new equipment? Replacements? How worn out or outdated is current equipment?)
 7. Housing/maintenance. (Does the discipline have space for the equipment? Can it provide for its maintenance?)
 8. Current equipment budget. (Disciplines with no significant equipment funds in the current budget should receive greater consideration.)
 9. Recency of funding. (When did the disciplines last acquire funding?)
- Based on committee review and ranking, recommend instructional equipment purchases to the Planning and Resource Allocation Committee. Consult with other appropriate groups, if necessary.
- Develop, review and widely communicate timeline, guides, forms and decisions.
- Establish appropriate timelines to complete tasks and make recommendations.

Composition

5 faculty of differing departments, appointed by the Academic Senate.

2 classified staff from the instructional area appointed by the official classified staff appointing body.

2 students appointed by the Student Senate

1 manager appointed by the Superintendent/President

Vice President of Student Learning will serve as non-voting Chair

The District Buyer will serve as a non-voting resource person

PLANNING AND RESOURCE ALLOCATION COMMITTEE

The Planning and Resource Allocation Committee provides oversight and makes recommendations for institutional planning and resource allocation, linking program reviews and strategic planning to the resources needed to accomplish college goals. The committee reviews all plans and recommendations made by participatory governance committees and ensures their compliance with board policy and planning priorities.

Charge

- Ensures that the college's planning process supports student success.
- Aligns Board goals and priorities with college plans and the budget process.
- Ensures that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.
- Reviews and makes recommendations for the tentative budget for resources including all assets of the college: its fiscal resources, facilities, equipment, and personnel resources.
- Prepares planning recommendations and decisions consistent with the Education Code, the mission, vision and values of the college, accreditation standards and strategic institutional planning priorities.
- Using the forecast of available resources provided by Fiscal Services, works with the Program Review Committee to set parameters for program reviews and administrative work plans.
- Recommends budget resource allocations based upon the strategic plan and requests presented in the instructional program reviews, student services reviews, and administrative program reviews.
- Makes recommendations for long-term budget planning, revenue and expense assumptions.
- Recommends allocations from supplementary resources.
- Reviews and makes recommendations for adjustments between approved funding and actual expenditures.

Responsibilities

The Planning and Resource Allocation Committee is responsible for:

- Establishing appropriate timelines and processes, assessing success after the plans are implemented and reporting the activities and results.
- Following the timeline and processes described in the Integrated Planning Manual for the review of programs and the allocation of resources.
- Reviewing all college plans and other related or pertinent documents and forwarding recommended changes to the president/superintendent.
- Making recommendations for the tentative budget and forwarding the tentative budget to the superintendent/president.
- Using documented assessment results to set funding priorities and recommend program improvements.
- Providing oversight of the sub-committees and ad hoc committees of the Planning and Resource Allocation Committee.
- Analyzing the recommendations in the Educational Master Plan and setting the college's long term priorities.
- Providing oversight for the development of the Strategic Plan including strategic objectives and action steps for each college priority.
- Providing oversight for instructional program reviews, student services reviews, and administrative unit reviews.
- Forwarding committee reports and resolutions to the college Superintendent/President as recommendations and to College Council as information items.

- Reviewing prior year budgets and developing budget assumptions that forecast the available resources for the coming fiscal year.
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Composition

Seven (7) faculty appointed by the Academic Senate

Three (3) classified staff appointed by the official appointing body for classified staff

Two (2) students appointed by the Student Senate

Two (2) managers appointed by the Superintendent/President

The Vice President of Student Learning, who will serve as a non-voting co-chair except in the case of a tie

The President of the Academic Senate (or designee), who will serve as a non-voting co-chair except in the case of a tie

One (1) staff resource from Fiscal Services who is a non-voting member

One (1) staff resource from Planning, Research and Institutional Effectiveness who is a non-voting member

Co-chair Responsibilities

- The Vice President of Student Learning and the President of the Academic Senate will serve as co-chairs.
- Co-chairs will work together to set agendas and conduct meetings.
- Co-chairs will be non-voting except in the case of a tie vote by the committee in which case the co-chairs will have a total of one vote with which to break the tie. If they cannot agree to vote together to break the tie with their one vote, they will refer the matter to the Superintendent/President.

PROFESSIONAL DEVELOPMENT COMMITTEE

Charge

The Professional Development Committee operates as a subcommittee of the Planning and Resource Allocation Committee. The PDC is responsible for overseeing professional development planning, programs and evaluation in support of the College Mission, institutional plans and initiatives, accreditation and legal requirements. The committee will utilize the resources and expertise of the Office of Planning, Research and Institutional Effectiveness; Human Resources; Campus Police and other departments as appropriate.

Responsibilities

- Develop a professional development plan consistent with the College Mission, Educational Master Plan, other institutional plans, accreditation standards and legal requirements.
- Set directions and make recommendations for professional development activities to meet the needs of College employees.
- Establish guidelines and procedures for professional development activity proposals.
- Evaluate the effectiveness of professional development and make recommendations for improvement.
- Establish appropriate timelines to complete tasks and make recommendations.

Composition

2 faculty appointed by the Academic Senate

2 classified staff appointed by the official appointing body for classified staff

2 students appointed by the Student Senate

2 managers appointed by the Superintendent/President

The Chair or Co-chairs will be elected from the group.

The Staff Development Program Administrator will serve as a staff resource.

STUDENT ACCESS/SUCCESS COMMITTEE

Charge

The Student Access/Success Committee operates as a subcommittee of the Planning and Resource Allocation Committee to review plans and institutional data and trends in order to make recommendations that address student access and success. It will assess how well the college is achieving equitable student outcomes and eliminating barriers to diversity.

Responsibilities

The Student Access/Success Committee will review institutional and state data related to student access and success in order to develop recommendations for improvement.

The Student Access/Success Committee will have specific responsibility for reviewing these required plans to identify college-wide trends:

- The Matriculation Plan
- The Student Equity Plan
- The Basic Skills Initiative
- Other plans required for categorically funded student services programs
- Program Review sections related to student retention and success

The Student Access/Success Committee will provide supporting materials to the Planning and Resource Allocation Committee to inform decisions related to resource allocations to improve student access and success.

Composition

2 faculty appointed by the Academic Senate

2 classified staff appointed by the official classified staff appointing body

2 students appointed by the Student Senate

2 administrators appointed by the Superintendent/President

The Chair or Co-Chairs will be elected from the group.

TECHNOLOGY PLANNING COMMITTEE

Charge

The Technology Committee operates as a subcommittee of the Planning and Resource Allocation Committee to assure staff and faculty involvement in technology planning and provide guidance for major technological decisions. The Committee will make recommendations to the Planning Committee regarding technology related issues and will be responsible for the following:

Responsibilities

- Provide oversight for the development, implementation, and updating of an integrated Technology Plan.
- Review and develop technology-related policies for the District.
- Make specific recommendations to the Superintendent/President on the use of technology throughout the district with regard to both ongoing activities and future direction.
- Inform the college community in advances and opportunities in technology to support teaching and learning.
- Disseminate information about the current activities and future plans in each of the technology areas (Infrastructure, Information Systems, Instructional, and Student Services).
- Maintain a comprehensive overview of the entire technological effort in the district.
- Assess and develop policy on matters such as intellectual property rights, appropriate use of technology, and standards.
- Establish appropriate timelines to complete tasks and make recommendations.
- Make recommendations for the purchase of equipment to support instruction and student areas to the Instructional Equipment Committee and other appropriate groups.

Composition

7 faculty appointed by the Academic Senate preferably from the following areas:

- Transfer Programs
- Workforce Development/Career Programs
- Basic Skills/ESL
- Life Long Learning Programs
- Library
- Technical Discipline
- Online Instruction
- Counseling/DSPS

3 classified staff appointed by the official classified staff appointing body

2 students appointed from the Student Senate

2 Managers appointed by the Superintendent/President.

The Chair or Co-Chairs will be elected from the group.

Appendix A

History of May 2005 Participatory Governance Plan & Subsequent Revisions

The Governance Review Council (GRC) began meeting in March 2004 to develop a new College governance system. The Council was composed of three representatives each from the Academic Senate, the Student Senate, the classified staff and the managers. Interim College President Lois Callahan chaired the GRC in spring 2004. President White chaired in the Fall of 2004. Kathleen Kirkpatrick served as a staff resource.

The GRC reviewed governance models from a number of colleges including Los Positas College, Napa Valley College, Citrus Community College District, Sierra College, Mount San Antonio College, LA Valley College, and Skyline College. The committee identified processes, committee structures and meeting procedures they believed would be effective at College of Marin. The GRC also thoroughly reviewed the College's former governance policy and committee structure and identified elements that should be carried over to the new system.

The GRC used a process of consensus and when consensus could not be reached a vote was taken. On December 9, 2004, the GRC presented a draft of the plan and a process for constituent review to the College Council.

In the spring of 2005, a GRC Subcommittee, consisting of one member of each constituency, was formed to oversee the review and feedback process. Copies of the draft were distributed to the Senates, Management Council and Board of Trustees. An electronic copy was also available in Outlook Public Folders and the College Intranet and a paper copy was placed on reserve in the Library for constituent review. A global email and voicemail announcing the availability of the draft, two open forums and the process for providing constituent feedback was sent to the college community on February 2.

Members of the GRC Subcommittee attended Academic, Classified and Student Senate meetings to provide background and answer questions about the plan. They also sponsored an open forum on each campus to seek additional feedback. The GRC Subcommittee reviewed feedback and presented recommendations to the entire GRC. Time constraints made it difficult to thoroughly discuss all aspects of the feedback received.

The plan is designed to create a more structured, transparent, respectful and open governance system. The GRC will conduct an evaluation of the system each year and make recommendations for further improvement. The current version of the PGS Plan, committee descriptions and resources for committees to assist them in operating efficiently and productively are posted on the Participatory Governance Web Page on the College Website.

The initial PGS Plan was approved by College Council in May 2005 and officially launched in fall 2005. The plan was evaluated and revised by the GRC in 2006-07 and approved by College Council in spring 2008. GRC made recommendations to establish a Professional Development Committee and update language to reflect the current review process for Board Policies and Administrative Procedures in April 2009. These recommendations were approved by College Council and the plan was updated April 9, 2009. The PGS Plan was revised again in November 2009 to reflect the establishment of the Planning and Resource Allocation Committee which merged the responsibilities formerly held by the Budget and Institutional Planning Committees. The May 2010 PGS Plan was approved to reflect the revised charge and composition of the GRC. The plan was further revised in March 2011 to include the revised Facilities Planning Committee Charge recommended by GRC and update committee names. The current PGS Plan was approved by College Council March 10, 2011.