

Kapi`olani Community College
Governance Guidelines:
Review of *DRAFT*

Participatory Governance

presented to the

Staff Council

by
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Prologue

- Representing the findings of the ACCJC evaluation team, Dr. Marie B. Smith, Chair, stated in the Kapi`olani CC *Confidential Report Prepared for ACCJC* (p. 21), received by the Kapi`olani on 12/11/06 :

*“While the college evidences a commitment to **participatory governance** processes, this commitment is not formalized in written documents. Nor are there written records of many of the college’s **participatory governance** structures.....”*

Kapi`olani Community College Governance Guidelines: Draft Guidelines

- I. Purpose
- II. Related University Documents
- III. Definitions and Clarifications
- IV. Guidelines
- V. Principles
- VI. Practice
- VII. Governance Groups
- VIII. Advisory Groups

Sec. I. Participatory Governance Guidelines:

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*.
- These guidelines affirm the College's commitment to the fundamental principles of *participatory governance*, which will guide the development of institution-specific participatory governance *practices consistent with these guidelines*.

Sec. III. Participatory Governance Guidelines:

Definitions

- A. Definitions:
 - *Governance* is the way that issues affecting the entire institution, or one or more components thereof, are decided.
 - *Participatory governance* is the act of *collegial* decision-making.
 - *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 CC.

Sec. III. Participatory Governance Guidelines:

Definitions (continued)

- *Consultation* means that there is a *formal* procedure or established practice which provides a means for the faculty, staff and/or students (as a whole or through authorized representatives) to present their judgment, where warranted, in the form of a recommendation, vote or other expression sufficiently explicit to *record* the position or positions taken.
 - The administration must make every effort to have this explicit expression of faculty, staff or student judgment take place prior to the actual making of the decision in question.
 - Initiative for the expression of such a judgment may come from the faculty, staff, students or the administration.

Sec. III. Participatory Governance Guidelines:

Definitions (continued)

- *Discussion* means a multi-way communication of information and expression of opinion between administration, faculty, staff and/or student body, or from individual members of these groups that may or may not result in a written submittal of opinion or advice.

Sec. III. Participatory Governance Guidelines: *Clarifications*

- B. Clarifications:
 - 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 participatory governance and all embedded leaders are to consider these guidelines in their areas of decision-making.

Sec. III. Participatory Governance Guidelines:

Clarifications (continued)

- 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 senates, councils, committees, and advisory groups. This is not an exclusive list.

Sec. III. Participatory Governance Guidelines:

Clarifications (continued)

- Committees, senates, 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.

Sec IV. Participatory Governance Guidelines:

Preamble

- 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.

Sec IV. Participatory Governance Guidelines:

Preamble (continued)

- 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/or participation, to have *input* on key decisions through a variety of processes that reflect *democratic principles*.

IV. Kapi`olani Community College

Draft *Participatory Governance Guidelines*

- 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 these guidelines 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.

IV. Kapi`olani Community College

Draft *Participatory Governance Guidelines* (continued)

- 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 benefitting the students, the College, the University of Hawai`i system, and the community they serve.

Sec.V. Draft Participatory Governance Guidelines: Principles

- D. Students, faculty, and staff shall have opportunities to participate, appropriate to their special knowledge and expertise, as well as according to the charters of the formal governance groups and Board of Regents policies, rules and regulations, 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.

QUESTIONS

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