BUILDING EMERGING LEADERS USING PARTICIPATORY GOVERNANCE

Clevette M. Ridguard, Ed.D
Administrative Associate: Director of Governance and Presidential Projects

OUTCOMES AND OBJECTIVES

- ***Provide*** overview of current participatory governance system @ Montgomery College

- ***Solicit*** audience input about participatory governance

- ***Explain*** how leadership skills can be obtained, refined, and utilized

- ***Review*** results of MC's participatory governance system

- ***Engage in related dialogue***

MONTGOMERY COLLEGE *AT-AT-GLANCE*

- *1946* - 73 years old

- *Three* campuses; many satellite offices

- *56,821* credit, non-credit students

- *3,100+* employees

- **165** countries represented in students

4 CAMPUSES IN ONE COUNTY

Takoma Park / Silver Spring

Rockville

Germantown

WDCE

We empower our students to change their lives, and we enrich the life of our community. We are accountable for our results.
MC Mission

MC Montgomery College

Question!

How many of you have governance processes that involve all College stakeholders?

MC MONTGOMERY COLLEGE

OVERVIEW

Montgomery College Participatory Governance Process

WHAT IS PARTICIPATORY GOVERNANCE?

*"Participatory governance is a **method of decision-making** in which collegewide policies, procedures, and practices are recommended to the president of the College and the board of trustees.*

*Participatory governance **promotes open and honest communication** among and between the constituencies that make up the College community.*

*It seeks to **maximize agreement** among constituencies and it provides mechanisms to assess its effectiveness."*

- MC Participatory Governance Constitution Preamble

MC MONTGOMERY COLLEGE

DEFINING PARTICIPATORY GOVERNANCE

- Participatory Governance provides an opportunity to be informed, to inform, and to participate, and to have a voice and input into institutional operations.

- Participatory governance ***does not give*:**

  - Permission to make decisions or manage College business

  - Allow input into contractual, governmental, or legal requirements

    - Collective Bargaining, Legal Rights, Federal and State Mandates.

PARTICIPATORY GOVERNANCE

What Does It Look Like at MC?

PARTICIPATORY GOVERNANCE STRUCTURE AT MC

CONSTITUENCY COUNCILS

- Administrative, Faculty, Staff, and Student

FUNCTIONAL COUNCILS

- Academic Services, Student Services, Operational Services, and Employees Services

CAMPUS COUNCILS

- Takoma Park/Silver Spring, Germantown, Rockville, and WDCE

PARTICIPATORY GOVERNANCE

3 Types of Councils = 12 Councils +1College Council

FUNCTIONAL COUNCILS

- Academic Services
- Operational Services
- Student Services
- Employees Services

CAMPUS COUNCILS

- Takoma Park/Silver Spring
- Germantown
- Rockville
- WD&CE

CONSTITUENTS COUNCIL

- Administrators
- Staff
- Faculty
- Students

COLLEGE COUNCIL

- Each council has a council chair
- Consists of 12 council leaders
- Each Council has a chair, vice chair, and secretary
- College Council chair meets monthly with the President

MONTGOMERY COLLEGE

GOVERNANCE COUNCIL AND ISSUES

- Impacts single College Role: ***Constituents Council***

- Impacts a campus or location: ***Campus Council***

- Impacts one area of service: ***Functional Council***

- Impacts more than one of these: ***Multiple Councils***

- Impacts (almost) everyone: ***College Council***

PARTICIPATORY GOVERNANCE
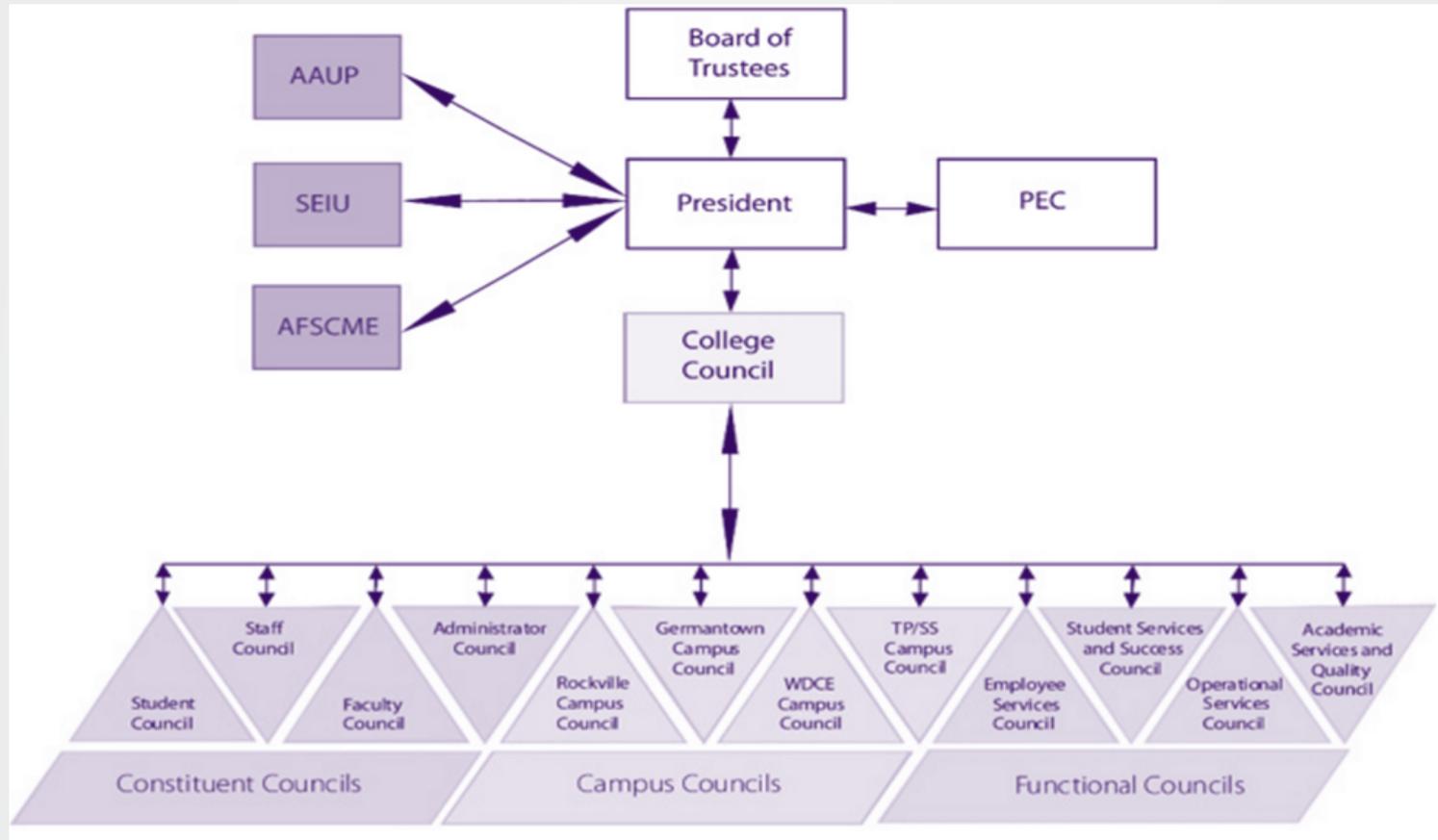
Question!

What types of leadership opportunities exist for persons who participate in governance?

LEADERSHIP OPPORTUNITIES

Multiple opportunities to lead and to model leadership qualities at every level of the institution

Par-ti-ci-pate: to take part in…. Webster Dictionary

Members were elected to participate and represent!

PARTICIPATORY GOVERNANCE

- Guidelines

  - The constitution, handbook, and by-laws outline council membership and council procedures

  - Council members are elected for a **two-year** terms

  - Councils are populated with all positions of the College

  - Person can self-nominate or be nominated by others

Leadership Duties

1. **Participate** in the Council Meetings

2. **Communicate** with Constituents

3. **Represent** Constituents

4. **Complete** the Training

5. **Provide feedback** on Governance

Yearly Council Expectations

- *Training:* All elected members are expected to complete the training.

- *Attendance:* More than three unexcused absences in an academic year from regularly scheduled council meetings will result in removal from office.

- *Service:* Each council member agrees to serve the council and the College.

PARTICIPATORY GOVERNANCE INPUT

College leadership looks to governance for input. They use the existing structure of participatory governance to get College input from the masses.

For example:

- Populate the strategic planning committee and sub-committees

- Middle States accreditation teams

- Key employee selection committees

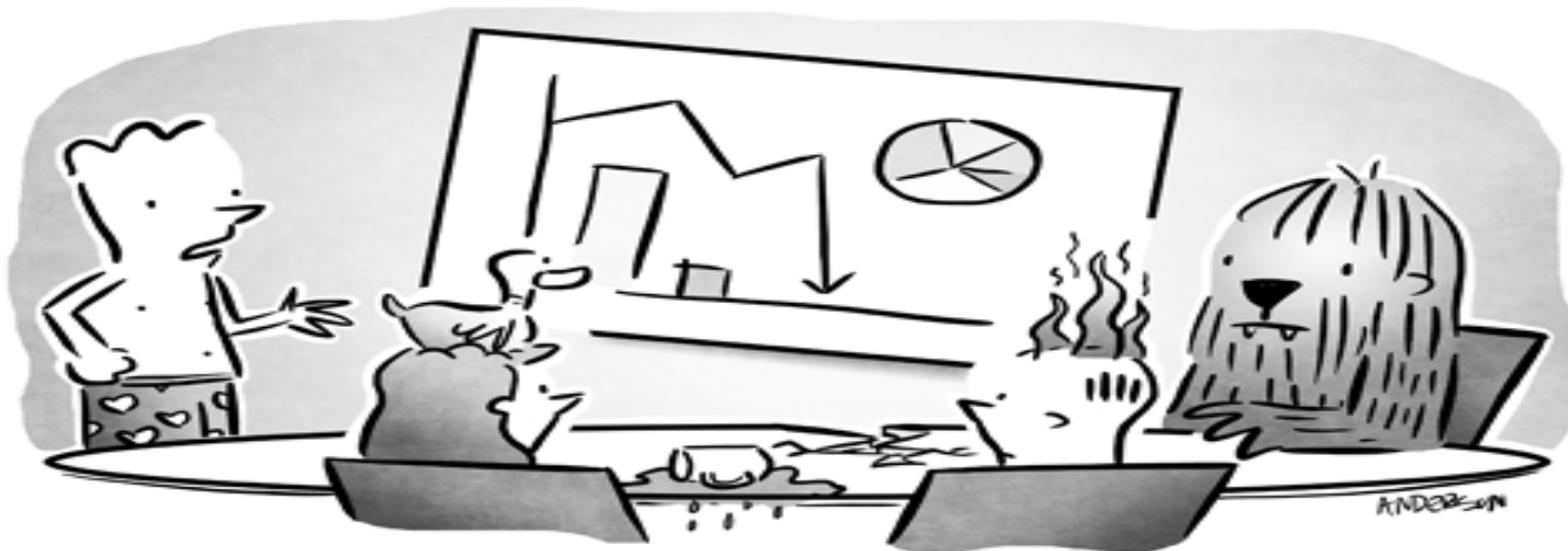- Constituents conversations with the BOT

LEADERSHIP OPPORTUNITIES

- Conducting Meetings

- Making Resolutions

- Making Recommendations

- Addressing constituencies concerns

- Participating in President's Executive Committee
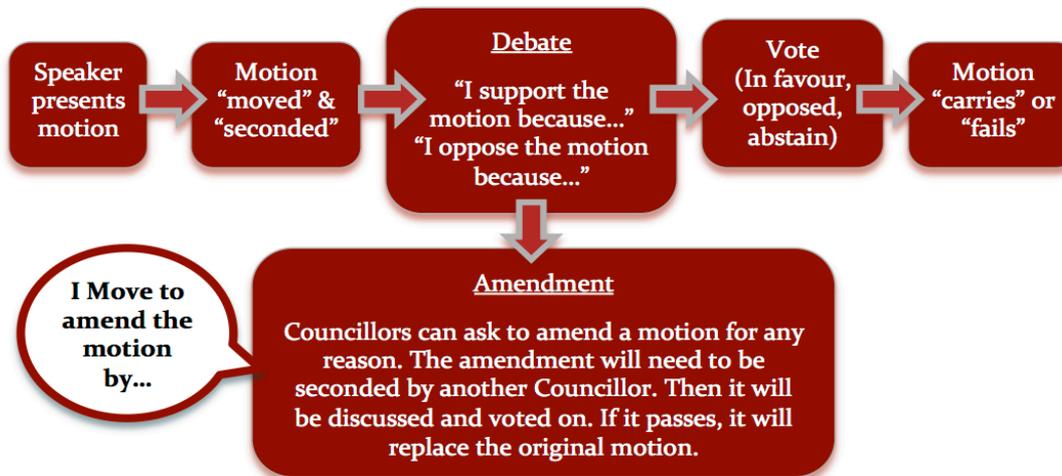
WHY ROBERT'S RULE OF ORDER

"Well, no wonder! Instead of Robert's Rules of Order, we've been following Murphy's Law!"

A (Brief) Introduction to Robert's Rules of Order

Speaker presents motion → Motion "moved" & "seconded" → **Debate** "I support the motion because..." "I oppose the motion because..." → Vote (In favour, opposed, abstain) → Motion "carries" or "fails"

↓

I Move to amend the motion by...

Amendment

Councillors can ask to amend a motion for any reason. The amendment will need to be seconded by another Councillor. Then it will be discussed and voted on. If it passes, it will replace the original motion.

To speak: Raise your placard. The speaker will put you on the speakers list

To stop discussion and move to a vote: Say "Call the Question" when it is your turn to speak

If you are confused about something: Say "Point of Information" at anytime

If someone is not following the rules (ex. Speaking out of turn): Say "Point of Order"

To take a break: "I move to recess for _____ minutes"

To extend the meeting: "I move to extend the meeting by ___ minutes."

MC MONTGOMERY COLLEGE

WHAT IS A GOVERNANCE ISSUE?

- **SCOPE:**

  - Governance issues should have **group** impact
    - Individual concerns may impact a larger group
      - Sick Bank /Leave Policy
    - Individual concerns maybe address by College resources
      - Inform individual employee of existing resources

- **Interface with senior leadership**

  - Each *council leader liaison* can provide insight as to issues that maybe in focus during a particular year

MONTGOMERY COLLEGE

Senior Leadership Interaction

Council Name(s)	Leader Liaisons
College Council and Administrator Council	Chief of Staff/Chief Strategy Officer
Faculty Council and Academic Services Council	Senior Vice President for Academic Affairs
Student Council and Student Services Council	Senior Vice President for Student Affairs
Staff Council	Senior Vice President for Advancement and Community Engagement
Employee Services Council and Operational Services Council	Senior Vice President for Administrative and Fiscal Services
Campus Councils	Campus Vice President and Provost

Question!

Can you define levels of involvement in College decision-making that exist using participatory governance?

EXAMPLES OF INVOLVEMENT

Many examples of leadership

COLLEGE LEADERSHIP AND GOVERNANCE PARTICIPATION

Decision Status	Governance and College Leadership
Decision Not Made Yet	*Engagement* Consult, Involve, Collaborate, Empower
Decision Already Made	*Information* Dissemination of the Information

ENGAGEMENT LEVELS

- *Consult* – Leadership asks for input relevant to a pending decision at one point in the decision-making process. The promise is to consider input.

- *Involve* – Leadership involves one or more governance councils with multiple opportunities for input. The promise is to consider input and representative perspectives to a larger degree than consult.

- *Collaborate* – Leadership engages in all key aspects of designing a solution. Consensus is not required, but promise is to weigh governance recommendations heavily in the final decision.

- *Empower* – Leadership empowers councils to decide among possible choices and provides resources to make an informed decision. The promise is to implement the recommendation as much as feasible.

MC MONTGOMERY COLLEGE

INFORMATION LEVELS

- *Inform* – goal and promise is to keep stakeholders informed so they can understand what is taking place

- **Informational Only**

  - Primarily one-way communication.

  - Think of this as doing public relations.

RESULTS OF GOVERNANCES

Many different types of results and recommendations

THE STUDENT EXPERIENCE!

MONTGOMERY COLLEGE

Results and Recommendations

Employee Services	A MC Governance Constitutional change to increase PT Faculty to 2 positions for each of the Functional Councils. *Approved*
Student Council	To increase the MC Shuttle ridership capacity. *Approved- Larger buses provided.*
Student Council	To make feminine hygiene products available on all MC campuses. *Approved-A supply will be provided on each campus.*
Student Council	To extend MC library hours during finals week. *Approved-Hours extended to midnight week of finals and week before finals.*
WDCE Council	To hire non-credit students as Student Assistants. *Approved*
Academic Services Council	To waive application fees for non-credit students moving to credit courses. *Approved*
Staff Council	Improve Telework processes college wide. *Approved-Procedures changes and trainings are planned.*
Student Council	To make affordable flu vaccines available to students on all campuses. *Approved-Flu shots offered free on all three campus.*

MC MONTGOMERY COLLEGE

KEYS TO SUCCESS

- **Understand** your role

- **Understand** your council's role

- **Understand** the difference between being informed and being engaged and work with your council members to find the right balance

- **Use** Robert's Rules to move the work forward

- **Understand** how constituents can utilize governance effectively

- **Understand** how decision makers can utilize governance effectively