

ADMINISTRATIVE PROCEDURE No. 2200

Participatory Governance

Date Adopted: 07 December 2006

Date Revised: 24 March 2017

Date Reviewed: 24 March 2017

References: *Strengthening Purposeful Dialogue: A Handbook of Guiding Principles, Protocols, and Strategies*

Participatory Governance Structure and Procedures

The participatory governance process occurs through the standing committee structure, Faculty Staff Senate, Student Body Association, and the Executive Committee. The functions of each group are defined in respective Terms of Reference (TOR). The participatory governance structure sets forth a systematic, broad-based participatory framework through which all college constituencies can discuss relevant perspectives, engage in purposeful dialogue, and form recommendations that are thoughtfully considered in the decision-making process.

Because committees cannot be held accountable for decisions taken, final decisions, responsibility for those decisions, and accountability rests on the administration and ultimately the president of the college. In other words, a committee vote, approval, or endorsement is not the final decision--an accountable administrator or officer takes the final decision.

For the regular, college-wide standing committees, a Cabinet appointed *ex officio* officer may be responsible for taking the final decision; however, some decisions require broader dialogue and/or higher level authorization. It is the responsibility of the *ex officio* officer to advise and guide the committee to ensure the thoughtful consideration of relevant perspectives, expertise, and responsibility. It is a general responsibility of all administration to ensure relevant perspectives are sought in the decision-making process. A robust participatory governance system effectively balances maximum constituent participation in the decision-making processes with evident accountability.

Ex Officio members have no right to make motions or vote, are not counted as part of quorum, and are not obligated to participate in the same way as members. Ex officio members should help keep the committee focused during the year on relevant, important college decisions, processes, plans, priorities, and towards improving institutional effectiveness and student success. Ex officio members also serve as a source of historical knowledge, continuity, and expertise on policies and procedures.

Where appropriate and as articulated in approved TORs, certain constituencies are assigned primary responsibility for decision-making over specified areas. For example, faculties, through the Curriculum Committee (CC), have primary decision-making responsibility in the development and review of curriculum.

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Key to the success of participatory governance is broad, purposeful, and ongoing communications. It is the responsibility of both the elected and appointed officers of each group to ensure the processes for making decisions and resulting decisions are both documented and widely communicated across the college. *Purposeful dialogue* is a model of institutional communication characterized by the following:

- genuinely participatory,
- multi-directional and ongoing,
- professional in tone,
- centered on use of evidence,
- and focused on achieving published mission and goals.

It is recommended each group utilize [*Strengthening Purposeful Dialogue: A Handbook of Guiding Principles, Protocols, and Strategies*](#) for ongoing reflection and implementation of practices to achieve more effective communications as part of the annual evaluation process.

Structure

College-wide standing committees: Representative groups that focus on specific areas of college operations. These groups are intended to be on-going groups that identify issues, collect and analyze facts, and recommend solutions to appropriate departments and to the Executive Committee. The following lists the standing committees of COM-FSM:

- The Executive Committee (EC)*,
- Curriculum Committee (CC),
- Facilities and Campus Environment Committee (FCE),
- Finance Committee (FC),
- Human Resources Committee (HRC),
- Information and Communications Technology Committee (ICT),
- Recruitment and Admissions Committee (RAC),
- Student Success Committee (SSC), and
- Financial Aid Committee (FAC)*

*The Executive Committee and Financial Aid Committee have a specified, pre-established membership.

Executive Committee (EC): The purpose of the EC is to improve communication between all COM-FSM internal constituents, ensure experiential decision-making, enhance team building and integration, and provide authentic and effective participatory governance. The EC will make decisions and/or recommendations to the president on matters relating to all COM-FSM internal constituents. Membership consists of the president's Cabinet, Chair of the Management Team, Deans of all state campuses, president of the Faculty Staff Senate (FSS), and president of the Student Body Association (SBA).

Ad hoc committees: groups appointed for a limited time period to review specific issues or concerns and to make recommendations on the issues or concerns to a committee. These groups may also be called working groups. When possible, the existing committee structure will be utilized rather than forming ad hoc committees.

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Each of the committees is defined in respective Terms of Reference. Terms of Reference are located on the college wiki. http://wiki.comfsm.fm/Committee_Terms_of_Reference

Protocols

Secretariat

The president will appoint a secretariat to the committees. The secretariat will assist the committees with questions, historical perspective, policies, procedures, membership protocols, continuity, communications, evaluation (Accreditation Standard IV.A.7), training, and general assistance. The Accreditation Liaison Officer (ALO) is currently serving as the secretariat.

Terms of Reference:

Each committee will conduct annual assessment and re-evaluation of existing Terms of Reference. Proposed changes are to be endorsed by the Executive Committee prior to implementation. The review and endorsement process is documented via committee minutes.

Annual Evaluation for Integrity and Effectiveness

Accreditation Standard IV.A.7. *Leadership roles and the institution's governance and decision-making policies, procedures, and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.*

The institution's participatory governance integrity and effectiveness will be evaluated every two years. Individual committee evaluation is to occur annually. Evaluations must include an assessment of committee communications. The evaluation results are to be documented and communicated, at the minimum, through committee minutes.

The secretariat leads institutional governance evaluation and can provide assistance to committees as they complete their annual evaluation.

Committee Membership

1. Faculty

- a. In accordance with [Board Policy 6026 Faculty Workload](#), full-time faculty members are required to serve on at least one college-wide standing committee, or through alternative service to the college and community, as specified in [Administrative Procedure 6026](#), and approved by the vice president for instructional affairs. This requirement takes effect for faculty during the second regular (fall/spring) semester of their first contract with the college.
- b. If a part-time faculty member wants to serve on a committee, he/she may with a recommendation from their immediate supervisor.
- c. Faculty are assigned to a college-wide standing committee by their immediate supervisor coordinated through the dean of academic programs (DAP). All instructional administrators are to ensure the faculty they lead are assigned and are actively serving. Service is to be reflected on each faculty member's annual performance evaluation.

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- d. Committee member appointments are sent to the vice president for instructional affairs (VPIA) for review and consolidation and then forwarded to the committee secretariat (the ALO). If changes are made during the academic year, both the VPIA and the secretariat should be informed. Changes should be made in consultation with the affected committee(s) and their respective chair(s) and only with approval from the immediate supervisor.
- e. The immediate supervisor, campus deans, and the DAP have responsibility to ensure there are no class schedule conflicts and that a division and/or campus is as widely represented across the standing committees as possible. Additionally, it is the responsibility of individual faculty to inform their immediate supervisor if a scheduling conflict has occurred for attention and resolution. Review and elimination of conflicts should be completed prior to schedules being submitted to the DAP.
- f. If a scheduling conflict is not resolved by the immediate supervisor, the individual faculty member is responsible for informing the DAP. The DAP should document failure of the immediate supervisor to avoid the scheduling conflict and directly assist both the supervisor and the faculty member to generate a conducive schedule.
- g. Faculty should never skip classes in order to attend committee meetings, as student instruction is the priority. Scheduling conflicts must be immediately resolved. When presented with a conflict, a faculty must attend class, but must also assume responsibility for follow up on a scheduling conflict for resolution. In other words, simply never attending meetings because a scheduling conflict was generated is not absolution from the contractual obligation to serve.
- h. Except with unavoidable scheduling conflicts, faculty members must serve at least one year on a committee before he/she can change membership to another committee. If the faculty member is satisfied with his/her current membership, he/she may continue serving on that committee. If a change is required, the faculty member is to work with the instructional administration to formally make an approved change, and should notify the affected committees and the secretariat.
- i. Minutes will be given to the ex officio member of each committee who will notify the immediate supervisor or DAP when faculty members are not attending meetings. The ex officio member should also ensure committee minutes are current. Minutes are to be posted on the college wiki and should be regularly and proactively reviewed by supervisors for attendance concerns. Immediate supervisors are to work with faculty to correct issues of attendance. The VPIA and DAP will also monitor faculty attendance on all standing committees to immediately address and correct issues of attendance. Attendance at committee meetings will be reflected on the evaluation forms of the faculty. Instructional supervisors at all levels have responsibility to ensure attendance is reflected on faculty evaluations prior to approving *Personnel Action* forms.
- j. Conditions for committee attendance when a faculty is asked to teach an overload:
 - i. The overload course will not be scheduled during the established college-wide free time of 1:00PM-2:00PM MWF Pohnpei time zone.
 - ii. The overload course will not be scheduled during the faculty member's committee meeting time if that time is different than the free time.
 - iii. If the faculty member is asked to teach a course that was previously scheduled and for which students have registered, and that course is scheduled during the committee meeting time, then the VPIA thru the DAP may excuse the

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faculty member from committee meetings for that semester. The affected committee and the committee secretariat should be notified in such cases.

2. Staff

- a. It is the responsibility of the campus deans and the director of Career and Technical Education (CTE) to assign membership to committees to represent their campus. At the National Campus, it is the responsibility of the directors and deans, working through their vice president, to assign staff membership to the standing committees. It is the responsibility of the deans, directors, and vice presidents to ensure their campus and department is well represented throughout the different standing committees.
- b. All staff appointments are to be sent through the respective vice president for each dean and director for review and consolidation into a comprehensive list. The final department assignment list is transmitted from each vice president to the committee secretariat.
- c. To avoid over representation in a committee by one office, it is recommended that each office have no more than two representatives on a committee.
- d. Minutes will be given to the ex-officio member of each committee who will notify the immediate supervisor if the staff assigned to a committee is not attending meetings.
- e. If a staff member is assigned to a committee, this assignment and participation should be reflected on his/her performance evaluation form.

3. Students

- a. Accreditation Standard IV.A.2. *The institution establishes and implements policy and procedures authorizing administrator, faculty, and staff participation in decision-making processes. The policy makes provisions for student participation and consideration of student views in those matters in which students have a direct and reasonable interest.*
 - b. The SBA president is expected to regularly attend and participate on the Executive Committee (EC) and when unable to attend, should send a proxy from the SBA.
 - c. The Student Body Association (SBA) is invited to appoint members to the regular, college-wide standing committees. General experience has shown SBA members are not as interested in regularly attending these meetings, and they are not required to do so.
 - d. Regardless of regular, direct participation of students on college-wide standing committees, all decision-making bodies have an obligation to seek student perspectives when a decision taken will be of direct, reasonable interest to the student population. Advice on how to obtain broad student input can be obtained from the department of Institutional Effectiveness & Quality Assurance (IEQA), the Office of Institutional Effectiveness (OIE) and the SBA. Simply inviting students to attend meetings we know they are unlikely to attend is not enough effort. Input from one student representative to a committee is also not sufficient to meet the expectation and standard.
4. Committee representatives are to actively engage their constituents in the decision-making process. It is highly recommended that all academic and non-academic units have monthly meetings where members can report what each are doing in their respective committees and that minutes of these meetings be posted on wiki. This will promote the college's continued efforts in genuine participatory governance and ensure committee members vote on behalf of constituent perspectives rather than a singular perspective.

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Reference

Communications Policy Working Group (2014, February, 3). *Strengthening Purposeful Dialogue: A Handbook of Guiding Principles, Protocols, and Strategies*. Retrieved from <http://www.comfsm.fm/publications/handbook/Strengthening-Purposeful-Dialogue.pdf>

See Board Policy 2200