



Participatory Governance, Planning & Decision-Making Handbook

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Table of Contents

Introduction	4
Participatory Governance, Planning, and Decision-Making: A Framework	4
Participatory Governance: Principles, Structure, and Assessment Process	5
ECC Planning Model	6
College Constituent Groups	8
Academic Senate	8
Associated Students Organization (ASO)	9
Participatory Governance Committees	10
Definition	10
Participatory Governance Procedures for Participatory Governance Committees	10
Number & Creation of Participatory Governance Committees	10
Participatory Governance Committees Operation	11
Decision-Making, Communication with Constituents and Participatory Governance Committees... ..	11
Responsibilities of Participatory Governance Committee Tri-Chairs	11
Responsibilities of Participatory Governance Committee Members	12
El Camino College Participatory Governance Committees	12
College Council	12
Planning and Budget Committee (PBC)	13
Technology Committee	13
Institutional Effectiveness Committee	13
Student Success Committee	13
Facilities Steering Committee	14
Campus & Workplace Safety and Security Consultation Committee	14
Calendar Committee	14
Advisory Committees	14
Definition	14
El Camino College Advisory Committees	14
President’s Advisory Committee on Race and Equity	14
Professional Development Advisory Committee	14
Equal Employment Opportunity Advisory Committee	14
Career and Technical Education Advisory Committee	15
Student Health Advisory Committee	15

Guided Pathways Steering Committee	15
OER/ZTC Advisory Committee	15
Academic Division Councils.....	15
Decision-Making Process in Advisory Committees.....	16
Operational Committees	16
Definition	16
El Camino College Operational Committees	16
President’s Meeting.....	16
Student Services Area Council	16
Academic Affairs Area Council	16
Human Resources Area Council	16
Council of Deans	16
Academic Affairs Managers Meeting.....	17
Student Services Combined Managers Meeting.....	17
Enrollment Management Committee.....	17
Parking and Traffic Council	17
Commencement Committee	17
Insurance Benefits Committee (IBC).....	17
Decision-Making Process in Operational Committees.....	17
El Camino College Bargaining Units	17
El Camino Classified Employees (ECCE)	17
El Camino College Federation of Teachers (ECCFT)	18
Police Officers Association (POA).....	18
Glossary	19
Appendices	21
Appendix 1: Participatory Governance Committee Member Onboarding and Orientation Checklist ...	21
Appendix 2: Committees Description Chart Templates.....	22
Participatory Governance Committee Description Chart Template	22
Advisory/Operational Committee Description Chart Template	22
Appendix 3: Board Policies/Administrative Procedures/Codes of Regulations related to Governance, Planning, and Decision-Making.....	23
Board Policies	23
Administrative Procedures	24

Regulations	24
Appendix 4: Key Campus Documents Related to Governance, Planning, and Decision-Making	24
Institutional Planning Documents	24
Planning Summits	24
Program Review	24
Organizational Charts	25
Academic Senate and Participatory Governance Committees Self-Assessment Reports	25
Board of Trustees Self-Assessment Reports	25
Appendix 5: Key Campus Resources Related to Governance, Planning, and Decision-Making	25
Academic Division Councils Webpages	25
Planning Platform	25
Appendix 6: Faculty, Staff, and Students Levels/Areas of Participation and Consideration of Recommendations Matrix (Academic Senate for California Community Colleges and Community College League of California)	26

Introduction

This handbook is a tool for El Camino College community at large to understand participatory governance, planning and decision-making at ECC. The handbook describes how the institution implements these key practices through effective participation and collegial consultation. It also describes the College's constituent groups, participatory governance committees, advisory, and operational committees, as well as bargaining units, their charge, and the responsibilities of committee members.

Participatory Governance, Planning, and Decision-Making: A Framework

Participatory governance is a college-wide collaborative process where El Camino constituent groups, comprising students, faculty, staff, and administrators, engage in collegial *decision-making* based upon the shared interest in student and institutional success. In an environment of trust, mutual respect, and civility, students, faculty, staff, and administrators share the viewpoint of the constituency each represent on matters related to policies, procedures, and practices to better serve students and achieve ECC's mission. Through *effective participation* and *collegial consultation* (in the case of Academic Senate), El Camino welcomes the diverse perspectives and histories carried by each college constituency so that the collective experience informs decision-making processes. While final decisions rest with the College Board of Trustees or its designee, the Superintendent/President, the participatory governance process ensures that El Camino constituent groups' opinions are respected, genuinely heard, and given reasonable consideration.

Through a sound participatory governance structure, El Camino College develops robust integrated planning processes that involve all constituent groups and all areas of the College and provides for involvement in *decision-making*. *Planning* is a systematic and organized effort to envision how to reach institutional goals. This effort includes thinking about what needs to be done (activities and tasks); who does what (roles and responsibilities); when activities and tasks must be completed (timeline); and what resources are needed (monetary and non-monetary). *Integrated planning* (IP) is an approach to planning that builds on relationships, aligns the institution, and is all-inclusive. It engages all stakeholders of the institution—all areas, units/divisions, and offices/programs; faculty, students, staff, alums, and external partners—to work together toward a common vision. Integrated planning aligns the plans of the College both vertically (from the mission/vision to on-the-ground operations) and horizontally (across areas, units, divisions, programs, and offices). It engages all areas of operations of the institution (academic affairs, student services, finance, human resources, information technology, and communications).¹

Through participatory governance, El Camino College engages constituent groups in robust dialogue, decision-making processes, and institutional planning based upon the shared interest in student and institutional success.

¹ SCUP definition (<https://www.scup.org/planning-type/integrated-planning/>)

Participatory Governance: Principles, Structure, and Assessment Process

El Camino College practices participatory governance based on three principles.

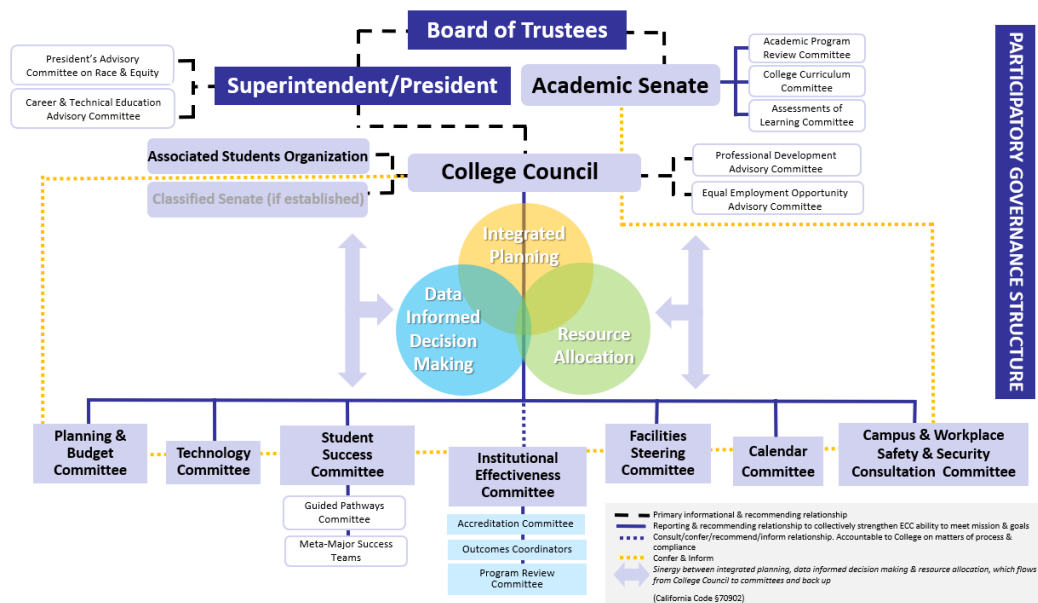
Genuine collaboration involves recognizing and respecting the College constituent groups (faculty, students, staff, and administrators). These groups have the responsibility to be involved in shaping recommendations for decision-making. Sharing ideas is valued and expected. Issues to be resolved are presented and followed by respectful discussion. Divergent views are fully explored.

Transparency involves recognizing and respecting an open and honest approach to planning and decision-making. Participatory governance committee meetings are publicly disseminated. Approved meeting minutes are posted on [BoardDocs](#). A variety of mediums, forums, and modalities are utilized to facilitate communication and keep the internal campus updated on participatory governance matters. Council members and constituent representatives play a critical role in facilitating communication that maintains transparency.

Responsible participation implies that every member of a participatory governance committee ensures that the voices of the College constituent groups are appropriately represented and taken into consideration in decision-making processes. Responsible participation involves meeting attendance, clear articulation of constituent's needs, introduction of specific issues on behalf of constituents, work toward common understanding and consensus in an atmosphere of respect, report meeting outcomes back to constituent groups, and welcome change and innovation.

Figure 1 below illustrates the participatory governance structure of El Camino College.

Figure 1. El Camino College Participatory Governance Structure²



² The Academic Program Review Committee, the College Curriculum Committee, and the Assessments of Learning Committee operate in conjunction with the Academic Senate. They elect their own chairs and their decisions are reported but not necessarily approved by the Senate.

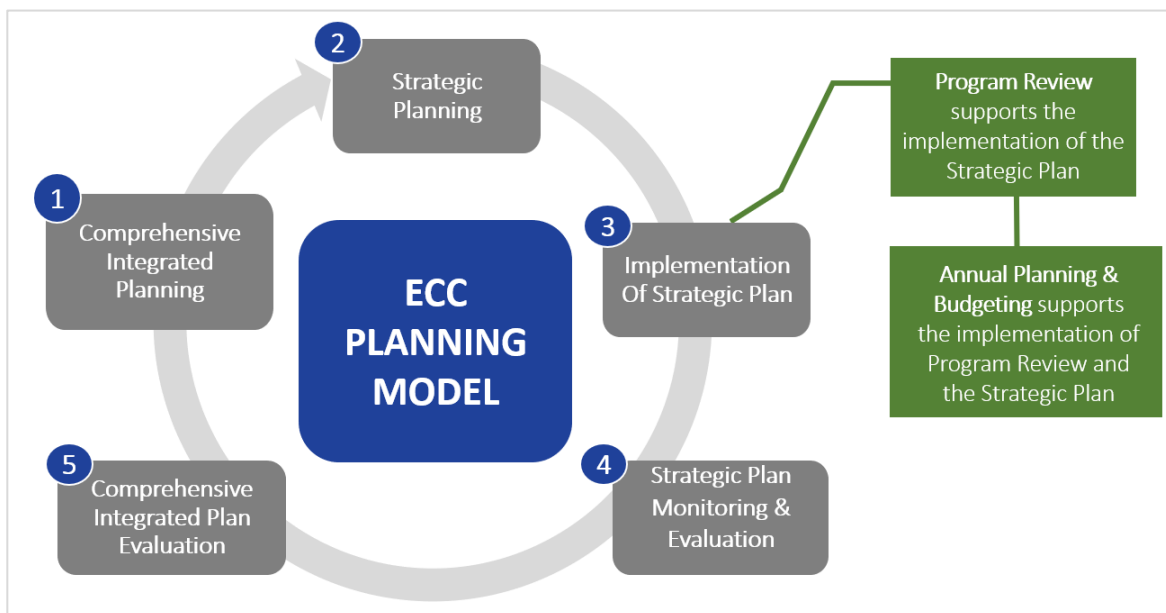
Participatory governance recognizes and respects the need for continuous self-assessment. The committees' processes of governance, decision-making, and communication are formally assessed at the end of every year. Committees use results to create, adjust and/or update these processes. Committee members commit to formalize recommendations for change and their implementation.

The Participatory Governance, Planning and Decision-Making Handbook is reviewed periodically. This review process is championed by the College Council and starts a year before the completion of the implementation of the College strategic plan. If any revisions or adjustments are made, the updated document is shared with the Board of Trustees as an informational item.

ECC Planning Model

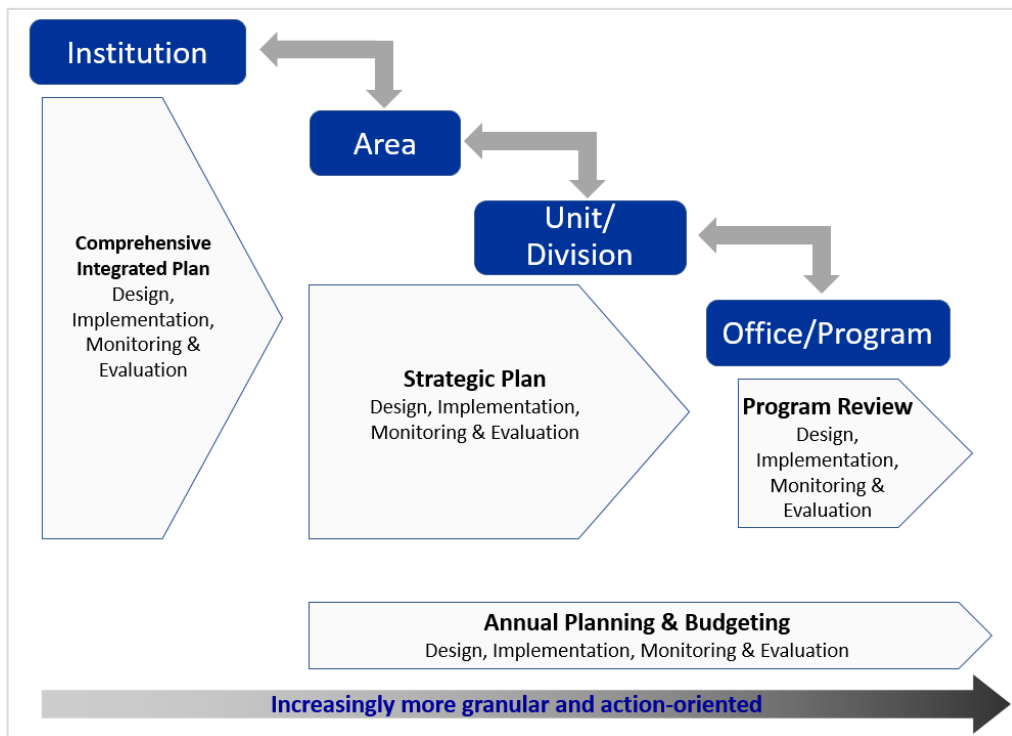
Figure 2 illustrates the El Camino College Planning Model. Comprehensive integrated planning is the broadest level of planning and involves a long-range time perspective (e.g. ten-year cycle). The strategic plans are shorter-term, e.g., 3-year cycles, and support the implementation of the comprehensive integrated plan. The program review process articulates multi-year program-level goals and high-level resource needs that support the implementation of the College's strategic plan. The annual planning and budgeting process directs resources to support the implementation of the strategic plan and program reviews. The ECC Planning Model calls for the continuous monitoring of progress throughout the implementation of the strategic plan (and adapting it, if required). At the end of the implementation of a strategic plan, the model considers the need for evaluation to inform the next strategic planning cycle. An evaluation of the comprehensive integrated plan is also necessary to inform the next comprehensive integrated planning cycle.

Figure 2: ECC Planning Model



In line with ECC’s participatory governance structure, planning processes at the College involve all areas and levels of the institution not only when the plans are designed but also when plans are implemented, monitored, and evaluated (Figure 3).

Figure 3: Involvement of Levels of the College in Planning Processes



Comprehensive Integrated Planning (CIP) involves envisioning who the institution will be, what it will do, and why it will do it, as well as analyzing external factors, ECC’s culture, and the perception of ECC stakeholders. The result of the comprehensive planning process is a broad-scope plan that brings together all institution’s areas. It is developed based on a long-range time perspective and identifies long-term themes and goals. Monitoring and assessing the CIP is part of the College Council’s charge through the Institutional Effectiveness Committee.

Strategic Planning (SP) involves creating a roadmap to implementing selected aspects of the comprehensive integrated plan. The strategic plan operationalizes and articulates aspects of the broad-scope plan by identifying the resources, responsible leads, stakeholders involved, and performance indicators and targets. The strategic plan is implemented across all areas, units/divisions, and offices/programs of the College. Through the Institutional Effectiveness Committee, the College Council monitors and evaluates the strategic plan.

Program Review (PR) is a process through which offices and programs of the College evaluate the progress towards achieving existing goals and outcomes by examining the work completed since the last review cycle. This evaluation will inform goals and outcomes in the program review for the next period. Program reviews should align with the current institutional strategic plan. Program review reports are taken into consideration when offices and programs participate in the annual planning and budgeting

process. The Academic, Student Services, and Administrative Program Review Committees support the self-evaluation and planning of programs and offices to implement continuous improvement and assist them in aligning plans with institutional priorities.

Annual Planning and Budgeting articulates the key aspects that areas, units/divisions, and offices/programs address within a single fiscal year. These key aspects identified in annual planning will inform the annual budgeting process where monetary resources are articulated and prioritized to align to the strategic plan. The Planning and Budgeting Committee (PBC) ensures that planning and budgeting are interlinked, and that the College's mission and strategic plan drive this process.

ECC has *other plans* that involve cross-institutional issues to be addressed by all levels and areas of the College. These plans encourage the coordination and participation of all El Camino stakeholders. Some examples of these plans are: Strategic Enrollment Management Plan, Equal Employment Opportunity Plan, Student Equity and Achievement Plan, Distance Education Plan, etc. These plans may change with time. For example, the College might add other plans or combine two or more plans to support the comprehensive integrated and strategic plans. In general, these other plans have a duration of three to five years.

College Constituent Groups

El Camino College has four constituent groups: students, faculty, staff, and administrators. Participatory governance is a model that allows all institutional constituent groups to be meaningfully involved in the business of the College.

El Camino College, through its Academic Senate, the Associated Students Organization, and its multiple participatory governance committees engages constituent groups in effective participation and collegial consultation (in the case of Academic Senate) through robust dialogue, decision-making processes, and institutional planning based upon the shared interest in student and institutional success.

Academic Senate

Per BP 2510, the Academic Senate serves as the official voice of the faculty of El Camino College in academic and professional matters providing them with a means for full participation in the formulation of policy in "10+1" areas (see below). The Board will normally accept the recommendations of the Academic Senate on 10+1 academic and professional matters. If the District Governing Board of Trustees disagrees with the recommendation of the Academic Senate, representatives of the two bodies shall have the obligation to meet and reach mutual agreement by written resolution, regulation, or policy of the Governing board. Outside the academic and professional matters considered "10+1" areas, faculty members may participate fully in creating recommendations to the Superintendent/President.

Title 5 determines that the Academic Senate, as the elected body that represents faculty, takes primary responsibility for decision-making in the following areas:

1. Curriculum, including establishing prerequisites and placing courses within disciplines;
2. Degree and certificate requirements;
3. Grading policies;
4. Educational program development;
5. Standards and policies regarding student preparation and success;
6. District and college governance structures as related to faculty roles;

7. Faculty roles and involvement in the accreditation process, including self-evaluation and annual reports;
8. Policies for faculty professional development activities;
9. Processes for program review;
10. Processes for institutional planning and budget development, and
11. Other academic and professional matters as mutually agreed upon between the Board of Trustees and the Academic Senate.

The Board of Trustees designates the Vice President-Academic Affairs as the liaison to the Academic Senate for the items listed above.

If a recommendation from the Academic Senate is not accepted, the Board of Trustees or its designee will communicate its reasons in writing to the Academic Senate, explaining the exceptional circumstances that informed the decision.

The Academic Senate standing committees are:

- Online and Digital Education Committee
- Educational Policies Committee
- Academic Technology Committee
- Academic Program Review Committee
- Assessments of Learning Committee
- College Curriculum Committee
- Faculty Development Committee
- Diversity, Equity, Inclusion, and Accessibility Committee

For descriptions of these committees' charges/roles refer to the Academic Senate Constitution.

The Academic Senate fosters the effective and full participation by community college faculty in all academic and professional matters including those in Title 5 (§53200-53206); develops, promotes, and acts upon policies responding to college wide concerns; and per BP 2510, serves as the official voice of the faculty of the college in academic and professional matters.

[Associated Students Organization \(ASO\)](#)

The Associated Students Organization (ASO) represents and serves as the sole and official voice of students. ASO elected representatives or designees appointed by ASO will act as liaisons between the students and the community college. ASO commits to staying informed on current issues pertaining to the students and to increasing student involvement on campus. Per Title 5 of the California Code of Regulations, the governing board of a college recognizes each associated student organization its right to make recommendations to the college administration and to the governing board about policies and procedures that have significant effect on students. These include the following:

1. Grading policies;
2. Codes of student conduct;
3. Academic disciplinary policies;
4. Curriculum development;
5. Courses or programs which should be initiated or discontinued;
6. Processes for institutional planning and budget development;
7. Standards and policies regarding student preparation and success;

8. Student services planning and development;
9. Student fees within the authority of the district to adopt; and
10. Any other district and college policy, procedure, or related matter that the governing board determines will have a significant effect on students.

The Academic Senate and the Associated Students Organization serve as bodies that represent El Camino College faculty and students, respectively, and are actively involved in the governance process. However, they are not categorized as participatory governance committees. California Community Colleges Academic Senates are regulated through Title 5 of the California Code of Regulations. California Community Colleges Associated Students Organizations are regulated through Title 3 of the California Education Code.

Participatory Governance Committees

Definition

ECC participatory governance committees are established and regulated by policies and procedures developed by El Camino College. Participatory governance committees provide perspectives representing the four constituent groups of the College in the institution's decision-making processes. Faculty representatives to participatory governance committees are appointed by the Academic Senate; student representatives are appointed by the ASO;; and administrators' representatives are appointed by the institution's body of managers and supervisors. Except for College Council, classified professionals' representatives are appointed by the ECCE President. College Council classified professional representatives are a responsibility of the Vice President of Academic Affairs, the Vice President of Student Services, and the Vice President of Administrative Services (one representative per each area). Each member is responsible for bringing information and viewpoints from the constituent group into the committee's dialogue as well as bringing information and viewpoints from the committee back to the constituent group. Participatory governance committees discuss and make recommendations to the College Council on topics appropriate to the committee's purview. To honor participatory governance principles, participatory governance committees are led by tri-chairs (a faculty member, a classified staff, and an administrator), unless otherwise determined by the College Council. Participatory governance committees' meetings are open to anyone who wants to attend to gain information about the multiple topics addressed in each committee.

Participatory Governance Procedures for Participatory Governance Committees

Participatory governance committees' business is to be conducted guided by the following procedures:

Number & Creation of Participatory Governance Committees

- The number of committees is to be kept as small as possible.
- The formation of new, permanent committees is the responsibility of the College Council.
- A committee is formed by sending an application to the College Council. The application shall contain the proposed name, purpose, charge, and membership. A complete committee charter needs to be developed upon approval.
- Participatory governance committees may be created or disbanded by formal action of the College Council upon determining that the committee is necessary or no longer necessary.

Participatory Governance Committees Operation

- Each committee's charge will relate to the College's mission and Comprehensive Integrated Plan.
- Committees will conduct business according to group-developed rules or standard parliamentary procedure.
- Committees will utilize standardized BoardDocs agenda templates and include clear objectives and meeting expectations.
- Any committee making funding allocations is required to have a public application process including timelines and funding prioritization. It also must publish a rubric for spending decisions and present a public report to the College Council sharing rankings and spending decisions.
- Individual committees may form ad-hoc groups and task forces as needed.

Decision-Making, Communication with Constituents and Participatory Governance Committees

- Decision-making processes in participatory governance committees can use consensus, interest-based decision-making³, as well as parliamentary procedure.⁴
- Members of participatory governance committees are responsible for communicating the committee's actions, updates, reports, and outcomes to the constituent group they represent, as well as bringing the voice and opinions of the constituent group to the committee where they serve.
- Communication between participatory governance committees takes place through periodic reports that each committee provides to the College Council.

Responsibilities of Participatory Governance Committee Tri-Chairs

To ensure appropriate representation of constituency groups, the College is transitioning to a tri-chair model (faculty, staff, and administrator chairs) for all participatory governance committees. The following are the responsibilities of tri-chairs:

- Establish committee meeting time and location
- Work collaboratively with constituent group leadership to recruit committee members
- Create and timely distribute an agenda campus-wide through the campus events calendar and ECC web page(s)
- Communicate to committee members a procedure to add agenda items to meetings
- Conduct meetings in an orderly manner, allowing appropriate participation of all individuals present
- Complete the beginning-of-the-year priority setting process by developing committee goals and providing a mid-year update, and the annual end-of-the year report. Share reports with the College Council and post them on the ECC website.
- Ensure that a consensus or vote is taken on action items
- Assure that minutes are written, approved, and uploaded to the appropriate web page(s)
- Assure that committee documents and accreditation evidence are uploaded to the appropriate web page(s)

³ Interest-based decision-making: Constituent groups share their perspectives, but making decisions is based on what is best for students' success and the College as a whole.

⁴ To implement parliamentary procedure, participatory governance committees use Robert's Rules of Order.

- Announce to committee members how tri-chair responsibilities will be divided. Tri-chairs meet to determine the duties each will perform. If there is a disagreement about duties to be performed, the committee as a whole establishes the tri-chairs' responsibilities.
- Communicate regularly with each other over the construction of the agenda and other relevant committee work
- Perform as mentor or assign a mentor to new committee members who are unfamiliar with the committee
- Give periodic reports to the College Council about the committee's work.

Responsibilities of Participatory Governance Committee Members

- Attend and participate in committee meetings. If unable to attend, contact tri-chairs in a timely manner
- Review materials and minutes in advance of meetings
- Present opinions, ask questions and make informed recommendations while considering institution-wide needs
- Participate in the committee's goal development and annual self-assessment
- Participate in activities between committee meetings to finalize the committee's goals in a timely manner
- Communicate the committee's actions, updates, reports, and outcomes to their constituent group members
- Become familiarized with the committee's charge and intended outcomes
- Committee members who are representatives in other committees are responsible for communicating outcomes to these additional constituent members
- Give periodic reports to the College Council about the committee's work, if tri-chairs are unable to do so.
- Exercise voting prerogatives to represent the viewpoints of the constituency they serve (voting members).
- Offer specialized expertise and provide critical insights into the committee's decision-making processes ensuring that decisions align with pertinent areas of knowledge (non-voting members).

El Camino College Participatory Governance Committees

College Council

The College Council serves as the primary recommending body of the College, unless otherwise addressed by state law. It includes representation of all constituent groups (students, faculty, staff, and administrators) and provides them with a venue to participate in developing recommendations to the Superintendent/President that have college-wide impact. The College Council facilitates communication among constituent groups and advances collaboration with the Academic Senate, the Associated Students Organization, and the participatory governance committees. It reviews policies and procedures and engages in robust dialogue on matters related to college planning, decision-making, and resource allocation. The College Council functions primarily on consensus and interest-based decision-making.

[Planning and Budget Committee \(PBC\)](#)

The Planning and Budget Committee (PBC) assures that campus-wide annual planning and budgeting are integrated and evaluated while driven by the mission and strategic initiatives set forth in the College strategic plan. PBC includes representation of all constituent groups and provides them with a venue to participate in developing recommendations to the College Council related to campus-wide annual planning and budgeting issues.

[Technology Committee](#)

The Technology Committee serves as a consultation body for campus-wide technology planning. It evaluates needs; strategizes solutions; and proposes recommendations to the College Council for college technology. This committee develops, monitors, and evaluates the implementation of the College Information Technology Plan, and communicates information to the ECC community about technology changes taking place on campus.

[Institutional Effectiveness Committee](#)

The Institutional Effectiveness Committee is the body responsible for developing a culture of inquiry, data-informed decision-making and evidence-based continuous improvement throughout the College. This committee also facilitates access to and communication of academic and administrative assessment outcomes to promote accountability for the increased effectiveness of the units and facilitates cross-functional data-informed decision-making to link outcomes to institutional spending. It makes recommendations to the College Council on matters related to college accreditation and guides and monitors on-going accreditation activities.

[Student Success Committee](#)

The Student Success Committee is a data-informed committee responsible for developing, informing and supporting the coordination of recommendations and integrated efforts to increase student access, progression, and success by strengthening and improving the delivery of instruction and services for students. The committee provides coordination for the appropriate scalable design, implementation and monitoring of student success initiatives and activities with an emphasis on disproportionately impacted populations. It also coordinates institution-wide strategies for action that foster innovation, promote a student-centered focus, develop practitioners; and advances diversity, equity, inclusion, belonging, and accessibility.

The Student Success Committee stewards the institutionalization of Guided Pathways and coordinates the integrated planning of student success initiatives within the Guided Pathways framework to ensure alignment with overarching college goals, objectives, and strategic directions outlined in the College comprehensive and strategic planning documents.

The Student Success Committee provides a forum for cross-disciplinary examination of evidence-based practices and student equity principles and promotes dissemination of effective best practices. The Student Success Committee also makes recommendations for the allocation of resources to support student equity and success initiatives. The Student Success Committee collaborates with, campus stakeholders, participatory governance committees, Institutional Research & Planning, and the College Council to develop and implement an integrated planning process that leads to the alignment and coordination of plans, initiatives, efforts, actions, activities, etc. focused on student success.

[Facilities Steering Committee](#)

The Facilities Steering Committee is the body responsible for making recommendations to the College Council on college-wide planning related to facilities. It monitors, documents, and communicates to the campus community the development of new facilities, as well as the progress on facilities-related goals included in the College strategic plan.

[Campus & Workplace Safety and Security Consultation Committee](#)

The Campus and Workplace Safety and Security Consultation Committee advises the College Council on policy and procedure, development, and implementation of campus safety and security practices, and assists with emergency incident, planning, and training.

[Calendar Committee](#)

The Calendar Committee develops and recommends to the College Council the District's academic year calendar.

Advisory Committees

Definition

Advisory committees perform specific functions that benefit the college community or respond to issues of importance to college constituencies. Advisory committees at El Camino College may advise the Superintendent/President, a participatory governance committee, or a specific manager. When applicable, recommendations from committees advising managers may be brought to Executive Cabinet by the area Vice President for consideration. Periodically, task forces or ad hoc committees are formed to address specific issues needing immediate resolution.

El Camino College Advisory Committees

[President's Advisory Committee on Race and Equity](#)

The President's Advisory Committee on Race and Equity advises the Superintendent/President on strategies to support an inclusive and welcoming campus climate for all students, faculty, and staff. The Committee will develop a set of objectives and activities that support this vision. The Committee uses a tri-chair model to conduct its work. The Committee will also oversee the development of a calendar of activities that reflect the focus on race and equity, sponsored by affinity groups as well as the college at large.

[Professional Development Advisory Committee](#)

The Professional Development Advisory Committee makes recommendations to the College Council on continued professional development for all District personnel. This committee develops an annual plan that includes assessment of needs and campus-wide improvement activities.

[Equal Employment Opportunity Advisory Committee](#)

The Equal Employment Opportunity Advisory Committee advises the College Council and is the body responsible for assisting the College in the implementation of the [EEO Plan](#). The committee reviews, monitors the progress, and implements changes needed in the plan, and prepares communications about the plan for college stakeholders to foster its understanding. It also provides recommendations on

staff professional development needs that impact the College's ability to attract and retain a diverse faculty and staff workforce.

[Career and Technical Education Advisory Committee](#)

The Career and Technical Education Advisory Committee advises the Superintendent /President and the Vice President of Academic Affairs and is the body responsible for developing and implementing the Career and Technical Education Plan.

[Student Health Advisory Committee](#)

The Student Health Advisory Committee acts as an advisory committee to Campus & Workplace Safety and Security Consultation Committee. By acting as patient and student advocate, it assists in formulating and developing new programs/services to meet student needs. It also serves as liaison between the student body and Student Health Services.

[Guided Pathways Steering Committee](#)

The Guided Pathways Steering Committee provides recommendations to College Council, the Student Success Committee, and the Professional Development Advisory Committee in an effort to fully institutionalize Guided Pathways principles in the College. The committee includes representatives from across campus to bring in their expertise to guide the implementation of Guided Pathways. This committee additionally addresses on-campus communication related to Guided Pathways; plans Guided Pathways-related professional development for all employees; and helps consolidate student support efforts.

[OER/ZTC Advisory Committee](#)

The OER/ZTC Advisory Committee provides recommendations to the Vice President of Academic Affairs and campus bodies on textbook affordability initiatives, including Zero Textbook Cost (ZTC) and Low Textbook Cost (LTC) programs, the adoption and development of Open Educational Resources (OER) and other efforts to reduce inequities and barriers to student success. The committee reports on statewide and ECC campus program requirements and assessment, advises on related policies and procedures, consults with academic divisions and campus departments, and offers professional development opportunities and support.

[Academic Division Councils](#)

Academic Division Councils are chaired by each division Dean and serve as an advisory committee to the Dean. The functioning and purpose of the councils may vary from division to division depending upon the unique academic and operational needs of each division. Each Academic Division at El Camino College (Behavioral and Social Sciences, Business, Fine Arts, Health Sciences and Athletics, Humanities, Industry and Technology, Library and Learning Resources, Mathematical Sciences, and Natural Sciences) holds its own Academic Division Council.

Decision-Making Process in Advisory Committees

Decision-making processes in advisory committees can use consensus, interest-based decision-making, as well as parliamentary procedure.

Operational Committees

Definition

Operational Committees are convened by administrators/managers to coordinate and fulfill operational, procedural and policy implementation at the College. These committees provide a space to share information and identify issues that require resolution.

El Camino College Operational Committees

President's Meeting

President's Meeting reviews and disseminates general information on the operations of the College and existing policies and procedures related to academic and nonacademic administrators.

Student Services Area Council

The Student Services Area Council facilitates information sharing and communication among classified staff professionals of the Student Services Divisions and programs. ASO representatives as well as classified staff from the Athletics Department and the Special Resource Center (SRC) are also invited.

Academic Affairs Area Council

The Academic Affairs Area Council reviews and makes recommendations on operational issues within Academic Affairs, the College in general, and relevant policies/procedures/practices. The Council communicates its work to the College community through agendas, minutes, recommendations, and reports. It also reviews, recommends, and disseminates general information on the operations of the College and on existing policies and procedures. It serves as a link between the College and division councils by assessing and responding to division council recommendations and adjudicating unsettled division council issues. The council's composition currently includes representatives from administration, faculty, and classified staff.

Human Resources Area Council

The Human Resources Area Council facilitates information sharing and communication among members of the Human Resources Area that includes Human Resources and the Office of Title IX, Diversity, and Inclusion. The council's current composition includes representation from administrators, confidential employees, and classified staff.

Council of Deans

Council of Deans serves as a body for academic and non-academic deans and managers/administrators to exchange information, provide updates and facilitate dialogue within the academic affairs and student services areas.

[Academic Affairs Managers Meeting](#)

The Academic Affairs Managers Meetings facilitates communication among academic deans. It serves as a link between the College and academic division councils by assessing and responding to division council recommendations and adjudicating unsettled division council issues.

[Student Services Combined Managers Meeting](#)

The Student Services Combined Managers Meeting facilitates information sharing and communication among managers within the Student Services Divisions and programs. ASO representatives as well as managers from the Athletics Department, Dual Enrollment, and the Special Resource Center (SRC) are also invited.

[Enrollment Management Committee](#)

The Enrollment Management Committee is responsible for developing a three-year enrollment management plan that guides the College's enrollment management strategies and tactics. It coordinates the review and update of the plan to maintain alignment with the College's strategic plan.

[Parking and Traffic Council](#)

The Parking and Traffic Council is responsible for maintaining and improving quality parking facilities and services for the staff, students, and visitors to the College.

[Commencement Committee](#)

The Commencement Committee is responsible for carrying out annual commencement tasks and duties necessary to ensure a successful commencement ceremony.

[Insurance Benefits Committee \(IBC\)](#)

The Insurance Benefits Committee (IBC) is authorized to review, study, and recommend changes as it deems appropriate in health benefits offered (including medical, dental, and vision benefits) and changes, if any, in the sharing of costs for any such coverage between the District and its employees. Recommendations from the IBC may be provided to the respective negotiation teams for the Federation and District for review and consideration. The ultimate responsibility to evaluate, provide, and pay for health benefits is determined through the collective bargaining process.

[Decision-Making Process in Operational Committees](#)

Decision-making processes in operational committees can use consensus, interest-based decision-making, as well as parliamentary procedure.

El Camino College Bargaining Units

El Camino College has three bargaining units: El Camino Classified Employees (ECCE), El Camino College Federation of Teachers (ECCFT), and the Police Officers Association (POA).

[El Camino Classified Employees \(ECCE\)](#)

El Camino Classified Employees (ECCE) is the exclusive representative for classified employees. Its role is prescribed by law with a focus on the negotiation of compensation and working conditions. Its role also

is to represent its members relating to employee and employer relations and to safeguard members' rights, benefits, and privileges.

[El Camino College Federation of Teachers \(ECCFT\)](#)

El Camino College Federation of Teachers (ECCFT) is a collective bargaining unit composed of faculty. Its role is prescribed by law with a focus on the negotiation of compensation and working conditions to represent its members relating to employee and employer relations, and to safeguard members' rights, benefits, and privileges.

[Police Officers Association \(POA\)](#)

The Police Officers Association (POA) is a collective bargaining unit composed of ECC police officers. Its role is to represent its members relating to employee and employer relations and to safeguard members' rights, benefits, and privileges.

Glossary

- **Advisory committees:** committees that perform specific functions that benefit the college community or address important issues. They may advise the Superintendent/President, participatory governance committees, or specific managers.
- **Annual planning and budgeting process:** yearly procedure performed by the College to establish annual goals and allocate resources to support the implementation of the strategic plan and program reviews.
- **Bargaining units:** specific group of employees represented by a labor union or employee association for the purpose of negotiating employment terms and conditions with their employer. El Camino College has three bargaining units representing different employee groups: El Camino Classified Employees (ECCE), El Camino College Federation of Teachers (ECCFT), and the Police Officers Association (POA).
- **(College) Constituent groups/constituencies:** the diverse groups of the El Camino College community who have a vested interest in the college's operations, policies, and decisions. The College has four constituent groups or constituencies: students, faculty, staff, and administrators. Participatory governance ensures the meaningful involvement of these groups in the College's matters.
- **Collegial consultation:** procedure through which the Academic Senate makes recommendations to the governing board of the College or its designee, the Superintendent/President, when adopting policies and procedures on academic and professional matters (refer to Title 5).
- **Collegial decision-making:** process of selecting a choice or course of action from multiple available options characterized by cooperation and consensus-building among members of the college community, emphasizing the collective interest in student and institutional success.
- **Comprehensive integrated plan:** broad-scope plan that brings together all institution's areas. It is developed based on a long-range time perspective and identifies long-term themes and goals.
- **Comprehensive integrated planning cycle:** structured process used by the College to set goals, allocate resources, monitor progress, and adapt to changing circumstances. The next plan should be informed by the results of the previous plan.
- **Effective participation:** procedure used by participatory governance committees and the Associated Students Organization to share involvement in the decision-making processes of the College. Effective participation does not imply total agreement; the same level of participation by the mentioned groups is not required; and final decisions rest with the governing board of the College or its designee, the Superintendent/President (refer to Title 5).
- **Horizontal alignment:** procedure through which the plans of the College are coordinated across different areas, units, divisions, programs, and offices of the institution so that they are working together in a cohesive and complementary manner.
- **Informational item:** a document shared with the Board of Trustees to provide updates, revisions, or changes related to different institutional matters.
- **Institutional goals:** an observable and measurable high-level end result to be achieved within a relatively fixed timeframe. Goals are regularly assessed to ensure that the institution remains on course to achieve them.
- **Integrated planning:** approach to planning that builds on relationships, aligns the institution, and is all-inclusive. It engages all stakeholders of the institution to work together toward a common vision.
- **Institutional planning:** the process of setting goals for the college and outlining the necessary steps to achieve them.
- **Operational committees:** committees convened by administrators/managers to coordinate and

fulfill operational, procedural, and policy implementation tasks at the college. They provide a space for sharing information and addressing operational issues.

- **Participatory governance:** approach used by the College's constituent groups to collaborate and engage in decision-making processes based on their shared interest in student and institutional success. Participatory governance is exercised through effective participation (participatory governance committees and the Associated Students Organization) and collegial consultation (Academic Senate).
- **(Participatory) governance committee:** a group of individuals in the college that play a role in the College's decision-making processes by the provision of recommendations to the College Council or to the Superintendent/President.
- **Planning model:** an illustrative representation of the college's approach to planning, which includes various levels of planning, such as comprehensive integrated planning, strategic planning, program reviews, and annual planning and budgeting.
- **Program review:** a mid-term planning process through which a particular program/office assesses the work performed during a specific period of time (e.g.: three years), and uses the assessment to establish goals for the next period. Program reviews support the implementation of the college's strategic plan.
- **Responsible participation:** a key aspect of participatory governance wherein every member of a governance committee ensures that the voices and needs of the college's constituent groups are appropriately represented and considered in decision-making. It involves attending meetings, clearly articulating constituents' needs, addressing specific issues on behalf of constituents, working toward consensus in a respectful atmosphere, reporting meeting outcomes to constituent groups, and being open to change and innovation.
- **Strategic plan:** plan that functions as a roadmap to implementing selected aspects of the comprehensive integrated plan. The strategic plan operationalizes and articulates aspects of the broad-scope plan by identifying the resources, responsible leads, stakeholders involved, and performance indicators and targets. The strategic plan is implemented across all areas, units/divisions, and offices/programs of the College.
- **Title 5:** section of the California Code of Regulations that govern various aspects of public education in the state of California. Title 5 covers regulations related to California's public education system, including the California Community Colleges system.
- **Title 3:** section of California Education Code that regulate Postsecondary Education, including Associated Students Organizations in California Community Colleges.
- **Vertical Alignment:** procedure through which the plans of the College are coordinated from the foundational statements of the college and its institutional goals to day-to-day operations.

Appendices

Appendix 1: Participatory Governance Committee Member Onboarding and Orientation Checklist

Written Notice of Appointment

- New committee member receives appointment notice that includes:
 - Dates when term begins and ends
 - Regular meeting dates, times, location
 - Committee member's responsibilities

Orientation Process

- New committee member attends orientation meeting with chair(s)
- New committee member receives a committee orientation packet that includes:
 - Committee charge
 - Brief overview of committee's membership, responsibilities and deliverables, sub-committees, task forces, working groups, operational guidelines/shared agreements
 - Committee's self-assessment report from last academic year
 - Applicable laws, statutes, policies, procedures, etc.
 - Resources: CCCCO's links, committee's webpage, glossary of abbreviations/acronyms commonly used by committee, Robert's Rules of Order
- Open-ended opportunity for questions from new committee member
- Brief explanation of pending or upcoming significant discussions, decisions, or events
- Follow up contact after three months of service to:
 - Discuss issues, concerns, barriers and problem-solving
 - Request feedback about orientation process

Appendix 2: Committees Description Chart Templates

Participatory Governance Committee Description Chart Template

Committee Name	
Charge	
Committee's goals and/or outcomes	
Areas/Topic under Committee's purview	
Number of committee members and constituency each represent (e.g.: 10, 2 student representatives, 3 classified staff representatives, 3 faculty representatives, 2 managers representatives)	
List of names of committee members and tri-chairs (indicate constituency each represent)	
Membership Term (for tri-chairs & members)	
Outputs (reports, documents, products, etc.)	
Committee Webpage	

Advisory/Operational Committee Description Chart Template

Committee Name	
Charge	
Responsibilities chair(s)	
Responsibilities committee members	
Appointment of chair(s) & members	
List of committee members (including chair(s))	
Membership term (chair(s) & members)	
Meeting frequency	

Appendix 3: Board Policies/Administrative Procedures/Codes of Regulations related to Governance, Planning, and Decision-Making

Board Policies

[Board Policy 2510 Participation in Local Decision Making](#)

The Board is the ultimate decision-maker in those areas assigned to it by state and federal laws and regulations.

[Board Policy 3100 Organizational Structure](#)

The Superintendent/President shall establish the general duties of employees within the District and shall establish organizational charts that delineate the lines of responsibility.

[Board Policy 3101 Administrative Organization](#)

The administrative staff of the College is responsible for the management and daily operation of the College and implementation of policies of the Board of Trustees.

[Board Policy 3250 Institutional Planning](#)

The Superintendent/President shall ensure that the District has and implements a broad-based, comprehensive, systematic, and integrated system of planning that involves appropriate segments of the college community and is supported by institutional effectiveness research. The planning and budgeting systems shall be linked, and planning priorities shall be established annually.

[Board Policy 3420 Equal Employment Opportunity](#)

The Superintendent/President shall develop, for review and adoption by the Board, a plan for equal employment opportunity that complies with the Education Code and Title 5 requirements as from time to time modified or clarified by judicial interpretation.

[Board Policy 3505 Emergency Response Plan](#)

The Superintendent/President shall establish procedures that ensure that the District implements a plan to be activated in the event of an emergency or the occurrence of a natural disaster or hazardous condition.

[Board Policy 5300: Student Equity](#)

The Superintendent/President or designee shall establish and implement a student equity plan that meets the Title 5 standards for such a plan.

[Board Policy 6200: Budget Preparation](#)

Budget development shall meet the following criteria: The annual budget shall support the District's mission, strategic plan and comprehensive master plan.

[Board Policy 7160: Professional Development](#)

It is the intent of the District to maximize professional development opportunities for its employees. Professional Development is essential for all employees to provide the best learning experience and support for our students and to ensure the effective, efficient, and safe operation of the College. Every employee will have the opportunity to participate in professional development activities, and specifically to participate in trainings focusing on diversity, equity, inclusion, and accessibility.

Administrative Procedures

[Administrative Procedure 2510 Collegial Consultation](#)
[Administrative Procedure 3250 Institutional Planning](#)
[Administrative Procedure 3420 Equal Employment Opportunity](#)
[Administrative Procedure 3505 Emergency Response Plan](#)
[Administrative Procedure 6200 Budget Preparation](#)
[Administrative Procedure 7160 Professional Development](#)

Regulations

[California Education Code](#)
[Title 5, California Code of Regulations](#)
[Title 5, Section 53203](#)
[AB 1725 Provisions Governing California Community Colleges](#)

Appendix 4: Key Campus Documents Related to Governance, Planning, and Decision-Making

Institutional Planning Documents

- [Comprehensive Integrated Planning Process](#)
- [2020-25 El Camino College Making Decisions Guide](#)
- [2017-2022 Comprehensive Master Plan](#)
- [2020-23 Strategic Plan](#)
- [2025-2018 Strategic Initiatives Evaluation Report](#)
- [Distance Education Plan 2019-22](#)
- [Equal Employment Opportunity Plan 2019-22](#)
- [Strategic Enrollment Management Plan 2022-25](#)
- [Enrollment Management Plan Close-out Report 2019-22](#)
- [Student Equity Plan Executive Summary 2019-22](#)

Planning Summits

- [2020: Building Strategic Metrics for Success](#)
- [2019: Finding Our True North: Connecting the Plan to the Path](#)
- [2018: The Path: El Camino IS the Way.](#)

Program Review

Academic Affairs

- [Academic Program Review webpage](#)
- [Academic Affairs Program Review Schedule 2022-2026](#)

Student Services

- [Student Services Program Review webpage](#)
- [Student Support Services Program Review Template 2022-2023 Academic Year](#)

Administrative Services

- [Administrative Program Review webpage](#)
- [Administrative Program Review Timeline](#)
- [Administrative Program Review Groups and Cycles Schedule](#)
- [Administrative Program Review Training Resources](#)

- [Administrative Program Review Reports](#)

Organizational Charts

- [Academic Affairs Organizational Chart](#)
- [Administrative Services Organizational Chart](#)
- [President's Office Organizational Chart](#)
- [Student Services Organizational Chart](#)
- [Human Resources Organizational Chart](#)

Academic Senate and Participatory Governance Committees Self-Assessment Reports

- [Academic Senate](#)
- [Calendar Committee](#)
- [College Council](#)
- [Facilities Committee](#)
- [Planning and Budget Committee](#)

Visit the [Institutional Research and Planning webpage](#) for past reports

Board of Trustees Self-Assessment Reports

- [Board of Trustees Self-Evaluation 2022-23](#)

Visit the [Institutional Research and Planning webpage](#) for past reports

Appendix 5: Key Campus Resources Related to Governance, Planning, and Decision-Making

Academic Division Councils Webpages


- [Behavioral and Social Sciences*](#)
- [Business](#)
- [Fine Arts](#)
- [Health Sciences and Athletics*](#)
- [Humanities](#)
- [Industry and Technology](#)
- [Library and Learning Resources](#)
- [Mathematical Sciences](#)
- [Natural Sciences](#)

*Go to the menu of the Division webpage to find direct links to multiple councils/committees within the Division.

Planning Platform

- [Link to Nuventive \(planning platform\)](#)
- [Additional Nuventive Resources](#)

Appendix 6: Faculty, Staff, and Students Levels/Areas of Participation and Consideration of Recommendations Matrix (Academic Senate for California Community Colleges and Community College League of California)

LAW	REGULATIONS LEVEL OF PARTICIPATION	REGULATIONS AREAS OF PARTICIPATION	REGULATIONS CONSIDERATION OF RECOMMENDATIONS
FACULTY			
<p>*Right to participate effectively</p> <p>*Academic Senate right to assume primary responsibility for recommending on:</p> <ul style="list-style-type: none"> •Curriculum •Academic standards 	<p>*Local boards shall:</p> <ul style="list-style-type: none"> •Consult collegially on •Academic and professional matters 	<p>*Academic and professional matters</p> <ol style="list-style-type: none"> 1. Curriculum 2. Degree 3. Grading 4. Program development 5. Student standards 6. Faculty role in governance structures 7. Accreditation 8. Professional development 9. Processes for program review 10. Processes for planning & budget 11. Other 	<p>*Consult collegially</p> <ul style="list-style-type: none"> •Reach mutual agreement •Rely primarily on advice and judgment of academic senate
STAFF			
<p>*Right to participate effectively</p>	<p>*Provided opportunity to participate in formulation of:</p> <ul style="list-style-type: none"> •Policies, •Procedures, and •Processes that have a •Significant effect on staff. 	<p>*Significant effect on staff</p>	<p>*Given "every reasonable consideration"</p>
STUDENTS			
<p>*Right to participate effectively</p> 	<p>*Provided opportunity to participate in formulation of</p> <ul style="list-style-type: none"> •Policies, •Procedures and •Processes that have a •Significant effect on students. 	<p>*Significant effect on students</p> <ol style="list-style-type: none"> 1. Grading 2. Codes of conduct 3. Academic discipline 4. Curriculum development 5. Program creation and discontinuance 6. Processes for budget & planning 7. Student preparation and success 8. Student services planning & development 9. Fees 10. Other 	<p>*Given "every reasonable consideration"</p> 