How to Create and Implement a Participatory Governance System

Montgomery College
Maryland

Association of Community College Trustees
Leadership Congress
Seattle, Washington
October 3, 2013
Presenters

TRUSTEES
Marsha Smith, Second Vice Chair, Board of Trustees
Gloria Aparicio Blackwell, Trustee

PRESIDENT
Dr. DeRionne Pollard

ADMINISTRATORS
Dr. Stephen Cain, Chief of Staff/Chief Strategy Officer
Dr. Brad Stewart, Vice President and Provost
Agenda

• Context
• Board actions
• Task force
• Participatory governance in action
• Your questions
Our College

- Established 1946
- 3 campuses
- 2 off-campus centers
- 60,000 students
- 20,000 FTE
- 1,500 full-time employees
- 1,500 part-time and contingent employees
- 3 unions (full-time faculty, part-time faculty, classified staff)
Relationships

**BOARD**
Policy, strategic goals, hire and evaluate president

**PRESIDENT**
Implement policy, day-to-day operations

**“SHARED” GOVERNANCE**
Give feedback and advise on key college issues

**BARGAINING UNITS**
Wages, hours, conditions of employment
Governance System

ACADEMIC ASSEMBLY

Faculty from campuses A, B, C (15)
Staff Senate Chair (1 staff)
Administrators (3)

STAFF SENATE

CAMPUS A FACULTY COUNCIL

CAMPUS B FACULTY COUNCIL

CAMPUS C FACULTY COUNCIL
Challenge of the Term

“Shared governance is not a simple matter of committee consensus, or the faculty’s engaging administrators to take on the dirty work, or any number of other common misconceptions. Shared governance is much more complex; it is a delicate balance between faculty and staff participation in planning and decision-making processes, on the one hand, and administrative accountability on the other.”

Situation at Our College

- BOARD
- PRESIDENT
- "SHARED" GOVERNANCE
- BARGAINING UNITS
History

1946 - 2013

ACCT Leadership Congress 2013

FULL-TIME FACULTY (AAUP)

CLASSIFIED STAFF (AFSCME)

PART-TIME FACULTY (SEIU)

FACULTY SENATE, STAFF SENATE, CAMPUS FACULTY COUNCILS

ACADEMIC ASSEMBLY, STAFF SENATE, CAMPUS FACULTY COUNCILS

PARTICIPATORY GOVERNANCE

= NEW PRESIDENT

October 3, 2013

ACCT Leadership Congress 2013
The Situation in 2010

• Two new unions since 1990s governance system established
• Not everyone at the governance table
• Clarity needed regarding governance role
• Clarity needed regarding unions’ roles
Board Policy on Governance

• Board has responsibility for governing
• Effective governance is achieved in the spirit of cooperation, collaboration, civility, respect, and collegiality
• Effective governance involves all levels of the college including students
• Seven guiding principles
Seven Principles

1. Decision-making is based on a shared understanding
2. All constituent groups have a vested interest
3. Participatory governance is a method of involving all constituent groups
4. Mutual agreement is the goal
5. People affected by policies and procedures should be involved in their development
6. Members of participatory governance system have the responsibility to keep their constituents informed
7. Individuals not serving as representatives have the opportunity to share concerns with the elected representatives of their constituent groups
POLICY Board of Trustees - Montgomery College

Chapter: Board of Trustees
Subject: Governance

I. The Board of Trustees has the responsibility for governing Montgomery College. The Board of Trustees is committed to the collegial principle of governance that serves as the means and actions by which the Board and the College as a collective entity engage in a participatory decision-making process to decide matters of policy, oversight, operations, and strategy. The Board of Trustees is the ultimate authority in regard to and accountable for an inclusive and effective governance system. The Board may delegate to the President portions of that authority at times deemed appropriate by the Board.

II. The Board of Trustees believes that effective governance is achieved in the spirit of cooperation, collaboration, civility, respect and collegiality, and involves all levels of the College including students. It promotes inclusiveness and gives opportunity for a unified effort in ensuring the achievement of the College’s vision and mission through sound and current policies and operating procedures. The Board of Trustees further believes that students’ educational experiences are made more lasting and relevant in a collegial environment of communication, collaboration, civility, respect and professionalism that studies have shown can be enhanced by an effective institutional governance structure.

III. The governance structure at Montgomery College shall be guided by the following general principles:
1. All decision-making is based on a shared understanding and recognition that Montgomery College exists to support the comprehensive mission of student success at all levels.
2. All constituent groups within the College have a vested interest and a role in ensuring that the College fulfills the mission under the authority and direction of the Board of Trustees and under the leadership of the President.
3. Participatory governance is a method of organized and collegial interaction in which faculty, staff, students, and administrators participate in thoughtful deliberation and the decision-making process, leading to recommendations made to the College President, who represents the administration of the College as an agent of the Board of Trustees.
4. Mutual agreement is the goal to be achieved through active participation and collegial interaction by all constituent groups.
5. The most effective means of developing policies and procedures is to provide opportunity for involvement by the constituent groups affected by the implementation of these policies and procedures.
6. Representatives of constituent groups involved in the participatory governance process have the responsibility of keeping their respective groups informed of the proceedings and recommendations of governance groups.
7. Individuals not serving as representatives have the opportunity to share concerns with the elected representatives of their constituent groups, with the anticipation that their views will be represented in governance councils, committees, and task forces.

IV. The President is authorized to develop procedures to implement this policy.

Board Approval: December 13, 2010.
Policy Highlights

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Board Policy on Labor Relations

- Guided by laws of Maryland
- Employees have the right to organize
- If they do, Board recognizes certified organization
- Board supports respectful and collaborative interactions between management and unions
Roles of Unions

• Using language directly from the law, we addressed the roles of unions by saying that we and they will “in good faith with respect to wages, hours, and other appropriate terms and conditions of employment.”

• This refers back to the law: wages, hours, and conditions of employment

• Helps to identify what the role of labor unions is

• And by default identifies what the role of the participatory governance system is not
POLICY Board of Trustees - Montgomery College

Chapter: Board of Trustees
Subject: Labor Relations

I. The Board of Trustees of Montgomery College is responsible for extending to any employee organization certified as exclusive representative the right to represent the public employees of the unit involved in collective bargaining and in the settlement of grievances as set forth in Maryland law. It is the practice of the Board of Trustees to encourage collaborative approaches to labor relations which establish and enhance positive collective bargaining relationships within the legal framework and requirements of Maryland law, Section 16-412, Montgomery County public employment relations. The Board of Trustees recognizes that faculty and staff, including those represented by employee organizations, are essential to achieving the Montgomery College’s mission.

II. The Board of Trustees further recognizes that duly certified employee organizations and Montgomery College representatives are responsible for negotiating in good faith with respect to wages, hours, and other appropriate terms and conditions of employment. As such, the Board of Trustees encourages the use of processes which foster an atmosphere of civility, mutual respect, and trust, and ultimately result in sustainable collective bargaining agreements administered in a manner which promotes positive and pro-active relationships with employee organizations.

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ACCT Leadership Congress 2013
Blue Ribbon Task Force on Governance

- Convened Blue Ribbon Task Force on Governance
- Researched governance systems
- Conducted open forums across the college for feedback on general models
- Developed new participatory governance system
- Submitted recommendations to the President, who adopted
- Presented report to Board of Trustees, who accepted
Governance System
Nominations and Voting

Montgomery College
Online Voting

How It Works | Vote | Logout Jennifer Stovall Polm | Instructor: Germantown

Voting Receipt - 2012 Elections

Receipt number: SHFZRYKQGVB683JX
IP address: 98.204.202.187
Time of vote: 2012-04-03 09:15:51 US/Eastern

Collegewide Faculty Council, Germantown Full-Time Faculty: Jennifer P. Haydel; Sonja L Fisher

Germantown Campus Council, Full-Time Instructional Faculty: Bruce Madariaga; Lorraine Macellaro Kelman

Express Interest in Serving on Functional Councils: Abstain

Express Interest in Serving on Curriculum and Regs Committees: Abstain

This is the online voting system of Montgomery College. Powered by Simply Voting.
Governance Website
Implementing Governance

• Governance coordinator
  – Train elected members
  – Schedule meeting rooms
  – Maintain the website
  – Answer council member and constituent questions

• College Council Chair
  – Lines of communication
First Year

- Learning/discovering the new system
- Fine-tuning of bylaws, constitution
- Formal collegewide policy & procedure review
- Council issues
- Board’s Constituent Conversations
- Year-end evaluation of system
Enhancements

• Stronger lines of communication
  – An official senior leader liaison with each council
  – Monthly meetings of College Council officers with senior vice presidents and chief of staff
  – Newsletter published by the College Council (Vol. 1, No. 1 just hit the streets)

• Kickoff luncheon, introduction
  – President hosted lunch for newly elected council chairs in summer
  – Excellent opportunity to build relationships and introduce design and expectations of the system
How to Create and Implement a Participatory Governance System

• Board leadership through policy, clarification of roles, encouragement of collegiality
• Presidential leadership through broad collegewide involvement in shaping system
• Faculty, staff, and student leadership through participation