Structures for Participation

**Participatory (Shared) Governance Committee**
Committee or council consisting of constituent representatives designated or selected to act in an advisory capacity to College Planning Council that meets on a regular basis. The charge of Cabrillo College governance committees is to communicate ideas, concerns, goal completions and recommendations through dialogue between the committee, CPC, and their constituents. These committees serve as vital components to college planning and goal setting.

**Operational Committee**
Standing committee or council intended to consider all matters pertaining to procedural issues as defined by the role of the members, (e.g., Admin Council, Instructional Deans Group) and assisting with college operations needs.

**Subcommittee**
A permanent sub group convened by a standing committee or council designated to consider specific subjects in detail for recommendations back to the standing committee or council. The chair or one representative must be a member of the committee or council to which it reports. Other members need not be members of the committee to which it reports.

**Ad Hoc Committee (Committee completes recommendations and is up for renewal annually)**
A working group or sub-group created by a council or operational committee to address and make recommendations on a particular subject. The members need not be from a council or committee.

**Task Force**
A constituency-represented group specifically convened by and reporting to a committee or to the President (or President’s designee) to address a special college-wide subject/issue and meets until the subject/issue is resolved.
Good Faith Effort

Participatory Decision-Making at Cabrillo College

The Governance Manual of Cabrillo College outlines effective participation in the governance of the college. This document is a joint effort between constituency groups, which include faculty, students, classified staff, and administration. The development of this document is an important first step to ensure that a culture of participatory/shared governance flourishes. Though the term shared governance does not appear in law and regulation, it is used to refer to processes that involve faculty, staff, and students in decision-making. It also refers to the role of the board of trustees and their designees. Though “shared governance” is used in many circles, for this document we will refer to shared governance as participatory decision-making.

Participatory decision-making necessitates engaging in mutually productive dialogue that is based on respect, trust, and a willingness to seek and give information in an honest fashion. This is what good faith effort means. It is grounded in honesty. It is a sincere intention to deal fairly with others.

Again, this Participatory Decision-Making document is an important first step in creating a culture of effective participation in the governance of the college. How well the college succeeds in this endeavor will ultimately depend on all of us at Cabrillo. Creating a culture of cooperation and communication is not an easy task. But such a culture is necessary in order for effective participation in the governance of the college to take place. With the best of efforts and hard work that have been placed into this document to describe our structures for decision-making, this cannot replace the requirement for good faith efforts and the deliberate labor that is part of honesty, communicating, active listening, and sharing.

Effective participatory decision-making requires good faith effort, which requires the following:

- Fact-based decisions, in which all participants get access to the same data and reports.
- Inclusion of all stakeholders affected by the decision.
- Grounding in the good of the institution and student success.
- No hidden agendas.
- Open address of disagreement and difficult issues.
- An honest attempt to come to agreement.
- Decisions are made within the appropriate established process.
- Due process and timelines for review and recommendation are included.

Decision-Making Processes that are based on good faith communication include these elements:

- Decisions are made within the appropriate established process.
- Due process and timelines for review and recommendation are included.
- Meetings are publicized (website), public (open to all stakeholders), and easily accessible.

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- accessible, with agendas and supporting documents available in a timely manner.
- Discussions and recommendations are visible, transparent, documented (minutes, etc.), and widely publicized with opportunity for feedback (e.g., facilitated through digital documents).

In cases of inability to reach agreement:
- Win-win solutions should be prioritized, even when such solutions were not originally advocated.
- Compromises should be fully considered.
- In cases where the President makes a decision not aligned with the recommendation of College Planning Council, the President will promptly communicate in writing the reason a differing decision was enacted to the College Planning Council.

Conflict Resolution

In order to work in good faith where conflict occurs, communication should be collegial, respectful, and honest. This includes open, frank discussion without fear of retaliation. It suggests discussion occur at the table with cognizant stakeholders rather than in the parking lot where only a few are present. It includes fully valuing Cabrillo Board Policy 2510, adopted March 2, 1992 and updated June 9, 2014, (see appendix).
Decision-Making Guiding Principles at Cabrillo College

Decision making at Cabrillo College is guided by the following principles:

1. Utilize a consistent approach to data analysis
2. Access the most reliable information available
3. Produce a visual model of the process (next page)
4. Articulate clearly what the recommendation is and to whom it is being communicated
5. Provide an opportunity for all individual stakeholders to participate
6. Decide based on good of the institution and student success

Decision making resources at Cabrillo College

The types of resources used will vary on the scope and charge of the group and what kinds of decisions are being made.

Master Plans at Cabrillo College:
Decisions must align with the Cabrillo’s master plans or strategic plans. Noted plans include:
1. Educational Master Plan
2. Strategic Plan
3. Facilities Master Plan
4. College Technology Plan
5. Distance Education Plan

Data and Reports:
Decisions must consistently utilize appropriate data to inform and clarify decisions, and all stakeholders shall have access to the most reliable and applicable data and reports to best guide recommendations. Below are examples of additional resources that add understanding and direction to Cabrillo’s decision-making processes. Note that some data are college-level, some regional, and some state-level.

1. Program data: Success and retention rates (traditional and distance education); awards and completion rates; enrollments rates (basic skills, career technical education (CTE), transfer);
2. Population/demographic data: Ethnicity, age, gender, enrollment status, unit load, assessment placement, financial aid status, economic profiles and indicators (county employment rates, market demands, poverty rates)
3. Institutional data: Transfer rates, licensure exam pass rates, CTE employment rates, matriculation details, basic skills report, ARCC report

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