Review of Governance and Planning Model

                        governance system encompasses the Board of Trustees, the             s Executive Cabinet, the Academic Senate and its 5 committees, the College Planning Council, 8 other councils and 4 other college committees. The work of these councils, committees and other bodies entails utilization of very substantial human resources over the course of each academic year.

As implementation of Strategic Plan 2013-2018 concludes, it is an opportune time to consider the effectiveness of the current governance system in advancing the strategic vision and priorities of the institution moving forward into the next strategic planning cycle (toward Strategic Plan 2019-2024), and operating within a dynamically shifting external environment increasingly focused on ensuring student success. It should be noted that major modifications were recently made to the Handbook of the College Planning Council (CPC) so that the CPC would focus on institutional goal setting and strategic planning.

Key Questions
Critical questions to entertain include:
> To what extent does the current model focus on key institutional priorities? Some other colleges have made or are making substantial changes to their governance system to better reflect their strategic priorities. For example,                        approach to Strategic Planning Leadership Councils - http://www.rcc.edu/about/president/strategic-planning/Documents/SPC_ConstitutionBylaws_Approved_28April2015draft.pdf ) would appear to have far fewer councils and committees than Hartnell. Foothill College s Quality Focus Essay speaks to transforming their governance system with strategic focus (integrated planning and student equity) and for maximum participation (https://foothill.edu/accreditation/pdf/foothillcollege-iser2017.pdf, p. 414).
> Is the overall purpose and focus of the model to improve student success and/or institutional performance? What is the role of various councils and committees in fulfilling this overall purpose? Hartnell is beginning the journey to design and implement guided pathways in an effort to markedly increase student completion over the next several years; extensive work will be required to re-design the college around this imperative. Will there be sufficient emphasis on this work given the time-consuming and labor-intensive activities of the already established councils, committees, and other governance bodies?

Specific Issues
Below are some specific issues to clarify within the current model:
> What is the role of the CPC in relation to other councils? Many agenda items currently go directly to CPC without moving through lower councils. Do we follow in practice the current model as depicted in the work flow, or should the model be modified to reflect current practice?
> Keeping in mind that we have a separate planning model ( Sustainable Continuous Quality Improvement ), should the title of this model be modified from                      Governance and Decision-Making Model to more accurately represent what the model does?
> The Institutional Effectiveness Council (IEC) should be removed from the model, as the council was disbanded.