

# WEST LOS ANGELES COLLEGE GOVERNANCE

Approved October 6, 2011

## **I. PREAMBLE**

### **Effective College Governance**

There is consensus that the college's governance should be strengthened so that mutual consultation goes beyond the merely ceremonial. Effective governance committees must be involved in the real and important work of participatory governance.

### **Distinction between Policy and Operations**

To accomplish this goal, the Office of the President and the College Council make a clear distinction between policy and operations. The work of effective shared college governance is in the area of policy formation and development, which results in recommendations to the college president. Policy implementation (operations) is the purview of the college administration. Once a policy has been recommended by the College Council to the president and the president approves the recommendation, the administration is entrusted with the responsibility for the implementation and execution of college policy as it deems appropriate given existing circumstances and resources. In those cases where the college president does not concur with a recommendation from the Council, the president will either return the recommendation to the Council for further consultation or state in writing why the recommendation is rejected.

## **II. GOVERNANCE STRUCTURE**

West's current standing system of college governance is a model that provides each of the four major constituent bodies of the college governance structure the opportunity to make direct recommendations to the college president:

### A. Academic Senate

1. Academic Rank Committee
2. Curriculum Committee
3. Distance Education Committee
4. Educational Policies and Standards Committee
5. Student Success Committee
6. Transfer Committee

### B. College Council (The college's effective governance body)

The College Council is a recommending body to the President of the College on college-wide policy and issues.

1. As a condition for participation on the College Council, each group participating as a constituent group member shall make the following commitments:
  - a) Each constituent group, insofar as it participates in the College Council shall commit to promote the development of policy which is in the best interests of students and college

- b) Each constituent group shall commit to first attempt to use the College Council for pursuing recommended policy changes or recommended policy that can be dealt with in the Council
  - c) Each constituent group shall commit to strive to accept and accommodate the consensus reached in the College Council, although each group will retain its ultimate right to excuse itself from the Council on a particular issue or the ultimate right to take an issue to a different arena
  - d) Each constituent group shall agree to attend the College Council meetings, complete any work it agrees to undertake in an expedient manner; and communicate with and involve the constituency it represents
2. All constituent groups shall agree that they will work to achieve consensus. Consensus is a process for group decision-making, a method by which an entire group of people can come to an agreement. The input of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Through consensus, we are not only working to achieve better solutions, but also to promote the growth of community and trust.
3. If the constituent group members cannot achieve consensus on an issue before the College Council, then the Chair of the Council will call for a vote that shall be incorporated into the written minutes of the Council
4. College Council meetings shall be open and public; and agenda materials, minutes and other documents discussed by the Council will be made available for public perusal
5. Standing committees of the College Council:
- a) Accreditation Committee
  - b) Budget Committee
  - c) Enrollment Management Committee
  - d) Facilities Committee
  - e) Planning Committee
    - i. Program Review Committee
  - f) Resource Development Committee
  - g) Technology Committee
6. Responsibilities of constituent groups with members on the College Council
- a) Constituent groups that appoint representatives to the College Council shall establish and maintain written procedures for:
    - i. communicating with their constituencies
    - ii. securing the input and views of their constituencies
    - iii. representing the views of their constituencies
  - b) These procedures will be made available for public record.

7. Introducing items into consultation for the College Council

- a) Whenever any member of the College Council proposes that the Council address an issue, it should be brought to the Council in the form of a "Consultation Digest." A Consultation Digest is a formal written request for the Council to address a particular college-wide issue.
- b) Prior to the preparation of a Consultation Digest, the focus shall be on the following:
  - i. whether the issue is one which requires Council attention
  - ii. how the issue should be defined and addressed
- c) The Consultation Digest will:
  - i. clearly and succinctly define the issue or problem to be addressed
  - ii. provide a brief background on the issue
  - iii. describe the various alternative approaches to addressing the issue
  - iv. propose timelines for action and implementation

8. Items and issues for consideration of the College Council

Items and issues for consideration by the College Council must be those that have college-wide impact. These topics shall not include the academic and professional matters under Academic Senate purview as defined in AB 1725. The College Council shall make recommendations to the College President in writing with respect to the following:

- a) Annual college strategic and operational plans.
- b) Long range strategic planning.
- c) The College Master Plan.
- d) The college vision and mission statements.
- e) College-wide task forces and committees.
- f) Development, evaluation and management of the college budget.
- g) Annual evaluation of progress toward achieving college goals.
- h) Issues dealing with, but not limited to:
  - i. Calendared cyclical reports (marketing/enrollment plan, facilities plan, research plan/agenda, etc.)
  - ii. Communication and Technology
  - iii. Physical Plant
  - iv. Environmental Impact Report
  - v. Bond programs
  - vi. Any other college-wide policy and issues forwarded by the Executive Committee to the College Council.

## 9. Meetings of the College Council

- a) Agendas: The meeting agendas for the College Council will be prepared and distributed to council members at least three (3) days in advance. The Executive Committee of the College Council, using mechanisms designed to solicit input from its constituencies will determine the agenda for the Council meeting.
- b) Schedule of Meetings: The Chair of the College Council shall recommend a schedule of meetings for the Council with the approval of the Executive Committee.
- c) Open Meetings: Meetings of the College Council are open to all interested persons or organizations who wish to observe the discussions and deliberations.
- d) The College Council's procedure shall follow Robert's Rules of Order.
- e) Official College Council business cannot be conducted without a quorum (as defined by Robert's Rules of Order).
- f) Forwarding Recommendations to the College President: When the College Council forwards its recommendation(s) to the President, the recommendation(s) may or may not represent a consensus of the Council and that shall be noted in the written record of the minutes.
- g) A record of each member's vote on the issues before the College Council will be noted in the official minutes of the Council.
- h) Summary of College Council Meeting: Within five (5) days after a meeting of the College Council, the Chair of the Council shall provide a summary of the meeting. The summary will indicate the disposition of the various items considered by the Council, including the recommendation(s) forwarded to the President. Approved Council minutes shall be posted for public perusal.
- i) Attendance: If a member has missed two consecutive meetings, or three per semester of the Council, the constituent body that appointed that member will be notified of that fact, and asked to remedy that situation.
- j) The Chair of the Council: When appropriate, the Chair should have released/reassigned time in order to perform the functions required of the position. Clerical support should also be provided.

## 10. Training for Council members

- a) Members of the College Council and the constituent groups that appoint representatives to the College Council shall annually be provided training, as determined by the Council Executive Committee, regarding the College Council process and procedures. This training will occur at the first meeting in July.
- b) Training shall include, but not be limited to, the purposes and mechanics of the process, and methods for resolving disputes and achieving consensus.

## 11. College Council Membership

- a) Terms of Members & the Council Chair

- i. Members shall have 2- year staggered terms.
- ii. Appointments of members shall be made in May, and the terms shall begin July 1<sup>st</sup> of that year.
- iii. In the first year of the Council, where a constituent group has more than one member, that group will determine which members shall have a one (1) or two (2) year term.
- iv. An alternate may be appointed who can act and vote when the official member is not in attendance. The official member must inform the alternate, in a timely manner, that he/she will be absent from a Council meeting, so that the alternate can be prepared.
- v. The Chair of the Council shall have a three-year term.
- vi. The Chair shall be elected in May.
- vii. To ensure a smooth transition of chairs, the previous chair should attend the College Council meetings as an ex-officio member to support the newly-elected chair. If a previous chair is appointed as a member of the College Council s/he will have voting privileges.

b) Council Membership

Academic Senate	4
AFT Faculty Guild	4
AFT Classified	2
Other Classified Unit Collective Bargaining Unit	1
ASO	2
Teamsters	1
Vice Presidents	3
<u>President (non-voting)</u>	<u>1</u>
Total Membership	18

12. Executive Committee of the College Council

a) Committee Membership:

Senate President

Faculty Guild President

Classified Guild Chair

ASO President

College Council Chair

Senior Staff appointee

b) Responsibilities of the Executive Committee of the Council:

- i. prepare the Agenda for the College Council meetings
- ii. decides whether a two-thirds (2/3) or majority vote of the Council is appropriate for Agenda action items taken to the council
- iii. review the Consultation Digest items and determine the disposition of such: either the item moves forward and is put on the agenda of the College Council or is referred to another group. The disposition of the Consultation Digest item will be recorded on the Executive Committee Action Form, a copy of which will be kept by the Council Chair. If the Consultation Digest item is referred to another group, that group will have ten (10) days to respond, in writing, to the Executive Committee, as to the action taken. A copy of the action form shall be sent to the appropriate group.

13. Review

The President, at the end of every two years, shall provide for review and evaluation of the College Council as it functions under this document.

14. Amendments to this policy

- a) Any member or members of the College Council may propose amendments to this document at any time.
- b) Proposed amendments must be submitted in writing as Noticed Motions at a regular meeting of the College Council. The date and time of the meeting at which proposed amendments are to be discussed and voted on shall be determined at that time.
- c) An amendment becomes part of this document, or replaces part of this document, when two-thirds of the total membership of the College Council votes to make it so.

C. Unions

- a) AFT Faculty Guild
- b) Classified Unions
  - i. AFT Staff Guild
  - ii. SEIU 721
  - iii. SEIU 99
  - iv. JCBT

- c) Teamsters

#### D. Senior Staff

- i. Academic Vice President
- ii. Vice President of Administrative Services
- iii. Vice President of Student Services

The sub-committees listed above, under the four major effective governance recommending bodies, report to their respective governance body and make their recommendations only through that major governance body.

The college president agrees to refer recommendations received from the leadership of the four major governing bodies to the College Council for ratification to insure that all college constituents have been fully consulted. (*Please Note:* Per Title 5, recommendations on academic and faculty professional matters are the purview of the Academic Senate and its recommendations go directly to the President for approval or rejection.)

### **III. SEARCH COMMITTEES FOR ADMINISTRATIVE POSITIONS**

The College Council agrees that the college will conduct searches in accord with LACCD Personnel Guide Policy B456 governing searches for Deans, Associate Deans, Associate Directors, Assistant Directors and Assistant Deans.

The College Council agrees that the college will conduct searches in accord with LACCD Personnel Guide Policy B456A governing searches for certificated Vice Presidents, Directors and Senior Directors. This policy stipulates that a search committee must be composed of at least five members, the majority of whom will be administrators.

### **IV. EDUCATIONAL MASTER PLAN REVISION PROCESS**

#### A. Charge:

The college president has charged the Academic Senate with periodically bringing forward an Educational Master Plan.

#### B. Process:

1. The annual Leadership Retreat will consider any suggested changes in the EMP.
2. The chair of the Leadership Retreat will turn over this input to the Academic Senate
3. The Academic Senate will formally task its Educational Policies and Standards Committee to begin work. The EPSC will forward its recommendation to the Senate which will act and bring forward a recommendation to the college president.
4. The president will then charge the College Council to conduct hearings on the proposed plan and to prepare a final recommendation to the president.

### **V. FACILITIES MASTER PLAN: BUILDING PROGRAM OPERATIONS SIGN-OFF**

#### A. Background

The current facilities master plan has been approved and adopted as formal college planning policy. Delays in executing projects which have already been approved in the Master Plan cause higher costs and are not in the interests of our students, faculty and staff.

B. Mutual Agreement

The college president and the Vice President of Administrative Services shall be the final signatories for operational documents in the building program. The signature of the president indicates that s/he has consulted in advance with the Academic Senate President, the AFT Faculty Guild Chair, and the AFT Staff Guild Chair and has received their concurrence. The president shall also be responsible for notifying the College Council of such operational actions in the regular president's report to the Council.

**VI. CLARIFICATION OF THE CHARGE OF THE COLLEGE PLANNING COMMITTEE**

A. This committee is a standing committee of the College Council

B. Charge

The committee's charge is to link the college's existing planning to the college's budgeting of discretionary resources.

C. Responsibilities:

1. Make allocation recommendations to the College Council. The Planning Committee does not itself do planning, but rather uses existing plans to establish criteria by which it makes allocation recommendations against funds identified by the Budget Committee as discretionary.
2. Monitor the policies and procedures by which program reviews and unit plans are produced and submitted to the Committee. It is the Planning Committee's responsibility to see to it that all program reviews and unit plans are submitted in a timely manner so that it can perform its major function of using these existing plans to make judgments regarding college priorities for the allocation of resources.
3. Develop and enforce policies that qualify a program or unit to apply for funding against identified discretionary resources.

For example, the Planning Committee should prioritize facility requests in light of enrollment growth initiatives. The Facilities Committee would identify the nature, scope and effect of each project and the Budget Committee would identify the available resources to fund projects. The Planning Committee would then develop its own criteria from the existing unit plans to prioritize requests for the available funding. This recommendation would go to the College Council for review and approval.

The Facilities, Planning, and Budget committees report directly to the College Council which directs these committees to serve as resources to the Planning Committee.

**VII. RECALL PROVISION**

The College Council Chair may be removed from his/her assignment as Chair:

1. For failure or refusal to perform the normal and reasonable duties of the Council as defined by its bylaws and by any expressed approved written motion or resolution of the Council directing the chair to proceed in a specific manner.
2. The recall process will consist of:

- a. A recall petition signed by 40% of the members of the College Council and presented to the Full Council, stating in writing the reasons for the recall.
- b. The Council Chair shall have a chance to answer to the reasons for this recall before voting takes place.
- c. A recall election shall be conducted by a member selected by the College Council Executive Committee and a representative of the Administration and shall take place within 3 weeks of the filing of the recall election.
- d. A successful recall election requires 2/3 of the votes of those College Council members present and voting,

#### VIII. NON-COMPLETION OF TERM OF OFFICE

In the event that a Council Chair does not complete his/her term of office, a new chair shall be selected, in accordance with the Council bylaws to serve for the remainder of the unexpired term.



ATTACHMENT (B)

**GLOSSARY**

**Ad Hoc Committee:** a temporary committee created by the College Council for specific or immediate college needs.

**Consensus:** no more than 1/5 (20%) of the council members in attendance express dissenting opinions.

**Consultation Digest:** a formal written proposal that clearly and succinctly defines an issue or problem, provides a brief background on the issue, describes the various alternative approaches to addressing the issue, and includes proposed timelines for action and implementation.

**Council:** the college governance group elected or appointed by their constituencies to act as the recommending body to the College President.

**Committee:** a body delegated to consider, investigate, or report on some matter.

**Day:** a work day.

**Faculty:** those academic employees of the campus who are employed in positions that are not designated as supervisory or management for the purposes of the Educational Employment Relations Act, encompassed in Government Code Section 3540 et seq., and for which minimum qualifications for hire are specified by the Board of Governors for the California Community Colleges.

**Majority vote:** more than 50% of the vote.

**Master plan:** the comprehensive description of the college's plan for the future. The master plan addresses the college's educational programs and services, facilities, and technology. In addition, the master plan serves as the college's framework for resource allocation, priority setting and continuous innovation.

**Operational plan:** An operational plan is one that implements (operationalizes) the goals of the college

**Policy:** Policy answers the "what" — it states what overall plan or course of action is to be taken - policy is what guides the action.

**President:** the President of West Los Angeles College.

**Procedure:** Procedure **answers** the "how" — it is how the policy will be implemented — it is the implementation arm of policy. Procedures are established as a way to carry out policy.

**Process:** a series of actions leading to a policy or a goal.

**Program review:** evaluation of an academic program or operational unit for effectiveness and efficiency.

**Prop A/AA:** construction funded by passage of Proposition A/AA.

**Public perusal:** Information accessible, electronically, by internet, intranet and also by the posting of information in designated areas that are accessible to the public.

**Quorum:** 50% of the voting members + one

**Standing Committee:** a body delegated to report on matters on a regular basis.

**Strategic plan:** a plan for a course of action and allocation of resources to achieve objectives for three years or more in the future.

**Task Force:** a body created as needed to deal with a specific, single item issue.

Approved by College Council on:

Signatures:

College Council Chair:

Fran Leonard \_\_\_\_\_

Academic Senate:

Adrienne Foster \_\_\_\_\_

Judy Chow \_\_\_\_\_

Helen Young \_\_\_\_\_

Administration:

John Oester \_\_\_\_\_

Betsy Regalado \_\_\_\_\_

Bob Sprague \_\_\_\_\_

AFT Faculty:

Bruce Anders \_\_\_\_\_

Richard Olivas \_\_\_\_\_

Olga Shewfelt \_\_\_\_\_

AFT Classified:

Joann Haywood \_\_\_\_\_

Sheila Jeter-Williams \_\_\_\_\_

ASO:

Durrell Levy \_\_\_\_\_

SEIU 721 Stewart

Abel Rodriguez \_\_\_\_\_

Teamsters:

Rebecca Tillberg \_\_\_\_\_

President, Ex-Officio

Nabil Abu-Ghazaleh \_\_\_\_\_