ARC Participatory Governance Training
Kickoff for 2019/20
September 6, 2019

❑ Welcome, Introductions: Identity & Identify

❑ The Power of Meaningful Participation

❑ Good Governance Requires Intentional Process

❑ Consensus Decision Making = Decisions that Count

❑ My Commitments as an ARC Governance Participatory Leader in 2019-20

Identity & Identify

❑ <u>Identity</u> - How You Represent Yourself In A Governance Context at ARC

❑ Identify - Which Of The Following Definitions Of "Governance" Do You Best Identify With:

- Governance is about the process for making and implementing decisions

- Governance is the way rules, norms, and actions are produced, regulated, sustained, and held accountable

- Governance is how multiple voices are heard to guide discussion and dialogue about matters important to the college

How We Got Here: 1989 to 2019

❑ The California Legislature passed Assembly Bill 1725 in 1988. This bill enacted a new structure of community college governance. <u>Shared Governance</u> brought the <u>constituent groups</u> of the campus together in order to <u>participate in the process of planning and decision making</u> which is designed to provide a <u>better campus environment for faculty, staff, students and administration</u>.

❑ Together with Title 5 the new structure:
  • Brought the <u>force of law</u> to the concept of Shared Governance by delegating authority and responsibility to faculty thru the <u>Academic Senates</u> as relates to <u>academic & professional matters</u>.
  • Also defined a role for <u>student participation</u> in governance
  • Standards for <u>classified staff</u> participation outside of collective bargaining were added in 1990.

How We Got Here: 1989 to 2019

❑ 1998 – Shared Governance evolved to recognize that the truest expression of the concept was <u>effective participation by all constituency groups</u> – thus "<u>participatory governance</u>"

❑ 30+ - the number of community colleges in California I was able to identify that have conducted internal evaluations of shared governance for the purpose of process improvement

❑ 3 observations resulted:

- Students are <u>under-participating</u>
- Most governance <u>practice improvements</u> have been minor
- In virtually all cases "shared governance" reflects <u>shared constituent accountability for student outcomes</u> rather than simply shared decision-making

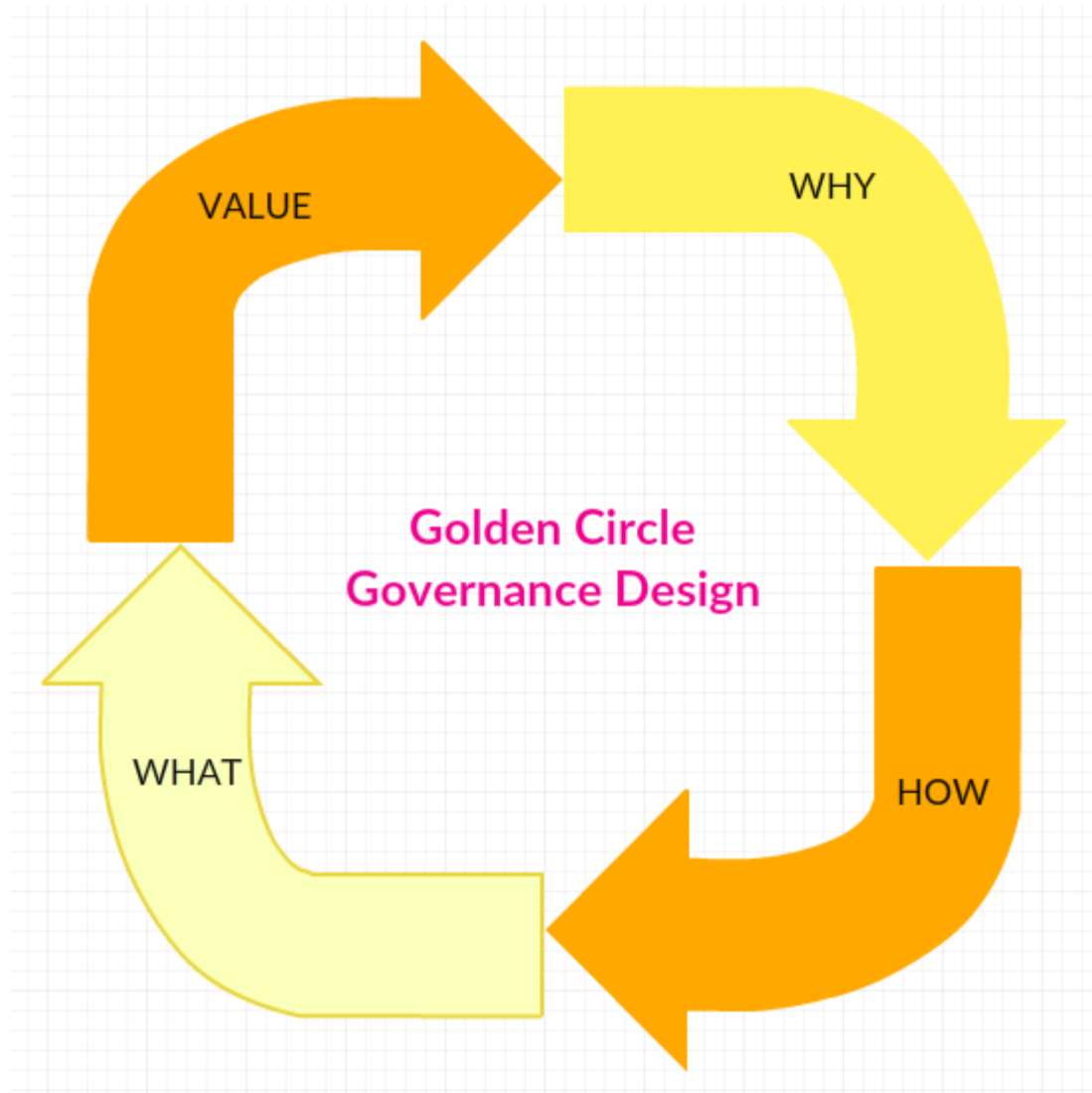# ARC Governance Redesign

https://youtu.be/r9OQghGnR7g

The Power of Meaningful Participation

❑ Moving from Good to Great Governance

❑ Democracy at Work

- Interest vs Positional

- Focus on the Collective Good

❑ The Convergence Affect: Effective Governance and Leadership Development

❑ Speaking vs Listening

❑ The Governance 4P's =
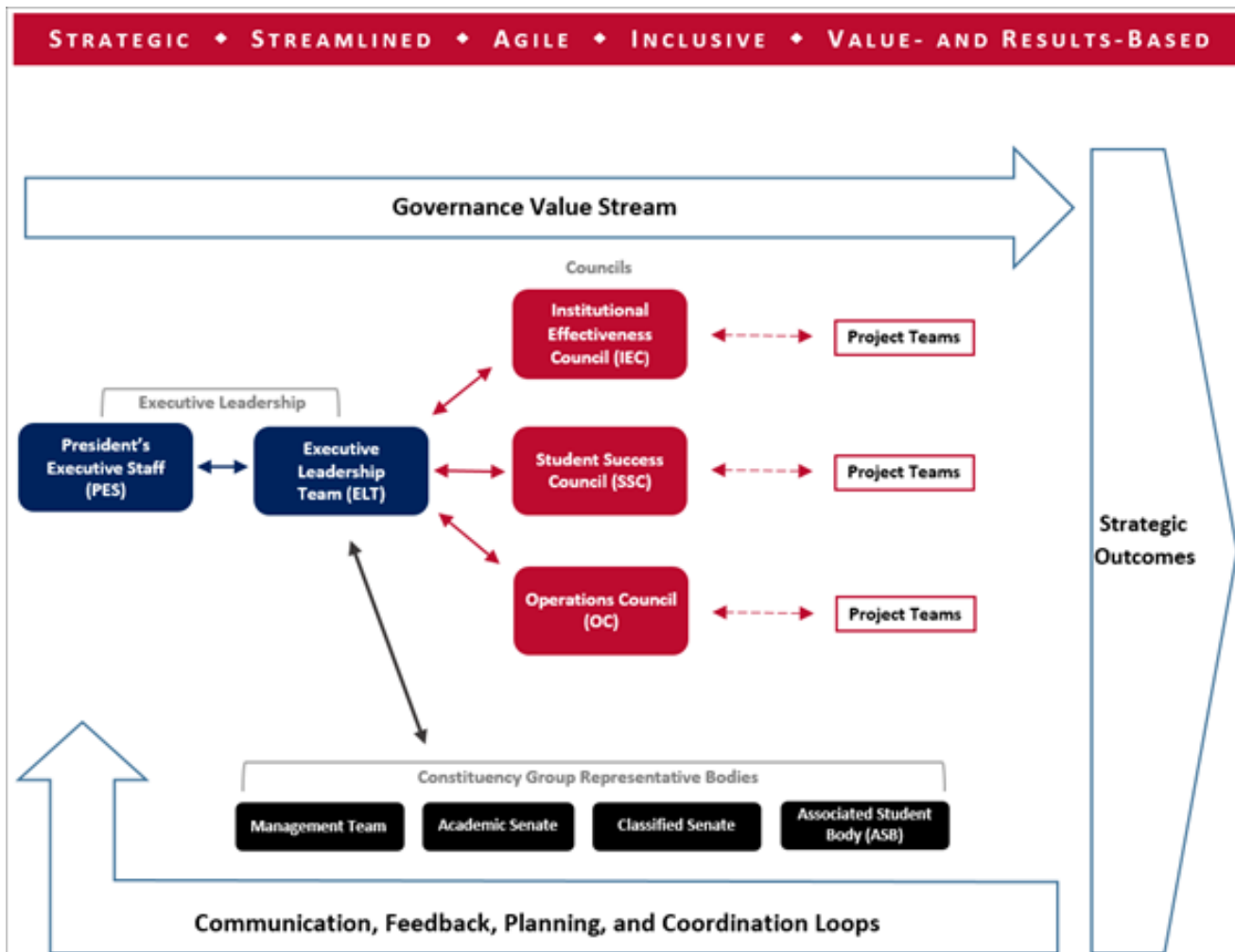
✓ Preparation, Presence, Participation, Promotion

Moving from <u>Good to Great</u> Governance

❑ Great Governance requires both <u>coherence and cohesion</u>

    ✓ Coherence = logical connections ("wisdom seeking")

    ✓ Cohesion = sticking together

    ✓ Best Way solutions – i.e. Getting to Value (not just "correct" decisions)

Getting to Value
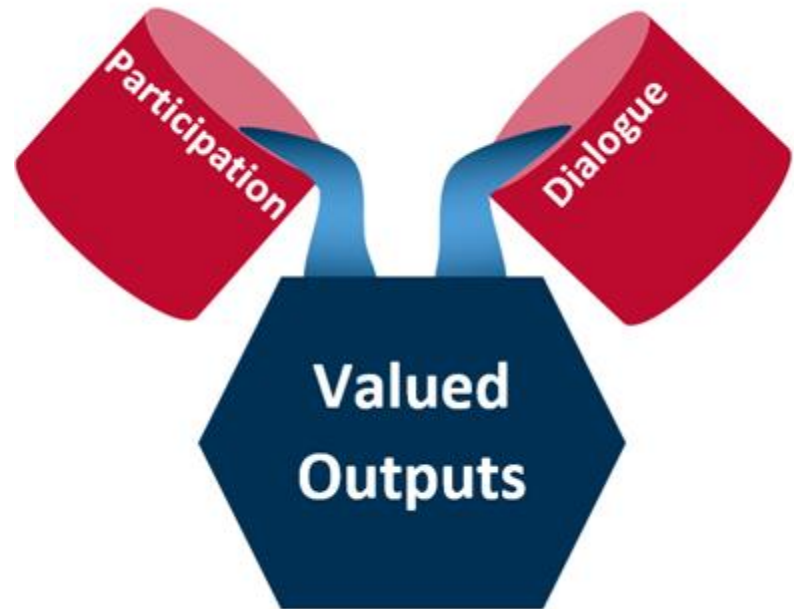
The Governance Value Stream

Democracy at Work

❑ Interest vs Positional

- (Our) Interest

- (My) Position

❑ Focus on the Collective Good

The Convergence Affect

❑ Effective Governance AND

    Leadership Development

Strategic Plan
2017 - 2021

ARC

OUR VISION

Transform the future of all students and our community through inclusive, equitable education.

OUR MISSION

American River College places students first in providing an academically rich, inclusive environment that inspires critical thinking, learning and achievement, and responsible participation in the community.

American River College, serving the greater Sacramento region, offers education and support for students to strengthen basic skills, earn associate degrees and certificates, transfer to other colleges and universities, and achieve career as well as other academic and personal goals.

OUR COMMITMENT TO SOCIAL JUSTICE AND EQUITY

American River College strives to uphold the dignity and humanity of every student and employee. We are committed to equity and social justice through equity-minded education, transformative leadership, and community engagement. We believe this commitment is essential to achieving our mission and enhancing our community.

Speaking vs Listening

❑ <u>Listening</u> role play

- Dialogue Topic:
    - Governance is fun or,
    - Governance is not fun, or
    - Governance is Easy, or
    - Governance is Hard
- Paraphrase and Tell me more ("say more about…")

❑ Speaking is an Influence Activity

❑ Listening is an Understanding Activity

The Value of Listening

"there is no evidence of a correlation between talking to people and trust, and a strong correlation between listening to people and trust"

Prof. Jim Macnamara,

University of Technology, Sydney

NORMS of Participation

What "conduct" do we need from others to support our active participation in governance which we are willing to abide by ourselves?

We Should Always…
- ✓ Do
- ✓ Say
- ✓ Be
- ✓ Try

~~Good~~ Great Governance Requires Intentional Process

❑ The Process Tools:

  ✓ The Charter

  ✓ The Chair as Facilitative Leader

  ✓ Agendas that Promote Participation

  ✓ The Power of Well Framed-questions

  ✓ The Science of Better Meetings (48')

Meetings That Worked (Or Didn't) and Why

❑ Poll: How many meetings?

❑ Focused conversation:

- o What is one thing that stood out?

- o When do you recall feeling most engaged?

- o When were you most uncomfortable?

- o What did you observe others doing that made the meeting work well (productive, effective…)?

- o What would you like to see happen in every governance meeting to keep you both interested and invested?

The Charter

PROJECT CHARTER

Project Team: Disproportionate Impact
Project Type: Implementation
Project Duration: 2019-20 academic year

Sponsoring Council: Student Success Council

PROJECT BACKGROUND AND NEED (Why is the project necessary?)

ARC's strategic plan includes the following statement on its commitment to social justice and equity: "American River College strives to uphold the dignity and humanity of every student and employee. We are committed to social justice and equity through equity-minded education, transformative leadership, and community engagement. We believe this commitment is essential to achieving our mission and enhancing our community." Additionally, Strategic Goal #1 states, "Students First – The College engages and connects students early and often to people, programs, and services as an integrated educational experience. By providing personalized, proactive support, the College fosters relationships that ensure all students, particularly the historically underserved and marginalized, persist, learn, and succeed." In support of these goals, the college is dedicated to eliminating the equity gap. The disproportionate impact project team is needed to gather information and recommendations for practice from our most disproportionately impacted student populations in order to equitize student success.

IGOR – Agendas and Records of Outputs

Recent Agendas

COUNCIL/TEAM	MEETING DATE	
Educational Master Plan (2019-2020)	9/12/2019	View Agenda
Strategic Enrollment Management (2019-2020)	9/9/2019	View Agenda
Executive Leadership Team	9/9/2019	View Agenda
Student Success Council	9/3/2019	View Agenda
Professional Development and Training (2019-2020)	8/30/2019	View Agenda
Executive Leadership Team	8/5/2019	View Agenda
Institutional Effectiveness Council	5/20/2019	View Agenda
Executive Leadership Team	5/13/2019	View Agenda
Clarify Program Paths (2018-2019)	5/10/2019	View Agenda
Student Success Council	5/7/2019	View Agenda
Executive Leadership Team	5/6/2019	View Agenda
Institutional Equity Plan (2018-2019)	5/6/2019	View Agenda
Institutional Equity Plan (2018-2019)	5/5/2019	View Agenda
Clarify Program Paths (2018-2019)	4/26/2019	View Agenda
Student Success Council	4/23/2019	View Agenda

Recent Notes

COUNCIL/TEAM	MEETING DATE	
Student Success Council	9/3/2019	View Notes
Clarify Program Paths (2018-2019)	5/10/2019	View Notes
Student Success Council	5/7/2019	View Notes
Executive Leadership Team	5/6/2019	View Notes
Clarify Program Paths (2018-2019)	4/26/2019	View Notes
Student Success Council	4/23/2019	View Notes
Operations Council	4/23/2019	View Notes
Executive Leadership Team	4/8/2019	View Notes
Institutional Effectiveness Council	4/8/2019	View Notes
Student Success Council	4/2/2019	View Notes
Executive Leadership Team	4/1/2019	View Notes
Clarify Program Paths (2018-2019)	3/29/2019	View Notes
Student Success Council	3/19/2019	View Notes
ARC Online 2.0 (2018-2019)	3/18/2019	View Notes
Enterprise Level Scheduling Solution - ELSS (2018-2019)	3/18/2019	View Notes

Browse by Council or Team

Councils: Select One

Select

Teams: Select One

Select

ARC Standardized Governance Meetings Guidelines

- Effective Decision Making Consistent with Charter and Purpose
- Leadership Development for Participants
- Focus on Creation of "Value" Consistent with Strategic and Cultural Goals and Objectives
- Responsive Project Management Approach to Agendas, Meeting Outcomes, and Hand-Offs
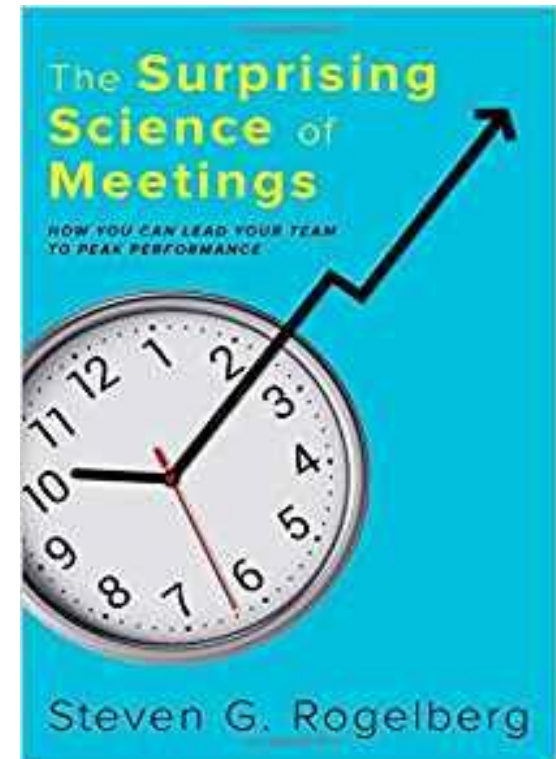- Transparent Communications to the College Community

The Governance 4P's

❏ Preparation

❏ Presence

❏ Participation

❏ Promotion

The Science of Better Meetings?

Governance does not equal meetings however…

How do we preserve focus while deliberating?

- 48'

- Standing

- Re-Framing

- Step Back and Review Our Charter

My Commitments as an ARC Governance Participatory Leader in 2019-20

What will work best for me to participate effectively in college governance proceedings:

_____

_____

What I understand my role to be in ARC governance:

_____

_____

_____

Where I might struggle and how I will strive for improvement:

_____

_____

One new skill I hope to develop through governance participation this year:

_____

_____

Thank you!!