

PASADENA CITY COLLEGE



SHARED GOVERNANCE



Brief History

In 1988, the California Legislature and the Governor approved AB 1725 (Vasconcellos), renamed the Walter Stiern Act in 1990, which directed the California Community College Board of Governors to develop regulations which, among other things:

... ensure faculty, staff, and students (have) the opportunity to express their opinions at the campus level, and to ensure that these opinions are given every reasonable consideration, and the right to participate effectively in district and college governance, and the right of academic senates to assume primary responsibility for making recommendations in the areas of curriculum and academic standards. (70900.5)

This legislative language, which did not mention the expression “shared governance,” was the origin of the concept of participative governance which we commonly refer to today as shared governance.

In 1991, the California Community College Board of Governors adopted Title V regulations to implement AB 1725. For faculty and staff, these regulations are contained in sections 51023 and 51023.5. For students, the regulations are under section 51025.7. For academic senates, the regulations are found in section 53200 and following. The Board of Governors then directed each community college district Board of Trustees to adopt local policies and procedures to implement these Title V regulations.

In 1997, the Pasadena Area Community College District Board of Trustees, after consultation—through their designees—with managers, faculty, staff, and students, approved a shared governance policy for PCC. The current version of district Policy 2000, Shared Governance, is available on the college website (www.pasadena.edu) under “About”/Policies and Procedures.

The regulations in support of the policy are contained in six sections:

- 2000.10 Faculty Role in Shared Governance
- 2000.20 Student Role in Shared Governance
- 2000.30 Classified Role in Shared Governance
- 2000.40 Management Role in Shared Governance
- 2000.50 Role of the College Coordinating Council
- 2000.60 Role of the Council on Academic and Professional Matters



Faculty Role in Shared Governance

The faculty role in shared governance is carried out through the Academic Senate. In the following “academic and professional matters,” the Board of Trustees, or its designees, is required to “consult collegially” with the Academic Senate before taking action:

1. Curriculum
2. Degree and certificate requirements
3. Grading policies
4. Educational program development
5. Standards or policies regarding student preparation or success
6. Faculty role in college governance structures
7. Faculty role in accreditation processes
8. Policies regarding faculty professional development activities
9. Processes for program review
10. Processes for institutional planning and budget development
11. Any other matters the Board and the Academic Senate may both agree to discuss. Currently this includes the Faculty Hiring Process

“Consult collegially” at Pasadena City College means that both the Academic Senate and the Board of Trustees, or its designees, attempt to reach mutual agreement on academic and professional matters. If, after the consultation process – which generally takes place in the Council on Academic and Professional Matters (CAPM) –, agreement has not been reached, existing policy remains in effect, unless continuing with such a policy exposes the District to legal liability or causes substantial fiscal hardship. However, if there is no existing policy, the Board of Trustees may

take action, after a good faith effort to reach mutual agreement, only for compelling legal, fiscal, or organizational reasons.

The Academic Senate also is given the responsibility to appoint faculty members to college committees, task forces, or other groups dealing with the eleven academic and professional matters listed above.



Student Role in Shared Governance

The students of Pasadena City College are represented in the shared governance process through the Associated Students. In the following areas that have a significant effect on students, the Board and the administration are required to “give respectful consideration to the opinions expressed” by the Associated Students before taking action:

1. Grading policies
2. Codes of student conduct
3. Academic disciplinary policies
4. Curriculum development
5. Courses or programs that should be initiated or discontinued
6. Processes for institutional planning and budget development
7. Standards or policies regarding student preparation or success
8. Student and Learning Services planning and development
9. Student fees within the authority of the District to adopt
10. Any other matter that the Board of Trustees determines will have a significant effect on students.

The Associated Students organization also is given the responsibility to appoint student members to college committees, task forces, or other groups dealing with the issues listed above.



Classified Role in Shared Governance

The classified staff participate in shared governance through the Classified Senate. In the following areas that affect or will affect staff, the Board and the administration are required to “give respectful consideration to the opinions expressed” by the Classified Senate before taking action:

1. Staff role in college governance structures
2. Staff role in accreditation processes
3. Policies regarding staff professional development activities
4. Processes for institutional planning and budget development

The Classified Senate also is given the responsibility to appoint classified members to college committees, task forces, or other groups dealing with the issues listed above.



Management Role in Shared Governance

The college managers participate in shared governance through the Management Association. In the following areas, the Board and the administration are required to “give respectful consideration to the opinions expressed” by the Management Association before taking action:

1. Management professional development activities
2. Management evaluation procedures
3. Management hiring procedures
4. Management wages, hours, and conditions of employment

The Management Association also is given the responsibility to appoint management members to college committees, task forces, or other groups dealing with the issues listed above.

The College Coordinating Council

The College Coordinating Council (the College Council) provides a forum where representatives from all segments of the college bring issues of college-wide



interest. The College Council also serves as a clearinghouse for the preparation of district policies, for the formation of shared governance and negotiation advisory committees (committees with both shared governance and collective bargaining members, such as the Calendar Committee), and for the sharing of information about issues of interest

to the campus community. Members of the College Council have responsibility for bringing to the Council issues of interest to the constituency they represent and for taking back to their members information shared by other members of the College Council. The representation on the College Council is as follows:

Academic Senate	-	three members
Associated Students	-	three members
CSEA 777	-	one member
CSEA 819	-	one member
CTA	-	one member
Confidential Employees	-	one member
Classified Senate	-	three members
ISSU	-	one member
Management Association	-	three members
President of the College	-	chairperson

The Council on Academic and Professional Matters

Within the Council on Academic and Professional Matters (CAPM) the Academic Senate and the designees of the Board of Trustees attempt to achieve mutual agreement on academic and professional matters. CAPM also has become a convenient venue for faculty leadership and the college administration to discuss other issues of mutual interest. The representation on CAPM is as follows:

Academic Senate	-	three members
Vice President, Instruction	-	representative of the Board
President of the College	-	representative of the Board

Frequently Asked Questions about Shared Governance at Pasadena City College

1. Does every committee or task force on campus have to be a shared governance committee?

No. Only those college-wide committees which deal with the issues covered by shared governance (as described in the sections above), and which are formed by the College Council are shared governance committees.

2. Do the shared governance organizations (Academic Senate, Classified Senate, etc.) have to check with all their members before they speak on behalf of their members?

No. Each organization has an elected board which may speak on behalf of that organization. The boards may choose to survey their membership on a controversial or especially important issue but are not required to do so.

3. Who is supposed to keep me informed about what is going on in shared governance?

You are. All the shared governance organizations have either a website or an electronic bulletin board on the e-mail system where they post their agendas and other information. Each member of the campus community has the personal and professional obligation to stay informed about what is going on at the college. In addition, the shared governance groups also have a professional responsibility to seek input from, and share information with, their respective members.

4. What happens if one of the shared governance groups does not agree with, say, a proposed new policy?

It depends on the policy. For policies addressing academic and professional matters, mutual agreement must be reached between the Academic Senate and the Board of Trustee or its designees. The Board may take unilateral action only if the compelling reasons described in Faculty Role in Shared Governance, above, have been met. For all other policies, the College Council will make a sincere effort to address the needs of each group during the formation of new or revised college policies. However, if the College President believes that, in spite of a good faith effort by all concerned, agreement by every group is not possible; he/she may still recommend the policy to the Board of Trustees, noting the lack of full agreement. A representative of the dissenting organization(s) may address the Board regarding their concerns. The final decision belongs to the Board of Trustees.

5. How do I know whether an issue belongs to collective bargaining or shared governance?

The collective bargaining representatives have responsibility for issues related to wages, hours, and other terms and conditions of employment. These items are contained in the written contracts between the various unions and the district, and are specifically reserved to the collective bargaining representatives in the district's shared governance policy and procedures. All other matters, not covered in the collective bargaining contracts, fall either in the realm of shared governance (if they are one of the issues listed in the sections above) or under the normal administrative responsibilities of the campus managers.

6. Does my manager have to check with all of the employees in our area before making a change in our operations?

In most cases, no. Shared governance applies to institutional decisions, not area or unit decisions. However, it is expected that a manager will welcome the input of knowledgeable employees, even if in the end he/she



does not decide to act in accordance with that input. In addition, some campus processes, like the planning process, require the participation of the staff members in a unit or area.

7. Are changes in the campus organizational structure subject to shared governance review?

No. How the administration is organized may be a matter for wide participation by the affected parties, but it is outside the scope of the District's responsibility to consult collegially. However, organizational changes which affect academic and professional matters, such as curriculum or the faculty role in governance, would require consultation with the Academic Senate. (CC League/Statewide Academic Senate, 1998)

8. Is there a process for reviewing the effectiveness of the shared governance at Pasadena City College?

Yes. The College Coordinating Council reviews the effectiveness of the process. During the 2004-05 year the Council conducted such a review and recommended that no changes be made. The Council members agreed, however, that — with the influx of many new employees at PCC — it was time to prepare a short “primer” on what shared governance is, and what it is not. That is the purpose of this document.

9. To whom should I go if I have questions or concerns about the shared governance process?

The best people to talk to are the officers or board members of the shared governance group to which you belong (Classified Senate, Academic Senate, Associated Students, or Management Association).

If you have suggestions as to how this document could be made more helpful to new employees, please share your suggestions with your shared governance representative.



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