



C U Y A M A C A
· C O L L E G E ·

Governance Redesign

MINI Retreat

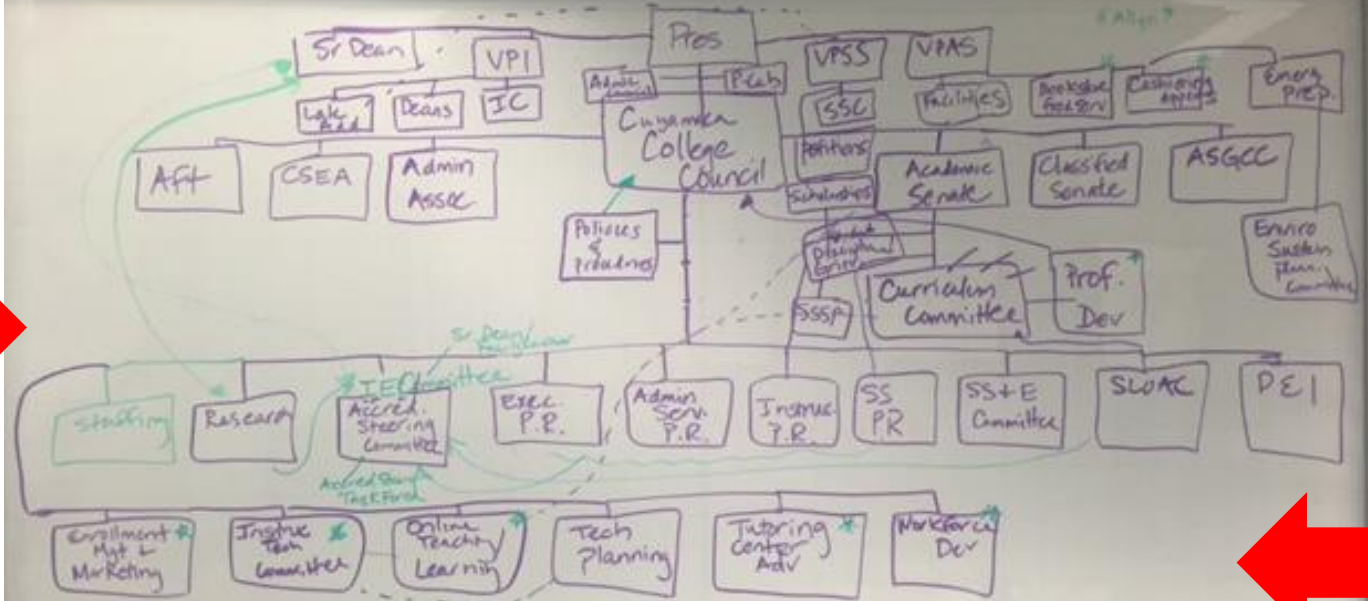
April 24, 2018

What We Hope To Do Today

- Review feedback from the campus community
- Propose and discuss a new governance model
- Discuss other recommendations for improving efficiency of the governance structure, communication, and accountability

When the College Council co-chairs attempted to draw the College's governance structure in 2016, this is what they came up with...

WHY REDESIGN?



Governance Redesign Timeline

2016

[Documentation from College Council](#)

December 8, 2017
Retreat

February 27, 2018
Retreat

Now

[Governance Redesign Web Page](#)



A screenshot of the 'Participatory Governance Redesign' page. On the left is a sidebar menu with items: Institutional Effectiveness, Success, and Equity; Accreditation 2019; CCCCC Integrated Plan; College Planning Documents; Equity; Evaluation and Planning; Events; IEPI; Institutional Research; Outcomes & Assessment; Participatory Governance Redesign; and Program Review. The main content area has a heading 'PARTICIPATORY GOVERNANCE REDESIGN' followed by a paragraph: 'In 2016, the Cuyamaca College Council began documenting and discussing opportunities to improve its participatory governance structure. The initial product of this work was an illustration of the College's governance structure and the elimination or re-envisioning of a few specific committees. In 2017, the College engaged the assistance of an Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (PRT) to assist with this governance redesign process (as well as student learning outcome assessment and integrated planning). With the help of the PRT members, the College developed an Innovation and Effectiveness Plan that included a one-year timeline for planning and implementing a redesigned and improved governance structure.' Below this is another paragraph: 'In December 2017, the faculty, staff, administrators, and students were invited to participate in a governance redesign retreat to kick off the process. Roughly 30 members of the campus community participated in the retreat and identified the following guiding principles for the governance redesign process:'

- Transparency
- Efficiency
- Representation
- Accountability
- Evaluation/Continuous Improvement
- Alignment
- Clarification of Roles

The slides from the fall retreat are accessible via the link below. Participants at the retreat reached consensus that the College should pursue an improved governance structure and process to be implemented in the fall 2018 term.

Informed by retreat and survey participants...here are the Guiding Principles for Governance Redesign Work

Transparency

Efficiency

REPRESENTATION

Accountability

Evaluation/Improvement

ALIGNMENT

Clarification of Roles

Participatory Governance Survey Highlights



Just **1 in 3** respondents said the College's decision-making processes are **clearly communicated** to the campus

Less than half of respondents said their constituent group representatives communicate information regarding important governance group discussions

Only 40% of respondents said our governance groups function efficiently

Participatory Governance Survey Highlights: Comments from the Campus Community

“It would be nice if it could be simplified - fewer groups, fewer meetings.”

“There seem to be a lot of councils, committees, etc. It is difficult to know who does what!”

“We need more formal communication processes and procedures among task forces, work groups, committees, and councils.”

“More follow through, accountability, honesty, and communication about the goals and results...”

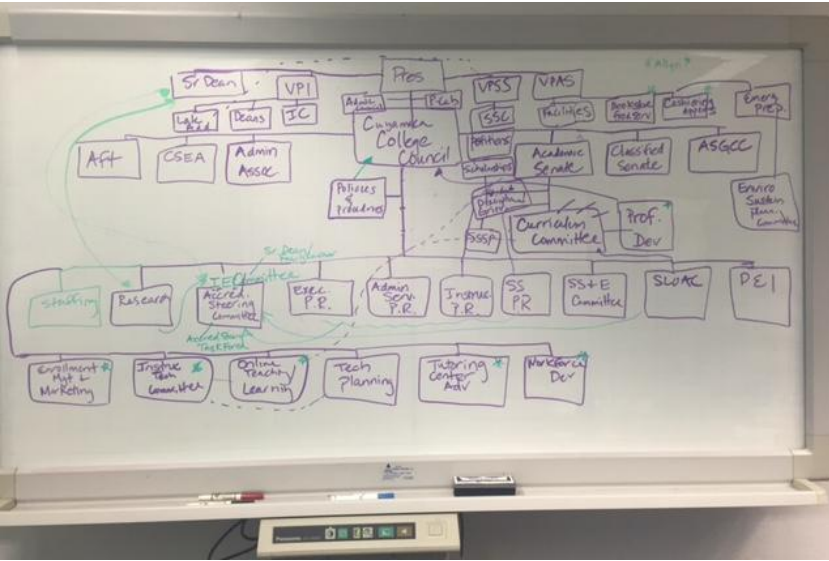
“Chairpersons should be held responsible for follow-through, thorough communication, transparency, and accountability.”

Governance Redesign Goal for Spring 2018

Informed by College Council , Fall Governance Retreat Feedback, and Participatory Governance Survey Results

Build and propose a new governance structure for 2018/19, inspired by the American River College governance model, that would address each of our redesign principles and respect where we are in the governance journey

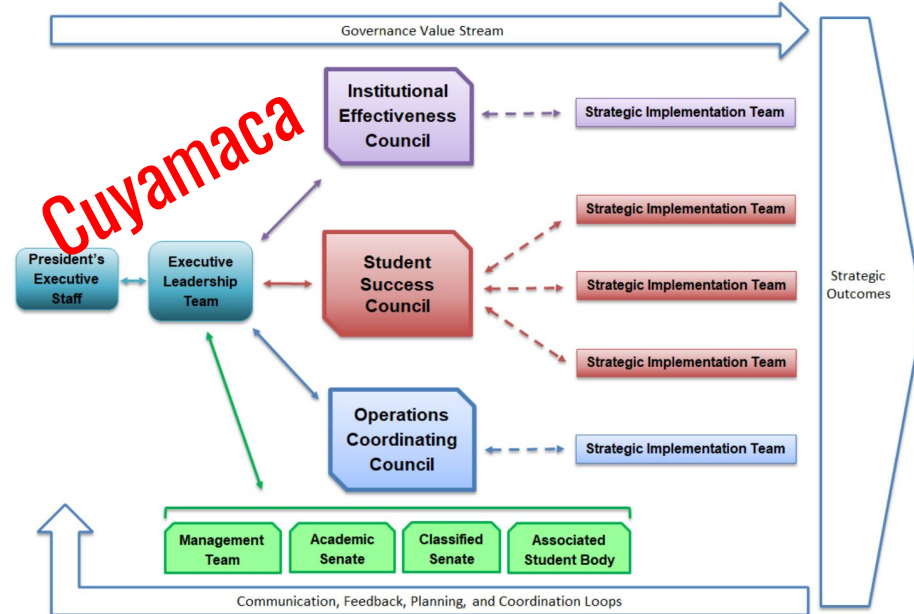
Our homework...



To this...

ARC GOVERNANCE SYSTEM REDESIGN GRAPHIC

Strategic, Streamlined, Agile, Inclusive, Value, & Results-Based



To go from this...

To inform this work, we...

- Conducted a participatory governance survey
- Presented the redesign process and charge to various councils/senates/groups
- Asked committee/council chairs to complete a feedback form and have a discussion about the governance redesign (using template slides) in one of their group meetings
- Reviewed the American River College Governance Handbook, council, and committee responsibilities
- Reviewed other colleges' governance structures and council/committee responsibilities
- Analyzed the current structure and list of councils/committees and brought those together with the ARC governance structure

Questions We Asked Council/Committee Chairs to Discuss

Is the group operational or participatory governance in nature?

How does the group directly support the college's achievement of its four strategic priorities?

Are there other groups (committees, councils, task forces, work groups) on campus that have a charge/purpose similar to this group?

Is the group focused primarily on:

- Planning and evaluation,
- Implementation, or
- Operations?

Re-Thinking Our Governance Groups

OPERATIONAL

- Exist to ensure the regular work of the College, including ongoing processes and tasks, are completed
- Focus on implementation
- May be cross-functional groups or department-specific groups
- Membership is based on expertise and/or role/membership within a department

PARTICIPATORY GOVERNANCE

- Recommending bodies to the Executive Cabinet/President
- Focus on governance tasks and informing policy changes
- Broad representation from campus constituent groups

According to Our Most Recent Shared Governance Handbook, these are Cuyamaca's Governance Groups:

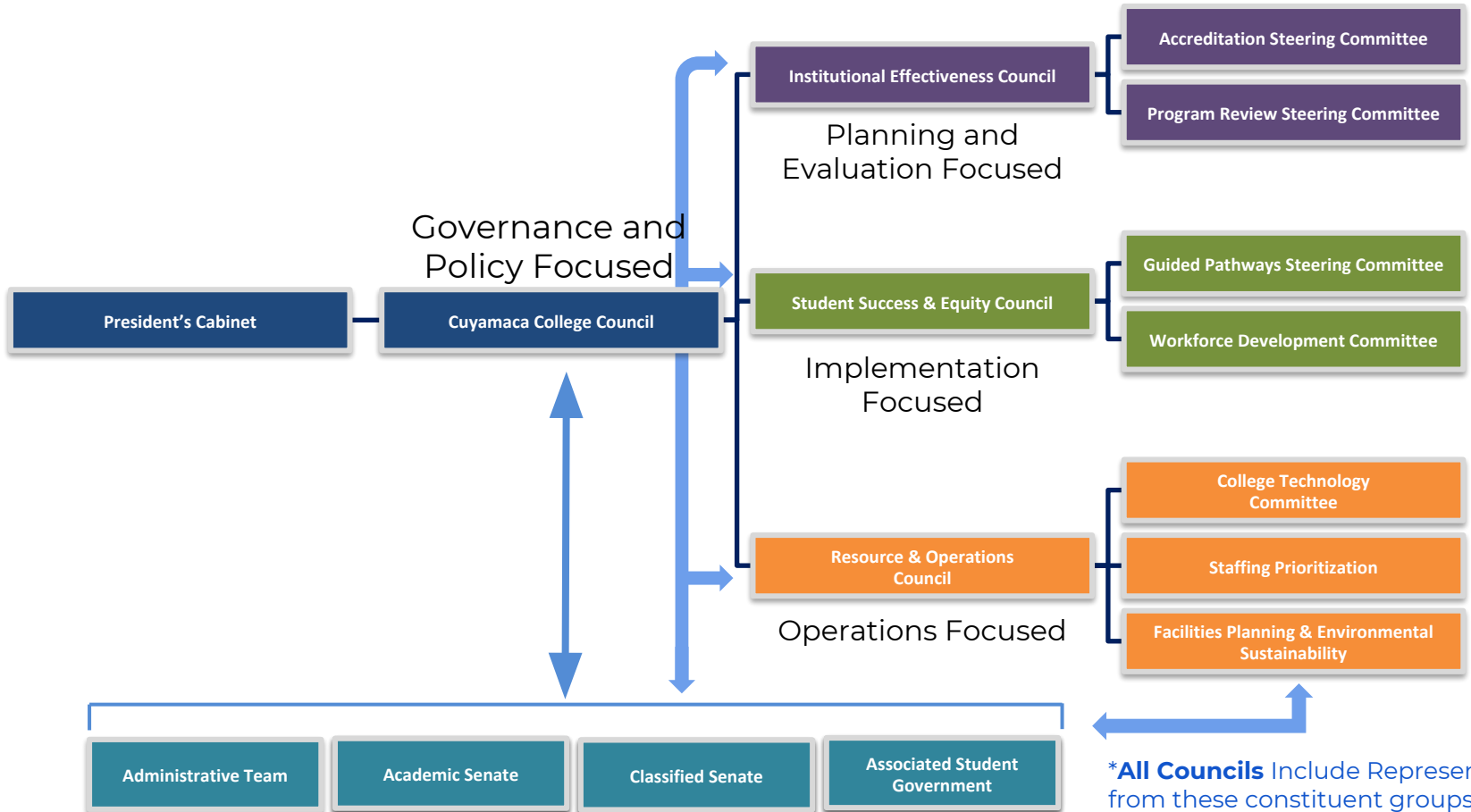
- Accreditation Steering Committee
- Administrative Council
- Administrative Services Program Review & Planning Committee
- College Technology Committee
- Curriculum, General Education and Academic Policies and Procedures Committee
- Cuyamaca College Council
- Diversity, Equity & Inclusion Committee
- Emergency Preparedness Committee
- Enrollment Management & Marketing Committee
- Environmental Sustainability Planning Committee
- Executive Program Review & Planning Committee
- Facilities Planning Committee
- Institutional Effectiveness Committee
- Instructional Council
- Instructional Program Review & Planning Committee
- Late-Add Class Petition Review Committee
- Online Teaching & Learning Committee
- Petitions Committee
- Professional Development Committee
- Scholarship Committee
- Student Center Advisory Committee
- Student Discipline & Grievance Hearing Committee
- Student Learning Outcomes & Assessment Committee (SLOAC)
- Student Services Council
- Student Services Program Review & Planning Committee
- Student Success & Equity Committee
- Tutoring Center Advisory Committee
- Workforce Development Committee

*But do all of these groups function as participatory governance groups?
Are there groups that function as operational groups?*

With An Emphasis on **Function**, we are proposing an updated structure

- **Planning and Evaluation:** Developing plans and goals at any level (college, division, unit), evaluating progress toward goals, advancing data-informed decision-making
- **Implementation:** Focused on carrying out college-wide, division-level, or other initiatives
- **Operations:** Developing and carrying out operational practices/processes related to facilities, budget, personnel, technology and other resources

Cuyamaca College Proposed Participatory Governance Structure -- Draft



A Closer Look: **College Council Proposed Charge**

- **Policy and Governance-Focused:** Consultation council, provides oversight for participatory governance, leadership, and communication with constituency groups
- Through collaborative consult with the President's Cabinet, provides **oversight and guidance** for Council and Committee Charters; makes **recommendations for policy-related changes** through appropriate District channels; makes **final recommendations to the President**; **provides ongoing accountability for councils and committees**; ensures transparent **communications** to and from all governance and constituency groups

A Closer Look: **Student Success and Equity Council Proposed Charge**

- **Implementation-Focused:** Emphasis on carrying out college-wide, division-level, or other initiatives
- Operates through a charter from College Council, focuses on **leading success and equity-minded change across the College** and engaging the college community to effectively address the College's Strategic Priorities of Acceleration, Guided Student Pathways, and Student Validation; **develops and implements the CCCCO Integrated Plan;** sponsors student success and equity strategic implementation with direction from the College Council; identifies and communicates **cross-functional council support needs;** provides an effective process for leadership development for constituency participants.

A Closer Look: **Institutional Effectiveness Council**

Proposed Charge

- **Planning and Evaluation-Focused:** Developing plans and goals at any level (college, division, unit), evaluating progress toward goals, advancing data-informed decision-making
- Operates under a charter sponsored by the College Council; provides **coordination for integrated planning** (comprehensive program review and annual updates, strategic planning); guides college-wide **planning, research, and evaluation**; informs research and decision support policies and processes; integrates and **coordinates institutional effectiveness-related training and activities**; supports **planning and evaluation of college systems and processes** to maximize institutional effectiveness, ensures the College maintains compliance with appropriate accreditation standards.

A Closer Look: **Resource and Operations Council**

Proposed Charge

- **Operations-Focused:** Developing and carrying out operational practices/processes related to facilities, budget, personnel, technology and other resources
- Operates through a charter from College Council, ensures essential college operations and **makes recommendations to College Council regarding college-wide priorities for resource allocation;** coordinates targeted planning, problem solving, and oversight for essential college operations and facilities functions including **budget, capital improvements, technology, public safety and emergency preparedness, maintenance, and environmental sustainability;** responds to support requests from the Student Success and Equity Council and Institutional Effectiveness Council.

Other College Committees and Meeting Groups

Leadership Advisory Teams

- Administrative Leadership Advisory Team
- Instructional Leadership Advisory Team
- Student Services Leadership Advisory Team

Academic Senate

- Curriculum, General Education and Academic Policies & Procedures Committee
- Online Teaching & Learning Committee
- Learning Assistance Center Advisory Committee

Operational Committees/Groups

Instruction

- Late-Add Class Petition Review Committee

Student Services

- Petitions Committee
- Scholarship Committee
- Student Discipline & Grievance Hearing Committee
- Transfer Center Advisory Board

Administrative Services

- Cashiering Appeals Committee
- Emergency Preparedness Committee
- Student Center Advisory Committee

Activity: Engage with the New Governance Structure

What are your initial impressions of the proposed governance structure?

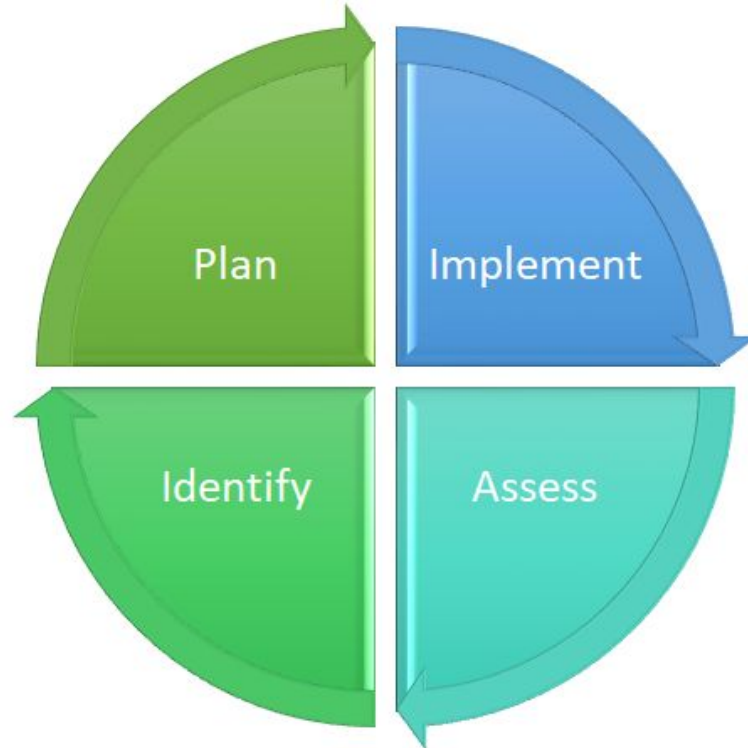
How might we leverage the new structure to better facilitate the achievement of our strategic priorities?

What questions/suggestions do you have regarding the 4 major participatory governance councils included in the proposed structure?

How can the College most effectively communicate the proposed governance structure to the campus community?

What are the implications of these changes for your work?

Continuously Improving Our Governance Structures and Processes



The Work Continues!

Additional Governance Redesign Objectives

- **Improve governance structures and processes to more effectively advance strategic goals and priorities** through regular evaluation
- **Document** process for providing opinions/input on decision-making
- **Facilitate engagement** of campus faculty, staff, administrators, and students in participatory governance
- Clearly **define and document roles and responsibilities** of governance groups and members
- Integrate **accountability** into the governance group work
- Improve **documentation and communication** of governance structures, processes, and outcomes

How can you provide additional input to inform this work?

Through your committee work (discussions this spring, provide input to chairs)

Through the participatory governance feedback form:

<https://www.surveymonkey.com/r/955LMVB>

Through your constituent group (e.g., Academic Senate, Classified Senate)

Questions/Comments

Thank You!