HARTNELL COLLEGE

DRAFT REPORT FROM THE
GOVERNANCE REDESIGN TASK FORCE

December 10, 2021

OVERVIEW

This report provides a brief synopsis of work leading to the recommendations of the task force, along with chief recommendations for governance redesign and emerging guidance for implementation. The recommendations follow directly from the two areas of focus for governance redesign structure redesign and meaningful participation specified within the broader Institutional Innovation and Effectiveness Plan (IIE Plan), and the six objectives associated with these two areas that additionally serve to provide the context and principled rationale for the recommendations. More broadly, governance redesign is one of a wide range of college redesigns in process of development and/or implementation, all dedicated to making Hartnell a truly student-centered institution.

MULTI-YEAR EFFORTS LEADING TO TASK FORCE RECOMMENDATIONS

The work emanated from long standing institutional conversations and focused discussions among several groups that have convened sequentially over a multi-year period regarding how to better engage the College community in institutionally strategic activities focused on student success. Year-by-year activities and key events are delineated here.

> In 2017-18: the institutional rollout of college redesign/guided pathways.
> In 2018-19: a report issued by the College Planning Council (CPC) work group on deepening institutional dialogue, approval of an institutional Plan for Engagement through participatory
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> through the Institutional Effectiveness Partnership Initiative (IEPI).
> In 2019-20: visits to the College from an external partnership resource team (PRT), development of an Institutional Innovation and Effectiveness (IIE) Plan by a designated work group, approval of the IIE Plan through participatory governance, and receipt of the IEPI grant to implement the Plan.
> In 2020-21: initial IIE Plan implementation, including formation and regular convenings of the Governance Redesign Task Force, along with the final PRT visit, resulting in the development of a conceptual model for governance redesign and approval of the conceptual model through participatory governance.
> In 2021-22: expanded task force membership, continued task force convenings, and development of the full model of redesigned participatory governance.

WORK OF THE GOVERNANCE REDESIGN TASK FORCE

The task force was initiated in spring 2021 for the purpose of following through on the portions of the IIE Plan focused on governance redesign. The task force has continued work in fall 2021 with expanded membership, and plans to continue to convene through spring 2022. Task force meetings have been held approximately every two weeks, with membership including faculty, staff, and administrators. Students have unfortunately not participated directly on the task force despite requests that the Associated Students of Hartnell College (ASHC) appoint one or more student members. Representatives of the task force have made presentations to various groups, perhaps most notably the Academic Senate, ASHC, and CPC. Ta

TASK FORCE RECOMMENDATIONS AND GUIDANCE

Key task force recommendations are provided below under the ==areas of focus== and ==objectives== specified in the IIE Plan. All task force ==recommendations== are incorporated within the proposed *Participatory Governance Charter*, the latter of which encompasses the entirety of governance redesign components under consideration.

Presuming approval of the Charter in early spring 2022, the task force plans to further develop and provide more detailed ==guidance== linked directly to the specific recommendations. The full set of guidance will reflect ideas and tools for consideration by those who will begin implementing governance redesign, with the understanding that these ideas and tools are likely to evolve over time.

Implementation of the new governance system will begin in spring 2022 with appointment of council members and the first annual participatory governance retreat, and will continue in fall 2022 with monthly council meetings through AY 2022-23.

IIE Plan Area of Focus
GOVERNANCE: STRUCTURE REDESIGN

IIE Plan Objective
Re-structure participatory governance system, including governance committees, in service of the institution's strategic direction with respect to student access, equity, and success goals.

Recommendation #1
    a. Focus on synergistic relationships among councils and coordinated information flow, such as which gaps in student equity and success require improvement (institutional effectiveness council), how the improvements can be made (student success council), and with which resources (institutional resources council).

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Guidance #1

about greater clarity and transparency concerning how the participatory governance system is working. In order to assist the new councils as they consider how to structure their respective work moving forward, the task force will prepare a list of topics and/or committees that may be considered by each council.

a. Establish a Governance Coordination Group (GCG) comprised of tri-chairs of the councils, responsible for maintaining the master participatory governance meeting calendar and routing, tracking, and reporting on agenda items as they flow through the participatory governance system and to a decision point. Any and all action items ultimately flow for decision making to the superintendent/president or their designee and, if necessary, to the governing board.
b. Incorporate Academic Senate 10+1 issues into flow considerations.
c. Ensure that working conditions and purely operational issues do not become the subject of participatory governance deliberations.
d. Task the GCG with ensuring periodic evaluation of participatory governance.

Guidance #3
The task force will provide a master calendar for potential use of the Governance Coordination Group for displaying when participatory governance meetings will most effectively and efficiently be held. The task force will also provide a spreadsheet for the Governance Coordination Group to consider using in routing, tracking, and reporting on agenda items through the participatory governance system. The tracking sheet should be used to not only inform the College community about progress in moving agenda items forward, but also in proactively alerting the community to upcoming meetings when specific actions may be taken. When councils take action, the tracking sheet should provide clarity as to whether those actions result in institutional decisions by the superintendent/president (or designee) or, if necessary, the governing board. The task force will provide a tool for evaluating participatory governance, with an especially critical review and report to the superintendent/president in spring 2023 for their consideration in modifying the Charter or otherwise improving the governance design. h.88 Tm0 g 792 rent 0 62 792 rme

Recommendation #4
a. Provide a visual of information flow and decision-making that broadly depicts structural relationships within the participatory governance system.
b. As a complement to this visual, delineate the information that is intended to flow between the Governance Coordination Group on the one hand lement 0 62 792 rme

GOVERNANCE: MEANINGFUL PARTICIPATION

Advise appointing groups/persons to be mindful of the desire to encourage broad participation in governance, and to be aware of the number of committee assignments per appointed individual.

Recommendation #6

    a. Focus on representation of four groups, including students and three broad employee groups namely, faculty, staff, and administrators

IIE Plan Objective