SUBJECT: Participatory Governance

I. Purpose

Participatory governance reflects a general commitment on the part of Kapi'olani Community College faculty, staff, students, and administration to work together to strengthen and enhance the College by making decisions about institutional mission, policies and budget priorities through participatory processes. This policy affirms the College's commitment to the fundamental principles of participatory governance, which will guide the development of institution-specific participatory governance practices consistent with this policy.

II. Related University Policies

Governance is a key component of the following University of Hawai'i policies:

- Board of Regents By-Laws and Policies, Chapter 7, Student Affairs.
- Faculty Involvement in Academic Policy, Executive Policy 1.201, May 1979.
- Guidelines provided in Redelegation of Authority to Approve Organizational Charters, Constitution and Bylaws or Other Campus Mechanisms necessary to recognize and Support Student Organizations and, in Particular, Student Governance Organizations, CCCM 1000, January 23, 1981.

III. Participatory Governance: Definitions and Clarifications

A. Definitions:

1. Governance is the way that issues affecting the entire institution, or one or more components thereof, are decided.
2. Participatory governance is the act of collegial decision-making.
3. Collegial decision-making is the process of enabling constituencies, through consultation and/or discussion, to participate in giving input to affect decisions made at Kapi'olani Community College.
B. Clarifications:

1. Participatory Governance does not take away the authority invested in decision-makers to make decisions. Many leadership decisions are embedded in various positions of authority throughout the College. Participatory Governance is the process by which leaders and decision makers exchange ideas with those affected by decisions. The entire College is committed to a participatory governance policy and all embedded leaders are to consider this policy in their areas of decision-making.

2. Participatory Governance dictates that individuals will have an opportunity to participate in decision-making. Individuals may participate by voicing opinions, voting, making recommendations, investigating, writing reports, evaluating leaders, serving as consultants, leading forums, attending forums, serving on senate, councils, committees, and advisory groups. This is not an exclusive list.

Committees, senate, councils, advisory groups, divisions and constituency groups are a mainstay of participatory governance. These groups are empowered by participatory governance to make formal recommendations on issues before them.

IV. Participatory Governance: Policy

Participatory Governance reflects a general commitment on the part of Kapi’olani Community College faculty, staff, students, and administration to work together to strengthen and enhance the College by making decisions about institutional missions, policies and budget priorities through participatory processes. Governance includes the structure and processes, both formal and informal, of decision-making groups and the relationships between and among these groups and individuals. What distinguishes governance from administrative decisions is that governance tends to be early on in the process and establishes policy; much of what happens later is administration. Kapi’olani Community College is committed to participatory governance, a process that affords the multiple members of the College, through consultation and participation, to have input on key decisions through a variety of processes that reflect democratic principles.

Kapi’olani Community College Participatory Governance Policy

1. Any individual or group of individuals on campus may provide their views on any issue important to them. The College shall inform the faculty, staff, and students of this policy and provide opportunities for faculty, staff, and students to provide input.
2. Administrators shall demonstrate a willingness to incorporate faculty, staff and student input into decision-making especially relating to academic policies, academic procedures, professional development, and financial and budgetary matters.

3. Administrators and other decision makers shall provide reasons for decisions that are contrary to the wishes of constituency groups and other recommending bodies.

4. A reasonable effort shall be made to seek input and to keep all faculty, staff, and students informed via the governance structure.

5. Members of faculty and staff governing bodies and advisory committees shall consider administrative and other faculty and staff initiatives in a collegial and cooperative manner and for the purpose of benefiting the students, the College, the University of Hawai'i system, and the community they serve.

V. Participatory Governance: Principles

A. Final authority and responsibility for the welfare of the College rests with the Board of Regents. The Board may delegate to the President and the Chancellor portions of that authority for the purpose of assuring the effective management of the institution.

B. Participatory Governance procedures and principles apply at all levels of the institution.

C. Participatory Governance requires informed participation and collaboration by students, faculty, staff, and administrators.

D. Students, faculty, and staff shall have opportunities to participate, appropriate to their special knowledge and expertise, in decisions that relate to:

1. Mission and budget priorities for the College;
2. Curriculum, course content and instruction;
3. Appointment, promotion, and tenure of all faculty members; appointment of all staff members; and the development of policies that affect faculty and staff welfare, generally, beyond those included as part of bargaining unit agreements;
4. Selection and appointment of administrators;
5. Issues that affect the ability of students to complete their education;
6. Other issues that arise from time to time that affect the overall welfare of the college.
E. While some members of participatory governance bodies may be appointed, the substantial majority should be elected by their constituencies. Such bodies should elect their own presiding officers.

VI. Participatory Governance: Practice

A. The voting members of participatory governance bodies shall be elected by their constituencies. These bodies shall have bylaws and shall meet regularly.

B. The Chancellor shall assure that participatory governance, based upon the principles and practices in this policy, is appropriately implemented in all areas of the College, and is accountable for assuring that other administrators follow these policies in the deliberations with constituents in their areas.

C. Given the dynamic nature of institutional governance, it is understood that:

1. There may be occasions when institutional leaders must act in the best interest of the institution on major issues affecting the institutional constituencies without full benefit of the participatory governance process. In such cases, the representative bodies shall be informed in a timely manner and have an opportunity to comment on the issues.

2. Administrators shall inform important constituencies in a timely manner if they choose to disregard, in whole or in part, the advice and recommendation of constituencies, and they should provide the reason for their decision. In such cases, the participatory governance body may, if it so chooses, present a written statement of its position and/or any objections to the decision as part of the institution’s or unit’s record on the issue.

D. In keeping with Principle V.C., all participants share with the Chancellor and the College leadership the responsibility for:

1. Being informed on issues that confront higher education, the University of Hawai‘i, and the College;

2. Acting within constraints that are imposed by external agencies and influences, sometimes with little or no notice;

3. Sharing appropriate information and providing timely feedback;

4. Recognizing the specific goals and needs of the institution, and being concerned for and accountable to not only the constituencies represented but to Kapi‘olani Community College and the University of Hawai‘i system;

5. Applying a team approach to planning and problem solving when appropriate; and

6. Distinguishing the roles played by various units and individuals in decision making and administration.
E. Faculty, staff, and students may express their opinions freely on all governance matters without fear of reprisal. However, once a decision is reached, all are expected to support and implement policy as determined by the Chancellor.

F. While participation in governance by students, faculty, and staff is necessary and important for the well-being of the College, the final responsibility for decision-making rests with the Chancellor, the President, or the Board of Regents, who are ultimately held accountable by the public and its elected leaders.

G. The recommendations of the Faculty Senate, Staff Council, Student Congress, and Kalāualani on budgetary priorities should be given heavy weight in administrative decisions relating to those matters.

VII. Governance Groups

A. Faculty Senate. By way of its constitution, the Faculty Senate provides a formal independent organization through which the faculty of Kapi'olani Community College can participate in the governance and policy-making determination of the College and promotes communication among the faculty, staff, students, administration, and Board of Regents. Faculty Senate shall be consulted before decisions are made that have a direct impact on (1) academic policy, academic procedures or curriculum; and (2) policies, positions, and actions that pertain to the individual or collective role of the faculty, governance and other college-wide policy issues.

B. Staff Council. The mission of the Council is to provide a formal voice and organization through which staff members may enhance their professional and personal talents, skills, and competencies, and recognize accomplishments of individual members. The Staff Council includes representatives from Administrative, Professional, and Technical (APT) support personnel and clerical support personnel. Staff Council shall be consulted before decisions are made that have a direct impact on the College staff or related College issues.

C. Student Congress. Student Congress develops and implements plans for programs and activities sensitive to the needs and interests of the students and promotes active student interest and participation within the college community. Student Congress shall be consulted before decisions are made that have a direct impact on co-curricular and student life policies that affect the campus, including but not limited to fees assessed by the College, including tuition; student-faculty-administration relations; and the maintenance of student rights and conduct.
D. Kalāualani. Associated with the UH System Puko'a Council, Kalāualani members are Native Hawaiian faculty and staff from across the institution. Kalāualani shall be consulted before decisions are made that have a direct impact on governance, academic regulations, support services, co-curricular activities, and student rights, especially as they relate to Native Hawaiian faculty, staff and students, or to the infusion of Hawaiian issues, history, values, and culture at the College.

VIII. Advisory Groups

In addition to the formal governance groups noted above, the College has standing advisory groups that deal with long-term and/or on-going college-wide issues and afford faculty, staff, and students the opportunity to participate in the College governance process. These groups include the following:

A. The Policy, Planning, and Assessment Council (PPAC) advises the Chancellor in matters relating to campus policies, e.g., setting priorities, monitoring and evaluating progress, reviewing tactical plans, and responding to changes within the College if not through consensus then through an informal voting process. The PPAC is composed of the Vice Chancellor for Academic Affairs, the Vice Chancellor for Administrative Affairs, all deans and directors, department chairs, the Chair of the Faculty Senate, the Chair of the Staff Council, a representative of Kalāualani, the President of the Student Congress, and other key campus leaders, e.g., representatives from the Honda International Center, Auxiliary Services, Business Office, and Human Resources. See K1.120 for additional details on the PPAC.

B. Vice Chancellors' Advisory Council (VCAC) [formerly the Deans' Advisory Council; DAC] makes recommendations to the Vice Chancellor for Academic Affairs and the Vice Chancellor for Student Services. The VCAC serves as a forum for policy discussions and problem-solving for operational matters in the areas of instructional activities and student services. The Council consists of the vice chancellor for academic affairs, vice chancellor for student services, deans, department chairs, academic support unit heads, the College Curriculum Specialist and ad hoc representatives from Faculty Senate, Counseling and Academic Advising Council, Student Congress, Staff Council, and Kalāualani.
IX. Participatory Governance: Policy and the Principles Approved:

Harry Davis
Faculty Senate

Gene Phillips
Staff Council

Liana Hoffshneider
Student Congress

Kauka Desilva
Kalāualani