

GLENDALE COMMUNITY COLLEGE GOVERNANCE POLICY

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Revised Document Approved Campus Executive, Spring 1994
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MISSION STATEMENT

Governance is a process involving students, classified staff, confidential employees/managers, faculty and administrators in deliberations regarding day-to-day and long-range planning and policies for the college. These deliberations lead to recommendations which the Superintendent/President carries forward to the Board of Trustees for final approval.

OVERVIEW

There are 4 standing governance committees; all other governance committees serve under the purview of one of these 4 standing committees: Executive, Academic Affairs, Student Affairs and Administrative Affairs. All governance committees report to the Executive Committee (Campus Executive).

Executive	Academic Affairs	Student Affairs	Administrative Affairs
<ul style="list-style-type: none"> • Budget Review • Campus Wide Computer Coordinating • Community Relations • Equal Employment Opportunity • Foundational Skills Committee • Governance Review • Mini-Cabinet • Release Time/Extra Pay • Staff Development • Web Over Sight 	<ul style="list-style-type: none"> • Academic Calendar • Baja Program • Curriculum and Instruction • Graduation Requirements • Scholars • Study Abroad • Technology Mediated Instruction 	<ul style="list-style-type: none"> • Assessment • International Students • Library Information & Competency • Matriculation • Non-Credit Matriculation • Recruitment • Service Learning • Technology Mediated Services • Tuition/Student Fees 	<ul style="list-style-type: none"> • Campus Development • Parking • Safety

Committees not listed are non-Governance committees and may or may not report to the Executive Committee.

PHILOSOPHY OF GOVERNANCE

Governance is the democratic process utilized on campus in decision-making procedures. Successful governance creates an environment of awareness on campus by having each constituency represented throughout the process. To be effective, governance must:

- **exhibit the capacity to establish directions and goals**
- **react to internal and external stimuli**
- **move with diligence & timeliness**
- **provide the campus community with an annual cycle of planning and budgeting**
- **ensure that all constituencies of the campus community have an equal opportunity to participate in the decision-making process.**

The process is designed to establish the goals, priorities, and objectives of the college. The exercise of administrative prerogatives must reflect these aims in order to perpetuate an environment of mutuality and trust.

GOVERNANCE MANDATES

The task of governance is the continuing development of the institution and its mission; it takes into account the need for the broadest possible constituency participation and information dissemination.

The Committee-on-Committees, Campus Executive, is kept informed of governance activities through all other committees' minutes which are forwarded to the Governance Office.

The motions/actions from committee minutes are reported to Campus Executive through the Consent Calendar, which is prepared by the Governance Office, forwarded to the President's office, attached to the Executive agenda and distributed to all members of Campus Executive Committee prior to each Executive meeting.

After each Campus Executive Meeting a [Governance Update](http://www.glendale.edu/staff/governance/) listing actions taken by the Executive Committee, is published by the Governance Office and distributed to all employees via email; it is also posted on the Governance webpage at <http://www.glendale.edu/staff/governance/> .

PRINCIPLES OF GOVERNANCE

1. The Board of Trustees has final responsibility and authority for college policies and procedures; any individual may address the Board regarding these policies and procedures.
2. The Board of Trustees charges the Superintendent/President with the responsibility for governance of the institution; in turn, the Superintendent/President supports a structure and systematic process for decision making.
3. The campus governance structure is charged with making recommendations on issues affecting the institution. These recommendations are forwarded by subcommittees to standing committees. Standing Committees discuss and review the recommendations prior to sending recommended actions forward to the Campus Executive Committee, which is chaired by the Superintendent/President, who in turn is charged with carrying the approved recommendations forward to the Board of Trustees.
4. The college recognizes the role of collective bargaining in certain aspects of policy development and implementation.
5. The college recognizes the Academic Senate's primary responsibility for making recommendations in areas of curriculum and academic standards. (AB 1725)
6. The membership and interrelationships of committees give the governance structure preeminence in the decision making process.
7. Broad participation from all segments of the campus is encouraged; all five campus constituencies (students, classified staff, faculty, management/ confidential employees and administrators) are represented on most governance committees.
8. The executive committee of each constituency represented on a committee (Senate Executive, Guild Executive, Classified Executive, ASGCC Executive) appoints representatives, taking into account not only the needs of the constituency but also the broader needs of the college. The manager/ confidential employee (non-bargaining unit classified) representative is appointed to committees in consultation with the Superintendent/President and the appropriate administrator for that committee.
9. Any governance subcommittee, through minutes which are forwarded to its respective Standing Committee and the Governance office, can make recommendations to Campus Executive.
10. The college community as a whole is made aware of the governance process and has access to it through constituency representation. A consistent effort is made to keep the campus informed through the publication and distribution via email of the Governance Update and through posting of information on the Governance webpage.
11. Governance is facilitated by communication, timely and appropriate notice of meetings, public deliberation, full campus participation and published records.
12. Each governance subcommittee and each governance standing committee is expected to take action minutes (see [Communications & Operations](#)). Each subcommittee is charged with forwarding those minutes to its respective members, to the appropriate standing committee, and to the Governance Office. In turn, standing committees are charged with review and action on minutes received from their respective subcommittees. Standing Committees' final actions are forwarded, via minutes, to the Governance Office for inclusion in the Consent Calendar for the Campus Executive Committee. Campus Executive in turn forwards appropriate recommendations to the Board. Minutes, correspondence, and records are the property of the committee or subcommittee and are to remain in its possession. It is the responsibility of the chair to ensure that these files are maintained and passed on to new chairs.

GOVERNANCE STRUCTURE

The governance structure at Glendale College organizes the decision-making process between several Standing Committees and their subcommittees. The subcommittees report to one of the following Standing Committees:

Campus Executive, the "Committee-on-Committees"
Academic Affairs
Student Affairs
Administrative Affairs

The Campus Executive Committee, chaired by the Superintendent/President, is responsible for final review and recommendations which are then carried forward to the Board of Trustees by the Superintendent/President.

The standing committees, as listed above, develop and formulate the plans, policies and procedures for their respective areas of the college and forward, via meeting minutes, these recommendations to Campus Executive for final disposition.

Each standing committee assigns specific tasks to subcommittees, which in turn report directly back to it or directly to Campus Executive. All members of the campus community are encouraged to bring issues forward to the appropriate subcommittee for discussion and recommendation to the appropriate standing committee.

CREATING A NEW SUBCOMMITTEE

Standing committees may form new permanent subcommittees with the approval of Campus Executive. The proposal to create a new subcommittee should go first to the Governance Review Committee, including a rationale for creating the subcommittee and indicating under which standing committee the subcommittee should be housed. Upon approval by the Governance Review Committee the proposal will be forwarded to Campus Executive.

Membership on governance committees is drawn from the five constituencies on campus:

- 1. Students**
- 2. Classified Staff**
- 3. Faculty**
- 4. Managers / Confidential employees**
- 5. Administrators**

Contractual stipulations recognize the American Federation of Teachers (Guild) as the bargaining unit for faculty and the California School Employees Association (CSEA) as the bargaining unit for classified staff. Additionally, the Academic Senate has a state mandated role in academic leadership. Management (Administration) of the college has a special expertise and knowledge in its role.

MEMBERSHIP

Dedicated membership on all governance committees is essential to a successful operation; therefore, members must reflect expertise, interest, and responsibility for the entire campus community. It is noted that several groups, specifically noncredit and off-campus staff, confidential staff, classified managers, and students are frequently under-represented in the decision-making process. Also, the dissemination of information to individuals/departments directly impacted by the decision-making process must be clearly defined. The following procedures have been designed with the intent of correcting these problems:

1. It was approved by Campus Executive Committee that: The CSEA and the ASGCC shall each be allowed to appoint two (2) representatives with full voting rights from their individual constituencies, to each governance committee, where applicable.
2. It was approved by Campus Executive Committee that Manager/Confidential a.k.a. non-bargaining-unit employees, shall be allowed to have one (1) representative with full voting rights to each governance committee. Supervisors are advised to provide time for classified staff and Manager/Confidential representatives to participate on governance committees.
3. While the Campus Executive Committee (Committee on Committees) and the other three standing committees (Academic Affairs, Student Affairs, Administrative Affairs), have restricted representation as listed under [Committee Representation](#), sub-committees do not have the same limitations of faculty and administrative representation. Sub-committees do need to have representation from each constituency where applicable.

Unless special circumstances dictate otherwise, "Noah's ark-formula" for subcommittees indicates that they should have the following representation:

- 1 Senate
- 1 Guild
- 2 Classified
- 1 Manager/ Confidential
- 2 ASGCC – Students
- * Joint Faculty
- * Administration
- * Resource

* The number of representatives for the Joint Faculty, Administration & Resource seats may vary in number per subcommittee.

APPOINTMENTS

Each constituent group is responsible for appointing committee members.

Students have an important role as consumers and are represented by the Associated Students ("ASGCC"). The ASGCC makes all student appointments.

The Guild and Academic Senate make all faculty appointments ("Guild," "Senate," "Joint Faculty") with both having an equal number of voting appointees on every committee and subcommittee. "Joint Faculty" are appointed jointly by the Academic Senate and the Guild.

The CSEA makes all "Classified" appointments.

One "Manager/Confidential" representative is appointed to committees by the Superintendent/President and the appropriate administrator for that committee. "Administrative" members are appointed to committees by the Superintendent/President, in consultation with the vice-presidents.

TERMS

1. The Academic Senate and Guild appointments ("Guild," "Senate," "Joint Faculty") are 4-year terms.
2. The CSEA appointments ("Classified") are 2-year terms.
3. The Administration appointments ("Administration," "Manager/Confidential") are 4-year terms; appointments without terms merely indicate the title or position related to that committee.
4. The "ASGCC" appointments change each semester subject to students' schedules.
5. It is in the interest of the governance process to ensure the widest possible participation. Although the importance of expertise is recognized, rotation is strongly encouraged. After a term is completed, the member may be replaced or reappointed. If a coordinator of a program is a participant of a governance committee formed out of that program, that coordinator will not be asked to rotate off the committee.

THE BLUE LIST

A listing of all governance committees, each committee's membership and which constituency individual members represent is posted online through the Governance office. The list is commonly referred to as the "Blue List"; <http://www.glendale.edu/staff/governance>. Ideally, appointments are made in the spring and implemented at the beginning of the fall semester. Assigning and removing representatives from committees are usually undertaken by each constituency during the spring semester. After the appointments have been completed, and the new information has been received in the Governance Office, an updated "Blue List" is prepared and posted online.

Changes in representation of constituencies (i.e., the number of seats for the Guild, Senate, Joint faculty, CSEA, ASGCC and Manager/Confidential) on the Standing Committees are subject to the approval of the Campus Executive Committee. Changes in representation of constituencies on an existing subcommittee or representation on a new subcommittee are subject to the approval of its Standing Committee. However, if any constituency objects to the new subcommittee representation, such changes will be referred for resolution to the Campus Executive Committee. Changes must be reported to the Governance Office.

PARTICIPATION / ATTENDANCE

If a committee member is absent fifty percent of the time over a one-year period, that member will be replaced. It will be the chairs' or designee's responsibility to track attendance. Governance committee chairs shall be selected annually by internal elections, with the exception of the standing committees (Campus Executive, Academic Affairs, Administrative Affairs, and Student Affairs), whose chairs are specified by the administrative position.

Students have the least controllable schedules. Even with regularly scheduled meetings, they occasionally have difficulty attending. Therefore, committees which include student representation should make two student appointments to ensure that student representatives are present at governance committee meetings. Student representatives are encouraged to appoint proxies if unable to attend meetings.

PROXY

Attendance at all committee meetings is mandatory. When a member (student, classified, faculty, manager/ confidential employee, administrative) of a campus governance committee must be absent, the member should make every effort to assign a proxy who will attend the meeting on the absent member's behalf. The proxy is entitled to full voting rights. It is recommended that the proxy be from the same constituency as the member. The proxy information form should be brought to the appropriate committee chair, in writing, and should include the date of the meeting, the name of the proxy and the name of the absent member. Whenever possible, it should be signed by the voting member. If the voting member is away from campus, and therefore unable to sign, the proxy form (available online or in the Governance office), will be accepted at the meeting with the above requested information and the name and signature of the proxy only.

RESOURCE MEMBER

Persons may be appointed to committees and sub-committees by the various constituencies to serve as resources of information; however a resource member will not have voting rights. A resource can be any person a committee feels has expertise to offer with respect to the committee's business.

COMMUNICATIONS AND OPERATIONS

The work of the governance structure is communicated and facilitated through consistent committee procedures. Committees should adhere to the following format and time-line for the dissemination of information from their respective committees:

1. A "Call-for-Agenda-Items" is circulated by the committee chair to each committee's members eight working days prior to the date of the meeting.
2. The agenda and related background materials are distributed to committee members at least four working days prior to the scheduled meeting.
3. The chairs of the four standing committees (Campus Executive, Academic Affairs, Administrative Affairs, and Student Affairs), are requested to forward action items to the Governance Office within forty-eight hours of the committee meeting. The minutes of sub-committee meetings should be sent to the Governance Office within five working days of the meeting and should include the following:

- **meeting date, time, location**
- **minutes adopted or unadopted**
- **time meeting called to order**
- **members present; absent; proxies and guests**
- **brief rationale of motions/actions**
- **vote results (i.e. MSC = moved, seconded, carried or MSD = moved, seconded, defeated or MST = moved, seconded, tabled) of motions/actions taken**
- **motions - name of presenter and seconder i.e. "MSC the parking policy..."**
- **time of adjournment**
- **name of recording secretary and title or office**
- **next meeting date**

- 4) Committees follow Robert's Rules of Order

General campus awareness of governance committees' activities will be achieved through the posting of minutes on the Governance webpage and through the distribution of the Governance Update through email. Questions on minutes from governance committees may be addressed by contacting the committee chair.

- 5) When Campus Executive makes a major decision which will directly impact a specific individual(s) or department(s), the respective Administrator for that area shall immediately inform those individuals who will be directly involved with or affected by the decision. Every effort should be made by the designated Administrator to see that the information is dispersed to those affected prior to the distribution of the Governance Update.

- 6) Each constituency group will take care to inform their representatives of their responsibilities and to provide them opportunities to keep their constituencies informed.

URGENT ACTIONS

On occasion, the Superintendent/President may be required to make urgent decisions on matters that would normally be acted upon through the established governance process. If an emergency meeting of the Campus Executive Committee cannot be convened prior to making the decision, it is incumbent upon the Superintendent/President to immediately inform, *in writing*, the members of the Campus Executive Committee of the action taken.

BUDGET DEVELOPMENT

The Budget Committee is responsible for monitoring the budget development process and the ongoing implementation of the annual college budget. The Budget Committee is responsible for recommending to the Superintendent/ President and the Executive Committee funding priorities within both short-term and long-term income and expense expectations.

The budget process begins with units preparing a recommended budget for their specific area. A participatory process is used within each unit to ensure that requests are responsive to campus needs and reflect established goals and objectives of the college. The units' budget requests are forwarded to the appropriate Vice-President: Administrative Affairs, Student Services and Instructional Services. The Vice-Presidents then forward area budget requests to the appropriate Governance committee which is charged with establishing funding priorities that are then forwarded to the Budget Committee for consideration and integration into a district-wide funding priority list. The Superintendent/ President is responsible for presenting the final budget proposal to the Board of Trustees.

Under the direction of the Vice President of Administrative Services, administrative services personnel will produce the various fiscal documents requested by the Budget Committee, the Board of Trustees, and various state agencies. Statutory regulations and deadlines, relative to budget development, must be adhered to.

COMMITTEE REPRESENTATION

The following lists include the composition of the (4) Standing Committees;
Executive
Academic Affairs
Student Affairs
Administrative Affairs

EXECUTIVE COMMITTEE = Committee-on-Committees

a.k.a. Campus Exec

MISSION: The Executive Committee constitutes an effective means of gathering information, deliberating and reporting on issues of concern to the college. Executive has several sub-committees that report directly to it. Executive is the highest governance committee on campus and approves all recommendations which the Superintendent/President is charged with carrying forward to the Board.

ACTIVITIES:

1. Serves as the highest and final level of review on governance issues.
2. Serves as the review body for governance items going to the Board of Trustees.
3. Serves as the campus Committee-on-Committees. It directs governance items through the process.
4. Reviews the report of the Budget subcommittee and makes appropriate recommendations on the annual budget.
5. Establishes and coordinates the mechanism for long-range planning and the development of the College Master Plan.
6. Serves as an appeals body for items rejected at a lower-level in the governance process.
7. Oversees the dissemination of information to the campus community.
8. Creates Task Force groups, as needed.

CHAIR: Superintendent/President, votes only in the event of a tie

VOTING MEMBERSHIP:

Faculty (2)	1 Senate President, 1 Guild President
Classified (1)	1 CSEA President
Students (1)	1 ASGCC President
Administrators (3)	Vice-Presidents

NON-VOTING MEMBERS:

Secretary to the Superintendent/President
Resource Persons

SUBCOMMITTEES OF EXECUTIVE:

Budget
Campus Wide Computer Coordinating
Community Relations
Equal Employment Opportunity
Governance Review
Master Plan Task Force (not a Governance committee but reports to Campus Executive)
Mini-Cabinet
Release Time/Extra Pay
Staff Development
Web Oversight

ACADEMIC AFFAIRS COMMITTEE

MISSION: The Academic Affairs Committee recommends plans, policies, and procedures to the Executive Committee in support of the instructional activities of the college.

ACTIVITIES:

1. Develops the instructional component of the College Master Plan.
2. Prioritizes budget recommendations for the instructional area.
3. Establishes the academic calendar in cooperation with the Guild.
4. Works cooperatively with the Academic Senate regarding Graduation Requirements.
5. Works with the library to develop instructional resources.
6. Guides management of the Baja Field Studies & Study Abroad.
7. Develops and administers the Instructional Computing Plan.
8. Submits recommendations in areas of curricular and academic standards to the Academic Senate for concurrent review and recommendation to the Executive Committee, as appropriate.

See the *Mutual Gains Document* on the Senate webpage for the areas in which the Academic Senate and Academic Affairs mutually confer.

CHAIR: Vice President, Instructional Services; votes only in the event of a tie

VOTING MEMBERSHIP:

Faculty:	All Division Chairs - not to include the Associate Dean of Nursing (see Administration)
	Curriculum and Instruction Committee Co-Chair
	1 Senate Representative
	1 Guild Representative
	"Joint Faculty", appointed jointly by the Senate and Guild
Classified:	2 Classified reps
Students:	3 ASGCC Representatives
Administration:	10 representatives
	2 Deans, Instructional Services 1 Dean, Student Services
	1 Associate VP, Instructional Services
	4 Associate Deans, Instructional Services (including C&I Co-Chair and Associate Dean of

	Nursing)
	1 Administrator from Administrative Services (VP or designee)
	1 Associate Dean, Instructional Technology
Manager/Confidential:	1 Representative

NON-VOTING MEMBERS:

Resource persons:	Vice President, Student Services
	Dean of Admissions and Records
	Associate Dean, Library and Learning Resources
	Associate Dean, Instructional Technology
	Senate President or appointee
	Instructional Technology
	Governance Office Coordinator

SUBCOMMITTEES OF ACADEMIC AFFAIRS:

Academic Calendar
 Baja Program
 Curriculum and Instruction
 Foundational Skills
 Graduation Requirements
 Scholars
 Study Abroad
 Technologically Mediated Instruction

STUDENT AFFAIRS COMMITTEE

MISSION: The Student Affairs Committee recommends plans, policies, and procedures to the Executive Committee in support of the range of student services needed to assist students in attaining their educational objectives.

ACTIVITIES:

1. Develops the Student Services component of the College Master Plan.
2. Prioritizes budget recommendations for the Student Services area.
3. Reviews and recommends policy relating to students.
4. Designs and implements an evaluation of the effectiveness of the delivery systems of Student Services.
5. Develops and administers the Student Services Computer Plan.
6. Maintains responsibility for the college catalogue.

CHAIR: Vice President, Student Services; votes only in the event of a tie

VOTING MEMBERSHIP:

Faculty:	Division Chair of Student Services
	1 Senate Representative
	1 Guild Representative
	7 "Joint Faculty" appointed jointly by the Senate and Guild; to include 4 from Student Services, 2 Division Chairs, 1 other faculty
Classified:	2 Classified Representatives
Students:	4 ASGCC Representatives
Administration:	8 from Student Services, 1 from Administrative Services, and 1 from Instructional Services
Manager/Confidential:	1 Representative

NON-VOTING MEMBERS:

Resource persons:	1 Research and Planning Representative
	1 AIS/ IT

SUBCOMMITTEES OF STUDENT AFFAIRS:

- | | |
|------------------------------------|------------------------------|
| Assessment | Recruitment /Outreach |
| International Students | Technology Mediated Services |
| Library and Information Competency | Student Fees / Tuition |
| Matriculation | Service Learning |
| Non-Credit Matriculation | |

ADMINISTRATIVE AFFAIRS COMMITTEE

MISSION: The Administrative Affairs Committee recommends plans, policies, and procedures to the Executive Committee to ensure the smooth fiscal operation of the college.

ACTIVITIES:

1. Develops the Administrative Services Component of the College Master Plan.
2. Prioritizes budget recommendations for the Administrative Services area.
3. Identifies college fiscal resources.
4. Develops the process and calendar for preparation of annual budget requests.
5. Coordinates and distributes the college's annual calendar.
6. Collects and integrates all cost center budget information into the annual budget request, and ensures that the goals and priorities reflected therein are those in the College Master Plan.
7. Develops and administers the Administrative Services Computer Plan.
8. Makes fiscal recommendations.

CHAIR: Vice President, Administrative Services; votes only in the event of a tie.

VOTING MEMBERSHIP:

Faculty:	(4) 1 Senate , 1 Guild, 2 jointly appointed by the Senate and the Guild including one from faculty involved in Specially Funded Programs
Classified:	(3) Classified staff
Students:	(2) Students appointed by the ASGCC.
Administration:	(6) 3 Administrative Services, 1 Student Services, 1 Instruction and 1 Non-credit program
Manager/Confidential:	1 Representative

NON-VOTING MEMBERS:

Resource persons	
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SUBCOMMITTEES OF ADMINISTRATIVE AFFAIRS:

Campus Development
 Parking (disbanded 01/2008. Parking issues go to Administrative Affairs)
 Safety