

College Governance Committee
Final Report of Shared Governance at Miramar College

Dear Miramar Staff, Faculty and Administrators:

I. Introduction

It is the pleasure of the College Governance Committee (CGC) to present to you the final report of our review of the San Diego Miramar's College Governance. The purpose of the review is to increase the usefulness and understanding of shared governance at Miramar College with the intent of reducing the complexity of the college governance structure for committee member use.

Our Committee has worked diligently over the past year to provide this final report which reflects the recommendations provided by the various committees.

II. Scope of Our Report

At the start of our work, the Committee agreed to issue focused recommendations, addressing acknowledged problem areas, that we believed could be adopted in a reasonable time period. Input was solicited by FLEX training sessions, CGC meetings, committee reports and individual reports.

In Spring 2011, we gave a FLEX presentation (from President Barack Obama), outlining the need to review our current shared governance structure. During that session we held a break-out on shared governance and solicited input from the Miramar family.

The CG committee met on 3/21 and 5/16 to review a process for reviewing college governance. However, our planning was interrupted by the need to devote our time, attention and resources to prepare the Miramar College Accreditation report.

In the Fall session (2011), we resumed our work at CGC meetings (9/12, 9/26, 10/10, 11/14 and 12/12) to strategize a system of soliciting information from the various committees and ultimately designed the SWOT analysis. The purpose of the SWOT was to seek committee input on the strengths and weaknesses to both the design and structure of their committees and the governance structure.

Calls for input were sent out in November and January (2012) to all committees. The following Committees were the only ones that provided responses:

1. Academic Affairs Committee
2. Marketing Committee
3. Staff Development
4. Chairs Committee
5. Diversity Committee

At the Spring, 2012 FLEX, we provided a training and review of the recommendations (see attachment) received at that time and solicited additional input from individual members.

At our February and March 2012 meeting, all Committee members present reviewed and adopted all of the recommendations in this report. Generally, we believe that the principle issues underlying most of the recommendations to improve governance reflected a lack of understanding

Shared Governance Committee



**EVALUATING OUR GOVERNANCE MODEL
FLEX – SPRING 2012**

San Diego Miramar College's Shared Governance



- Informed and inclusive decision-making
- Transparency and clarity of operations and decision-making
- Open lines of communication between and among all components and members of the college community
- Accountability
- Mutual respect and trust

SG Committee Members



- Joyce Allen
- Sara Agonafer
- Gina Bochicchio
- Victor Bohm
- Isabella Feldman
- Bob Fritsh
- Paulette Hopkins
- Darrel Harrison – Chair
- Wheeler North

Strengths of the SG Model



- The decision-making process is designed to be inclusive.
- The model permits change in a collaborative manner.
- The model can prevent inequities that result when the process is not respected.
- The model strives to insure equal representation and voice.

Strengths of the SG Model



- A good model for sharing between faculty and staff.
- Central role of constituency groups.
- Constituency group participation and “veto power” is emphasized.
- Multiple opportunities for involvement in campus governance provided by all.
- Conveys a visual of the infrastructure of the college.

Weaknesses of the SG Model



- Not sure why Diversity & International Education Committee is on the first tier.
- Academic Standards can be found in two locations.
- Requires too many people of all groups.
- Model confuses the distinction between representation from constituency groups and formal lines of authority.

Weaknesses of the SG Model



- Model has 71 different lines of reporting, which all are supposed to happen on a monthly or biweekly schedule; this seems unrealistic or overwhelming given the limitations of staff and time that we have.
- Model does not reflect the fact that some decisions are, in fact, made at the committee level and would be inappropriate to make at the CEC level (decisions about student petitions and curriculum revisions are examples)

Weaknesses of the SG Model



- Model centralizes decision-making authority at the top level instead of delegating decisions to lower level committees that may have more expertise in making particular types of decisions.
- Model deemphasizes the importance of constituency representation in committees.
- The process for change is slow and cumbersome.

Weaknesses of the SG Model



- Participation can be hampered by structure.
- There is sometimes an abuse of power within the structure.
- Cliques within the model can be intimidating.
- More encouragement for varied participation is needed to attain shared representation of power.
- Deadlines are unrealistic.

Weaknesses of the SG Model



- Long review, discussion, response time by CGC, parent constituent groups, CECJ. Can take a long time for a final decision and/or recommendation.
- Model duplicates or triplicates review of issues by constituency bodies because of constituency representation on committees followed by individual constituency body review of all decisions.
- Model minimizes effectiveness and efficiency because of the long time needed to make decisions – typically several months.

Suggestions or Ideas re: SG Model



- Identify linkages between college committees and district committees, where appropriate.
- Arrows should go both ways on the chart (constituent groups and committees to CEC and back)
- Set more realistic timelines that permit more committee and departmental participation.
- Find a more effective and expedient way to approve shared governance process including minutes, forms, structure, etc.

Suggestions or Ideas re: SG Model



- Share more information to achieve desired transparency.
- Consider ESU's for constituent leaders.
- Provide team building to promote mutual respect and trust.
- Maintain a structure for accountability to ensure shared power.
- Limit number of committees reporting to Academic Affairs.

Suggestions or Ideas re: SG Model

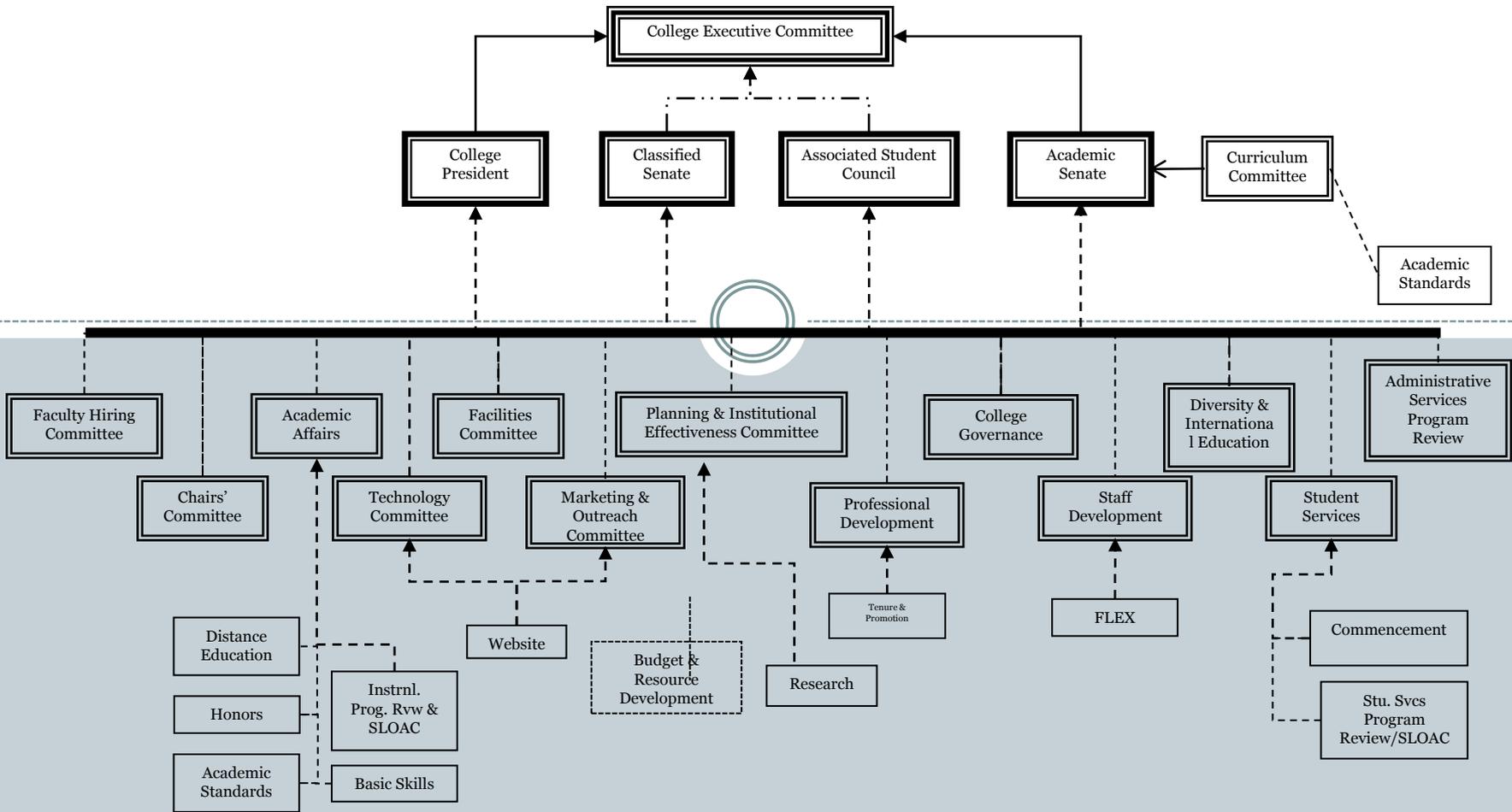


- The Distance Ed committee, Honors, and Basic Skills, and Instructional Review & SLOAC committees should be like the Curriculum Committee and report directly to the Academic Senate since all the above committees are directly involved with instructions.
- Distance Ed should be on the 2nd tier with equal importance as the Tech, Marketing, Professional Development and Staff Development committees.

Suggestions or Ideas re: SG Model



- Facilities Committee and Administrative Services Program Review Committee should be linked.



————— Makes decisions on issues that rely primarily with the Academic Senate and on mutual agreement issues.
 - - - - - Makes decisions on non-academic mutual agreement issues.
 Makes recommendations to Academic Senate, Administrative Organization, Classified Senate and Associated Student Council.

Note: this chart is for displaying information flow, it does NOT prevail over any processes described in this manual.

DRAFT

Governance Structure Proposal

