PRINCIPLES FOR EFFECTIVE GOVERNANCE

- **All constituencies work together for the good of the institution:**
  This means that decisions follow a shared vision and are made in the best interest of the College. All constituencies actively participate.

- **Clarity of roles and decision-making processes:**
  The governance system reflects transparent decision making with data that supports and/or references shared vision and goals. Decisions are clear and effectively communicated.

- **Data-based decisions and discussion:**
  Proposals are based on data, as are the resulting recommendations and rebuttals. Recommendations should support the College's Mission Statement, Vision and, Educational Master Plan. Timely decisions are expected.

- **Professional conduct:**
  All public meetings and governance committees have clear ground rules and expectations of professional conduct and respectful dialogue. As part of professional conduct, governance committees take responsibility for their decisions and make them publicly known.

Constituent Groups

**Board of Trustees**
The Marin Community College District Board of Trustees is a publicly elected board which as a unit sets the policy direction that defines the educational, legal, ethical, and prudent standards for college operations, institutional performance, fiscal health and stability. The Superintendent/President works at the pleasure of the Board.

**President's Cabinet**
The Cabinet is advisory to the Superintendent/President in all matters related to college operations, student learning, and the implementation of Board policies. The Cabinet is composed of administrators who report directly to the Superintendent/President.

**Management Council**
The Management Council is comprised of appointed administrators of the various units, departments or divisions and serves at the pleasure of the Board of Trustees and Superintendent/President. Management Council meetings are staff meetings where policies, procedures, and operational matters are discussed. Managers are appointed to college governance committees by the Superintendent/President.

**Academic Senate**
Represents all certificated instructional personnel including credit, non-credit, full and part-time faculty, which includes instructors, counselors, college nurse and librarians. The faculty elects fifteen members to the Academic Senate. The Academic Senate serves as the voice of the faculty in matters concerning participatory governance and academic and professional matters.

**Classified Senate**
Represents all staff other than certificated and management. The Classified Senate serves as the voice of the classified staff in matters concerning participatory governance. Senators are elected from the classified staff in proportion to the percentage of CSEA, SEIU and unrepresented employees employed in the District. There are 16 classified senators.
ASCOM
The Associated Students of College of Marin represents all registered credit and non-credit students. ASCOM serves as the voice of the students in matters concerning participatory governance.

Types of Governance Groups

Council
A group of constituency representatives designated or selected to act in an advisory capacity and meet on a regular basis.

Standing Committee
A permanent committee of constituency representatives intended to consider all matters pertaining to a designated subject and meet on a regular basis.

Sub Committee
A permanent committee created by a council or standing committee to address and make recommendations on a particular subject. The members need not be from a permanent committee or council.

Ad Hoc Committee
A committee created by a council or standing committee for a special purpose. Meets as needed until the task is finished.

Task Force
A group created by the College Council or the President to address a special college-wide issue and meet until the issue is resolved.

OPERATING GUIDELINES

Quorum
- Quorum for meetings will be 50% of the Council or Committee plus one.
- A quorum consists of at least one member from each constituency.
- Seats with no appointed representatives shall not be included when establishing quorum.
- If any governance group does not provide at least one representative for two consecutive meetings, the remaining group will comprise a quorum and can take action at the second meeting.

Composition and Population of Participatory Governance Committees
- When recommending appointments of representatives to serve on participatory governance committees, councils, task forces etc., appointing bodies will strive to allow all interested parties to serve.
- Members will be appointed for two-year terms.
- If replacements are made, the new representative will complete the term of the original appointment.
- Appointing bodies reserve the right to remove their representatives for not fulfilling their duties as specified in this document or for other reasons specified in their governing documents.
- The Academic Senate is responsible for appointing faculty.
The Student Senate is responsible for appointing students.
Classified staff are appointed by their officially designated appointing body.
The Superintendent/President is responsible for appointing managers.
Each appointing body will notify the Planning, Research and Institutional Effectiveness Office by the first fall census date of the representatives who will serve that year.
Appointing bodies will notify the Planning, Research and Institutional Effectiveness Office whenever there is a change in representation and will maintain current lists of committee representatives and their term of office.
Participatory governance committees, task forces or subcommittees should have equal representation from each constituency unless they fall under the academic and professional matters as defined in Title V, Section 53200.

Meeting Process

- All meetings are open to the public.
- Non-members may attend meetings as observers and speak with permission of the chair.
- All participatory governance committees act as recommending bodies.
- Participatory governance committees will establish and publish an agenda for each meeting in a timely manner.
- Participatory governance committees should develop agreed upon ground rules for committee operation.
- Committees will develop annual goals and objectives and a method for evaluation.

Consensus and Voting

- All committees shall use the consensus method to reach decisions and make recommendations.
- Consensus is reached when members mutually agree to a decision and feel their concerns regarding the issue have been adequately addressed. It is not unanimity.
- A quorum should be present when taking action on an item.
- The Chair should ensure that enough time is taken so all voices are heard and understood before any effort to finalize a decision.
- When working to build consensus, the Chair can poll the members to determine the level of consensus among the group as follows:
  - Level One: I can easily accept the decision or action
  - Level Two: I can accept the decision or action, but it may not be my preference.
  - Level Three: I accept the will of the group, but I don't necessarily agree with the decision or action.
  - Level Four: I cannot accept the decision or action.
- If consensus cannot be reached after 2 meetings or if the Chair or Co-chairs determine that consensus is not possible and further discussion would jeopardize committee timelines, a vote will be taken.
  - A simple majority (50% plus one) will carry the motion.
  - The group(s) in the minority will have the option to forward a minority report along with the recommendation.
- Training will be provided to ensure Chairs and committee members have the tools and resources required to implement the consensus model.

Responsibilities of Constituent Representatives

- Representatives of constituent groups involved in the participatory governance process are responsible for keeping their respective groups informed of the proceedings and recommendations of governance committees.
- Because of the importance of regular attendance by members of governance committees, the chair of each committee will notify the appropriate appointing body to request that a replacement be appointed after three unexcused absences.
- If a committee member is unable to attend a meeting the constituent group may send a substitute.

**Duties Of Chair And Co-Chairs**
The Committee Chair &/or Co-chair will:

- Establish meeting times and locations.
- Establish committee ground rules.
- Create and distribute an agenda in a timely fashion.
- Send a copy of committee agendas and minutes to Senate Presidents for dissemination to their constituencies.
- Establish annual goals and objectives and a method of evaluation.
- Conduct meetings in an orderly manner allowing appropriate participation of all individuals present.
- Ensure that appropriate timelines to complete committee tasks and recommendations are established.
- It is the responsibility of the Chair or Co-chairs to ensure that the conduct of committee members remains professional, respectful and collegial.
- The Chair or Co-chairs will mediate conflict and/or discuss unprofessional conduct with the appointing body who may take action, including the possibility of removing the appointed member if necessary.
  - In the event that the unprofessional conduct involves the Chair or Co-chair, the members of the committee will provide a written request to the Governance Review Council to adjudicate.
- Ensure that a clear consensus or vote is taken on action items.
- See that minutes are written, approved, and distributed promptly.
- Act as a mentor or assign a mentor to new committee members who are unfamiliar with the committee or College of Marin governance.
- Ensure that student representatives understand the tasks and procedures of the committee.
- When serving as Co-chairs, inform committee members how duties will be divided.
- Committee Co-chairs will communicate regularly with each other over the construction of the agenda and other relevant work.

**Duties Of Members**
All committee members will:

- Attend meetings regularly.
- Act in a respectful and professional manner.
- Keep their constituent groups informed of committee actions.
- Complete assignments associated with committee work in a timely fashion.

**Staff Resources**
- Governance committees may request staff resource members to support committee work, provide information and/or advise the committee.
- Staff resources do not vote on committee actions.

**Communication**

- A committee meeting calendar will be maintained by the Office of Planning, Research and Institutional Effectiveness (PRIE),
- The agenda of the Board of Trustees includes time for a report from each of the three
Senates to ensure effective communication.

- To assure timely communication between committee representatives and their respective Senates, the Senates are encouraged to have a standing agenda item, "Governance Committee Reports." One representative from each committee is encouraged to provide their respective Senate with information about committee issues and also receive suggestions and ideas from Senate members.
- Senates will distribute their Minutes to the other Senate Presidents.

BOARD POLICIES AND PROCEDURES

The Superintendent/President shall establish and maintain an orderly procedure for preserving and making accessible the Board Policies and Administrative Procedures. These documents shall be updated periodically.

Board Policy
Board policy is the voice of the Board of Trustees and implements state and federal laws and regulations. The Board, through policy, delegates authority to the chief executive to administer the College. The CEO and College staff members are responsible to reasonably interpret Board Policy as well as other relevant laws and regulations that govern the College.

Policy is best expressed in broad statements. It legally binds the District. Therefore, policy statements should be clear, succinct, and current. Policies and procedures should be accessible, useful, and up-to-date.

Administrative Procedure
Administrative procedures implement Board Policy, laws, and regulations. They address how the general goals of the District are achieved and define operations of the District. They include details of policy implementation, responsibility, accountability, and standards of practice. Although procedures may be developed by the CEO, administration, faculty, and staff members, it is the administrators/managers who are held responsible for upholding the specific information delineated in the procedures. Procedures do not require Board approval.

The College has a membership in the Community College League of California Policy and Procedure Service which provides policy and procedure language that meets current laws and regulations and has been reviewed and recommended by the Law Firm of Liebert, Cassidy and Whitmore. Twice a year CCLC provides updated policy and procedure language that reflects any recent changes to laws or regulations. The College will use the CCLC templates to ensure our policies and procedures comply with current laws and regulations and will follow the numbering system established by the League. College of Marin may also develop and implement policies and procedures in areas that are not covered by CCLC.

The Superintendent/President has primary administrative responsibility for recommending changes to Policies and Procedures to the Board or Trustees.

- All proposed Board Policies and Administrative Procedures must go through the established governance review process.
- Policies and Procedures related to academic and curriculum matters as defined in Title 5 are under the purview of the Academic Senate and will go to College Council as information items.
- A proposed policy/procedure revision that contains only minor wording changes or does not change the intent of current policy/procedure, may be forwarded directly to College Council for review.
- If a representative from any constituency feels there is a need for the policy/procedure to be reviewed by their constituency, they may request that the proposal be taken to their constituency before College Council makes its recommendation.
- Once a proposed policy/procedure enters the governance review process, the initiator