



**College Governance Council**  
Wednesday, September 22, 2021  
2:00-4:00 p.m.

Zoom Link:

<https://smccd.zoom.us/j/85316889607?pwd=T2F3S3FoWmp3NG9PbzVkbU9oMDVhZz09&from=addon>  
(669) 900-9128, Meeting ID: 853 1688 9607, Passcode: 209050

**Voting Members:**

- |   |   |
|---|---|
| <input type="checkbox"/> Lindsey Ayotte | <input type="checkbox"/> Sherrie Prasad |
| <input type="checkbox"/> Martina Center | <input type="checkbox"/> Cassidy Ryan   |
| <input type="checkbox"/> Angel Gomez    | <input type="checkbox"/> Anthony Tran   |
| <input type="checkbox"/> Golda Margate  | <input type="checkbox"/> Andrea Vizenor |

**Ex-officio Members (Non Voting):**

- |   |   |
|---|---|
| <input type="checkbox"/> Eloisa Briones | <input type="checkbox"/> Danni Redding Lapuz              |
| <input type="checkbox"/> Cherie Colin   | <input type="checkbox"/> Oyame KenZoe Brian Selassie-Okpe |
| <input type="checkbox"/> Melissa Moreno | <input type="checkbox"/> Ingrid Vargas                    |
| <input type="checkbox"/> Newin Orante   |   |

**AGENDA**

- I. Call to Order/Establishing a Quorum/Roll Call
- II. Public Comment \* - 15 Minutes
- III. Consent Items  
Approval of Minutes – May 19, 2021
- IV. Informational, New Business and Action Items

Associated Students of Skyline College – 15 minutes

- |                            |              |
|----------------------------|--------------|
| a. ASSC Report             | Anthony Tran |
|                            | Angel Gomez  |
| b. Skyline Shuttle Service |              |

Classified Senate – 15 Minutes

- |                             |                              |
|-----------------------------|------------------------------|
| a. Classified Senate Report | Sherrie Prasad/Golda Margate |
|-----------------------------|------------------------------|

**Action Item**

- a. Anti-Asian Hate Resolution



Academic Senate - 15 Minutes

- a. Academic Senate Report Lindsey Ayotte/Cassidy Ryan

Management Council – 15 Minutes

- a. Management Council Report Andrea Vizenor/Martina Center

Administration – 45 Minutes

- a. President’s Update Dr. Melissa Moreno

Discussion Item

- a. Streamline Process and Access to Procedures  
b. Climate Review Task Force (CRTG) Recommendations Regarding the McPhail Group Report

**Action Items**

- a. Intergroup Dialogue Norming for Gathering Spaces
- b. Administrative Services Update Eloisa Briones
- c. Instructional Update Danni Redding Lapuz
- a. FTEFAC Faculty Co-Chair Model  
b. Technology Update  
c. Cancellation Guidance Document  
d. Enrollment Data Sharing
- d. Student Services Update Dr. Newin Orante
- e. Planning Research and Institutional Effectiveness Update Ingrid Vargas

**Action Items**

- a. Authorization of Task Group for Peoples College Implementation  
b. Authorization for SPARC to begin work on the 2023-2028 Education Master Plan
- f. Equity Institute Update Dr. O’Ken Zoe Brian Selassie-Okpe
- g. Marketing, Communications, Public Relations Update Cherie Colin



V. Next Meeting – October 27, 2021

VI. Adjournment

*\*Public Comment. Members of the Skyline College community and the public may address the College Governance Council on items appearing on the agenda by submitting a request in the chat box (Zoom) or a comment slip (in person) at the start of the meeting. Speakers must limit their remarks to a maximum of three minutes. If there are a large number of speakers, the President may use discretion to reduce the comment time in order to keep all public comment time to 20 minutes or less, in order to be able to have enough time for the Council to conduct its business. In accordance with the Americans with Disabilities Act, the Council will make reasonable efforts to accommodate persons with qualified disabilities. If you require accommodation, please contact Theresa Tentes at [tentes@smccd.edu](mailto:tentes@smccd.edu) at least 48 hours in advance of the meeting.*



**College Governance Council**  
Wednesday, May 19, 2021  
Zoom Video

**Draft Minutes**

**In Attendance:** Eloisa Briones, Kate Browne, Jeremy Evangelista, Jose Gutierrez, Melissa Moreno, Newin Orante, Sherrie Prasad, Jennifer Taylor-Mendoza, Leigh Anne Shaw, Anthony Tran

**Absent:** Golda Margate, Jesse Raskin, Carlos Ungo

**Recorder:** Theresa Tentes

I. Call to Order and Establishing a Quorum  
Roll Call

Theresa Tentes took Roll Call. All voting members were in attendance except Jesse Raskin and Carlos Ungo. A quorum was established.

II. Public Comment\*

Mustafa Popal applauded those that came forward to create the joint resolution on Anti-AAPI. He shared that the resolution is a model of what Skyline College stands for being student ready and an open access institution. Mustafa encourages our college leadership to send out a message to all students and employees to acknowledge that the college has services to offer to help support through a difficult time.

Rika Yonemura-Fabian shared her support and solidarity with the Palestinian colleagues and students. She would like to ask for support by Skyline College for the Palestinian American Community members, due to the current situation Palestine. Rika would like to see if our college can send out a public statement stating that we stand, we are here for support with Palestinian students and colleagues and their families.

Motion to move the action items forward on the agenda.

(M/S Newin Orante/Leigh Anne Shaw)

Ayes. Unanimous.

III. Consent Items

Approval of Minutes, April 28, 2021

(M/S Kate Browne/Eloisa Briones)

The April 28, 2021 minutes were approved.

Ayes. Unanimous

IV. Informational and New Business

Associated Students of Skyline College

a. ASSC Report

Carlos Ungo/  
Jose Omar Gutierrez

Jose Omar Gutierrez, Vice President of ASSC, gave a brief report. ASSC recently had elections and they now have new officers. The new ASSC President is Anthony Tran and the new Vice President is Angel Gomez.

Classified Senate – 10 Minutes

a. Classified Senate Report

Sherrie Prasad/Golda Margate

Sherrie Prasad, President of Classified Senate gave a brief update. She thanked the Classified Professionals for their dedication and commitment while working from home during the pandemic. She also shared that the Classified Senate held their elections and the five members of the Executive Board were reelected and will continue their work through the 2021-2022 year.

The Caring Campus team has worked on implementing the initiative by making presentations throughout the campus. The website team launched the new website in January 2021. They will continue working through 2021-2022.

In regards to the Classified Leadership Initiative, the Executive Board of the Senate has been working with a leadership coach during Spring 2021. During the Summer the Executive Board will be developing a plan on implementation of the Classified Leadership Initiative in the Fall.

At the May 12 Board of Trustee meeting a joint resolution denouncing Anti-Asian Hate Resolution was presented to the Board. The resolution was created by students, faculty and classified.

Academic Senate - 30 Minutes

a. Academic Senate Report

Leigh Anne Shaw/Jesse Raskin

Leigh Anne Shaw, President Academic Senate, shared the new senate officers for the 2021-2022 year. She continued with the announcement of the Faculty Marshall's for Commencement which are Mike Fitzgerald and Jan Fosberg. Leigh Anne thanked students for their hard work this past semester. She loved the collaboration with the Classified Senate and gave kudos to them for their Caring Campus Initiative. A special thank you to the Vice President's and wished Dr. Jennifer Taylor-Mendoza good luck on her new position as President of College of San Mateo. Leigh Anne congratulated Dr. Moreno for her first full year as Skyline College President.

Administration – 45 Minutes

a. President's Update

Dr. Melissa Moreno

Dr. Melissa Moreno, President, thanked the committee for their work this year. Ingrid Vargas will be the lead on the Peoples College Initiative. Dr. Moreno's ultimate goal is after 5 years under her leadership that we end with a lasting and healthy campus climate. All the constituent groups will be part of working on the initiative.

The Climate Review Task Group is not quite ready to bring the recommendations to the President for an action item yet. But she does want to be sure the task is complete with reviewing the recommendations of the McPhail Report.

#### Action

##### a. Participatory Governance and Committee Structure Work Group

##### PP presentation of recommendations

1. Recommendation is to adopt the new definitions and reclassification with committee work.
2. Recommendation is the adoption of the non-hierarchical participatory governance model and committee workflow.
3. Recommendation is a revision of the CGC Bylaws.
4. Recommendation is to Bifurcate SPARC and IEC.
5. Recommendation to have an annual Constituent Committee Orientation.
6. Recommendation is to enhance student participation in constituent committees
7. Recommendation is requiring annual reporting from constituent committees and councils/senates.

Motion to adopt the recommendations that came forth from the Participatory Governance Task Group

(M/S Sherrie Prasad/Leigh Anne Shaw)  
Ayes. Unanimous.

##### b. Administrative Services Update

Eloisa Briones

#### Action Item

##### a. FY 2021-2022 Fund 1 Tentative Budget Recommendation

Vice President of Administrative Services Eloisa Briones provided an explanation of the Fund 1 Tentative Budget. She had previously presented the information to the SPARC committee. Eloisa provided the current calculation, since the numbers are shifting. There is a possibility that by the time the college receives its final budget,

the amount of money that might be available might be a slight positive or it might be in the deficit. Eloisa recommended to SPARC that the college takes a look at the current budget and recommend a status quo budget for 2021-2022.

Motion to adopt the budget recommendation 2021-2022 as status quo from 2000-2021.

(M/S Leigh Anne Shaw/Sherrie Prasad)

Ayes. Unanimous.

- c. Instructional Update Dr. Jennifer Taylor-Mendoza

Dr. Jennifer Taylor-Mendoza, Vice President of Instruction, shared that the conversation regarding the move for Middle College was held at the Academic Senate meeting. Beginning July 1, 2021, the Middle College program will move from Language Arts Division to Strategic Partnerships and Workforce Development Division.

Dr. Taylor-Mendoza gave a heartfelt thank you to everyone.

- d. Student Services Update Dr. Newin Orante

Dr. Newin Orante, Vice President of Student Services shared that Student Services is working diligently to make sure that the college is prepared for students if they are on campus for classes or for support.

- e. Planning Research and Institutional Effectiveness Update Ingrid Vargas

Dean of Planning, Research and Institutional Effectiveness, Ingrid Vargas shared that there will be training with SCUP (Society for College and University Planning). There are many items being planned such as the Facilities Master Plan, Educational Master Plan and Enrollment Management Plan. The members of College Governance Council (CGC) and the incoming members of SPARC will be invited to the 6 hour training with SCUP which will be held in two sessions.

Action items

- a. SPARC recommendation on Criteria for Those Undergoing Program Review  
- [https://drive.google.com/file/d/1cRTDBeCqhXGz4\\_dUzUT-33A0vxXbON5Q/view?usp=sharing](https://drive.google.com/file/d/1cRTDBeCqhXGz4_dUzUT-33A0vxXbON5Q/view?usp=sharing)

A motion to approve the guidelines for which programs to undergo program review.

(M/S Leigh Anne Shaw/Jose Gutierrez)

Ayes. Unanimous.

b. SPARC recommendation on Piloting of Program Review Update (PRU) Templates

- Instructional PRU Template:  
<https://docs.google.com/document/d/1Sh1O98Qi742DzJtOu76Yn8-pzOcgQLctn140SBeBL1U/edit?usp=sharing>
- S/ LSS PRU Template:  
<https://drive.google.com/file/d/1CLQ7nH0ML91kL0kX-zVTS1a3FLmcyvWO/view?usp=sharing>

A motion to approve the templates for program review for Instructional and Student Support.

(M/S Leigh Anne Shaw/Newin Orante)  
Ayes. Unanimously.

f. Equity Institute Update

Dr. O'KenZoe Brian Selassie-Okpe

No report.

g. Marketing, Communications,  
Public Relations Update

Cherie Colin

Director of Community Relations and Marketing, Cherie Colin, shared that she recently hired a Web Programmer Analyst, Hariklia Frangos (Aria), who will begin soon.

Commencement will be held next Friday, May 28<sup>th</sup>. As of now, there are 215 2021 graduation and 62 students participating in the 2020 graduation. These number will continue to increase.

V. Next Meeting – September 22, 2021

VI. Adjournment

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FINAL DRAFT July 12, 2021

## **Climate Review Task Group Recommendations to the College Governance Council (CGC) Regarding the McPhail Recommendations to the Skyline College President**

(To be submitted at the first Fall CGC meeting).

### **Refresher**

The Climate Review Task Group (CRTG) was formed by CGC to

- Review the McPhail Group Report and its 26 Recommendations (Chapter X p. 47)
- Assess whether to accept the recommendations
  - If so, which now and which later, given the pandemic
- Assess whether further climate review efforts are needed, such as, engaging an external consultant to conduct a campus wide climate survey
- Bring CRTF recommendations to CGC (CGC then makes recommendations to the College President for final approval and implementation)

### **Status of Review**

The CRTG decided to review the recommendations in phases and in the order presented in the McPhail report. We have already completed Phase I, and CRTF recommended to CGC that the McPhail Report Recommendations to the SMCCCD Chancellor (McPhail p. 48) be endorsed by the College and forwarded to the Chancellor as written. The President took those recommendations to the Chancellor.

In Phase II, the CRTG reviewed the seven (7) Recommendations for the Skyline College President (McPhail p. 48). At this time, we are bringing our conclusions and recommendations to CGC with regard to those 7 items. We will continue to review the remainder of the recommendations and bring our reports and findings to CGC as we complete each phase.

### **McPhail Group Recommendations to the Skyline College President**

The CRTG recommends that the College move forward with all seven (7) recommendations made in the McPhail report to the College President. We have provided some notes/thoughts in italics for each recommendation to help the CGC and the President fully understand the intent behind these recommendations, and to offer suggestions for how these recommendations can be realized.

- 1. Restore and evaluate a reasonable model for participatory governance at Skyline College. Lead the constituent groups in a process of sharing the expectations of participatory governance at Skyline College.**
  - *CRTG recognizes the need of our Participatory Governance model to reflect the values of the Skyline community. We stress the need to hear from all constituency groups before major decision-making. We recognize that the Participatory Governance Task Group (PGTG) is in the process of shifting governance to a more accessible and transparent model. We recommend the President continue to work with the PGTG, using an equity-minded lens to examine the existing committee structure (i.e., term limits, definitions, process).*

**2. Evaluate the college's student success agenda to ensure that the college measures equity outcomes for all students. (Disaggregate the data to review achievement disparities among different subpopulations of students).**

- *Toward this effort and since the publication of the McPhail Report, the President directed the Planning, Research, and Institutional Effectiveness (PRIE) Office to create dashboards for public and faculty access to customizable data. In addition, our PRIE office has made a number of presentations to help remind the community that it provides a service to our campus for research and data analysis, and is available for customized data projects. Project leaders are tracking our Comprehensive College Redesign/Guided Pathways/Promise Scholars implementation, and continue to assess outcomes for student completion and graduation rates for hyper-marginalized groups. We recommend providing annual status reports on the institutionalization of these efforts, as the redesign project winds down. We also suggest surveying our students annually to determine how the redesign is impacting students and what ongoing support systems for our students are needed to improve retention and completion.*

**3. Determine the reasons why employees feel that Skyline College does not support conversations about race. (This discomfort carries negative effects on the campus climate.)**

- *We are interested in deeply understanding the culture and climate of the College, which will help us determine the reasons why employees feel that conversations about race are not supported. The McPhail Group reported that there exists a negative climate at the college. We recognize that everyone is in a different place of understanding. We want to be an institution of interrogation and critical inquiry with a spirit of learning and building awareness. We are working toward all of us understanding that this is a personal journey in finding our own agency in doing this work. We want the campus to engage in ongoing learning and inquiry as opposed to trainings that imply the work ends. We want to ignite an intrinsic urgency to learn to build community, understanding and a common language. As a campus we have invested in learning the pedagogy of Intergroup Dialogue, that has the potential to create a common language to enable dialogue on difficult subjects, including race. We are also hoping for a new sense of collegiality and collaboration among all equity advancing groups-*

**4. Build a sense of family, and of shared goals among and between all stakeholder groups. To be heard and engaged is deeply desired by faculty, staff, and students. (The new president can quickly demonstrate "caring" by listening well, sending a succinct vision, and setting the tone of inclusiveness, openness, and participatory decision-making.)**

- *We suggest increasing togetherness to learn about each other. Can we create the space and time to allow this to happen in an inclusive way? What are we doing to connect people, to get to know each other, and have fun together? How do we*

*build relationships so that we have a deeper understanding of and respect for each other's cultures and ethnicities, to help unroot us from White Supremacy? How do we ground these activities to support implementation of Intergroup Dialogue, as a reflection of our mission and vision and to sustain a culture of shared values?*

5. **Lead the effort to create an “evidence-informed” college where research is a tool to be used by faculty, staff, and administrators, and the expectation is that its application can shall improve student success. (See Goldacre, 2018.)**
  - *Data Dashboards are a great beginning toward improving access to data, but the other kind of data we need in order to delve deep into climate issues – such as gender bias, microaggressions, etc. is qualitative evidence collected through voice surveys of all groups. The student voice survey in 2018, for example, asked how students have experienced the professors and the classroom. We need evidence-informed longitudinal data working with Academic Senate, other constituent groups, and the Dean of PRIE. As a community, we expect more transparency around data availability, process, and analysis.*
  
6. **Execute a transparent budgeting and resource allocation model. (See McPhail, 2005, pp. 155-178).**
  - *Along these lines, there was a decision in May, 2021 to bifurcate Strategic Planning Allocation of Resources Committee (SPARC) and Institutional Effectiveness Committee (IEC) which presents an opportunity for SPARC to focus more closely on budgeting and resource allocation in a transparent manner. PRIE and SPARC created an Integrated Planning and Resource Allocation (IPRA) model in furtherance of being transparent about our process. We recommend that the President ensure the model is followed in a transparent manner – and each constituency is accountable to the IPRA model process. We further recommend that the President bring greater transparency to categorical and grant funding by informing SPARC about allocations of these funds. We recommend that the President maintain professional development across all constituency groups as a priority, and that there be a “professional development” constituency committee to ensure equity and transparency. Also, we remind the President that at the center of resource allocation is student success.*
  
7. **Design and implement systems of accountability that ensure the responsible exercise of authority dedicated to the designated leadership positions.**
  - *We recommend that this item be revisited at the end of Fall 2021, and then annually to review how the “People’s College Initiative” that plans to address ongoing climate review with the ultimate goal to have a sustaining and healthy climate, helps put systems of accountability in place through College Governance Council. We retain these questions to revisit as well: Do our participatory structures and governance committees help with accountability? Are we ensuring transparency and communication? What does accountability look like for all*

*constituencies? Have we enrolled every group into systems of accountability as created by College Governance Council? Are we conducting 360-degree evaluations? Are we setting up Classified Professionals for success, in that their managers wholly support their meaningful participation in the governance process?*

FINAL DRAFT July 12, 2021

**Climate Review Task Group Recommendations to the College Governance Council (CGC)  
Regarding the McPhail Recommendations to the President's Cabinet**

(To be submitted at the first Fall CGC meeting).

**Preamble**

It is expected that the President's Cabinet will support the President in implementing all the recommendations we made to the President, and the following twelve recommendations are made directly to the Cabinet:

- 1. Execute critical decision-making processes at the college that document respect for input from those impacted by decisions. (See Boggs & McPhail, 2020).**  
*President's Cabinet needs to create a "process" for creating new procedures, and for publishing existing procedures. Complicated processes should have visuals/infographics for support in understanding. President's Cabinet shall follow the participatory governance process when designing new or modifying procedures.*
- 2. Create and monitor a safe and comfortable work environment for women that affirms and values their contributions.**  
*Recognizing that gender bias exists in our community, we are asking for further climate review on this topic. Where are the issues, where are people not feeling safe or comfortable? Is this a gender issue alone? Or are their other marginalized or underrepresented groups impacted by a lack of safety or comfort? We suggest the Cabinet support the College Governance Council in forming a task group to address this issue, in concert with the efforts of the People's College Initiative and moving forward with regular climate reviews.*
- 3. Lead by example in implementing policies and procedures. (It is crucial that all Skyline College expectations are demonstrated through modeling and leadership at all levels of organization).**  
*At Skyline College, we lead using an equity lens, and expect leadership to lead by example in this regard. We suggest our Mission, Vision, and Values are reviewed to include antiracism and equity. We recommend that executive leadership and management engage in regular self-reflection through antiracism and equity trainings – with an expectation of action, and include self-reflection on how we are leading by example in the evaluation process.*
- 4. Strengthen relationships with classified employees. (There is the perception among some classified employees that their voices do not count. This condition and impression must be evaluated. If true, it should be quickly addressed).**  
*Classified Professionals are an integral part of the participatory governance process and the recent adoption of the new College Governance Council (CGC) voting structure has affirmed that their voice matters more than ever. It is recommended that the cabinet take measures to meet with the Classified Professionals regularly (in President's*

*Roundtable) and ensure widely accepted understanding of the value of their voice through broad campus wide communication. Caring Campus, Classified Professionals Institute, and Intergroup Dialogue are current examples of new professional development efforts for Classified Professionals. We recommend that the President's Cabinet support deans, managers, and supervisors in supporting (creatively with flexibility) the full participation of Classified Professionals in the participatory governance process, and communicate more about opportunities for participation. Do we need to rethink the times and days of meetings to meet the needs of Classified Professionals, to be more equitable and encourage greater participation?*

- 5. Develop a strategic communication plan and integrate it into the College's strategic plan. (Effective communication ensures that all members of the College are aware of the plan, its importance, and how they might be impacted).**

*We recommend the development of a strategic communication and marketing plan for the campus, with a focus on the People's College Initiative (addressing participatory governance, equity, antiracism, and climate review) to be integrated into the Educational Master Plan.*

- ~~**6. Lead with the authority in your position. (Executive level and midlevel leaders must find the courage to exercise the power that is inherent in their positions).**~~

*We recommend that the leadership be accountable to student needs and the business of the College. The College leadership is expected to empower and support its employees in building positive morale and agency.*

- ~~**7. Prioritize Ensure equal equitable access to professional development programs for all college employee groups.**~~

*In 2020, professional development for all employee groups was declared a "post-pandemic" priority using one-time funds. We recommend that SPARC continue to prioritize allocation of funding to meet the professional development needs long-term. We recommend that professional development for leadership include a focus on employee empowerment. We recommend that the campus revisit its Mission, Vision, and Values to include employee learning as a value, and that professional development be the conduit to learning. We recommend that equitable access to professional development among employee groups is analyzed by the college's equity audit.*

- 8. Develop a common language for understanding what equity means at Skyline College.**

*The District Antiracism Council has developed a glossary of terms. We recommend that Skyline College adopt and/or align with the glossary of the District's Antiracism Council. There will be a series of talks regarding this common language. We recommend reviewing the glossary of terms promulgated by the Equity Institute and addressing whether alignment and cohesion is warranted.*

- 9. Utilize effective communication in sharing the equity and antiracism vision of the college, using Kotter's effective communication model.**

The elements of the Kotter model are as follows:

1. *Keep communications simple, direct, focused and jargon-free.*
2. *Use metaphors, analogies, and examples to bring the messages to life.*
3. *Deliver the message across lots of different forums and vehicles.*
4. *Repeat. Repeat. Repeat.*
5. *Lead by example. Behavior is the most powerful way to communicate so walk the talk.*
6. *Address inconsistencies and communicate with honesty and openness.*
7. *Listen and be listened to in a two-way endeavor. Solicit feedback and encourage questions, challenges and arguments about the vision and what it means for your organization.*

*We recommend incorporating these elements in our campus wide communications to effectively share the college vision.*

- 10. Engage the campus community in “courageous conversations” about diversity, equity, and inclusion, including race, to help employees examine personal biases and discover what they need to do to collectively foster diversity, equity, and inclusion at Skyline College. (See Singleton, 2015).**

*We recommend that the college continue with its adoption of the Intergroup Dialogue pedagogy that is currently being implemented as professional development opportunities for all employee groups. Participation is encouraged in various “dialogues” addressing difficult topics.*

- 11. Define the roles of deans. One challenge that often comes when institutions are in the midst of transition is role ambiguity or confusion with respect to the scope of job duties and responsibilities. (Some of the interview participants reported that they were confused about the duties of the deans at Skyline College).**

*The roles of the deans may not be clear, because of how the Divisions were created – with a perceived lack of informed participatory governance. We recommend that the participatory governance process be followed for any major college change or decision, including the creation of departments and divisions, so that inclusive input is sought from all impacted constituencies, and decisions are brought to College Governance Council for consideration. We also recommend continuing “Deans Town Halls” as a means of campus wide interaction and communication about the roles of the Deans.*

- 12. Provide the same outcomes and privileges to both men and women. Having gender equality isn’t just an important issue for women; workplace gender equality is also directly related to the overall economic performance of corporations and, in general, the whole country.**

*We recommend that College Governance Council creates a Task Group to explore gender equity on campus to gain a better understanding of the underlying issues and make recommendations for action and change.*

Further, the CRTG recommends that the three remaining McPhail Group recommendation listed below be reviewed and addressed as part of the work of the People's College Initiative.

**Recommendation to the Executive Director of Equity Institute**

- (1) Redefine the equity agenda to include “on behalf of” student success outcomes based on the principles of equity-mindedness. (See Bensimon et al., 2007; Bensimon & Harris III, 2012). In order to generate college-wide support for equity initiatives, the equity agenda must demonstrate inclusion of all groups.)

**Recommendation to the Faculty, Staff, Students and the Community**

- (1) Collaborate and cooperate with the president and the leadership team to rebuild participatory governance around the parameters identified in the legislated mandates.
- (2) Engage with and encourage students to become active partners in shaping their learning experience. (The more actively engaged students are—with college faculty and staff, with other students, with the subject matter they are studying—the more likely they are to persist in their college studies and to achieve at higher levels.) (See CCSSE, 2020).