

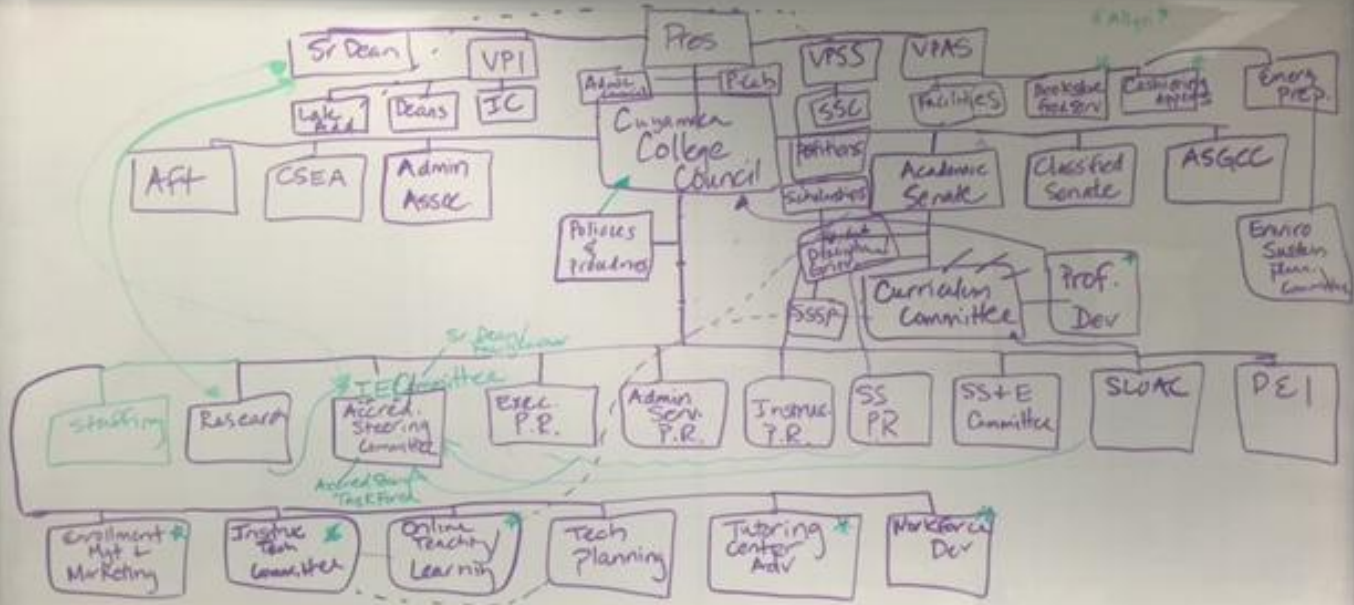


C U Y A M A C A
· C O L L E G E ·

Governance MINI Retreat Debrief

March 8, 2018
Student Services Council

THE WHY



How We Have Previously Defined Governance at Cuyamaca

Participative decision-making at Cuyamaca College is achieved in the spirit of cooperation, collaboration, and collegiality. **It promotes the mission, vision and values of the college** and ensures their achievement through the **planning process, initiatives, policies and procedures**. The purpose of the Cuyamaca College governance structure is to **provide each constituency group the opportunity to participate in planning processes, and initiatives and the development of college policies and procedures through their representatives**. Functionally, this is organized and carried out through a system of **committees, councils, and task forces** created to formalize collegiality, facilitate communication, solve issues at the levels closest to the individuals affected, and develop effective plans and processes. These structures provide opportunities for all interests to be considered and a resolution to be reached. The final authority for governance at Cuyamaca College is the Governing Board. The Governing Board delegates authority to the President through the District Chancellor. The President and all constituency groups are committed to a functional and effective participative decision-making process.

Activity: 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

*Which of these groups function as participatory governance groups?
Which groups function as operational groups?*

Governance Redesign Timeline

[Documentation from College Council](#)

How would you describe our participatory governance...

Structures?

Processes?

Communication?

Some Perspectives from the Campus

Participatory Governance Survey Results

Participatory Governance Survey Results

65 responses

52% of respondents were faculty

39% of respondents were classified staff

63% of all respondents were currently serving
on a committee or council



Feedback: Communication

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

Yet, **56%** - of respondents said it was easy to find information on governance groups via our website

Feedback: Efficiency



Only **40%** of respondents said
our governance groups
function efficiently

What is **working well**?

“The culture is generally positive.”

“Work is getting done!”

“We have made great strides in increasing student success.”

“More things are getting posted to website for transparency. A trend in the right direction.”

“We have excellent faculty and staff. We have open communication.”

“Open, collegial discussion”

What could be improved? **Efficiency**

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

“1. There are just too many groups and meetings; 2. the current structures are not cross-functional and are not well designed to facilitate Guided Pathways collaboration.”

“I think it can be a bit laborious or more accurately, redundant, for those of us who are on multiple bodies. We hear a lot of the same reporting out at each meeting.”

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

What could be improved? **Communication**

“Communication of said decisions, or pertinent information in general, needs to be more streamlined...maybe we have a standardized reporting sheet that all committee members can access and return back to their representative groups.”

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

“The website and intranet are a mess. There are not in any way intuitive...”

“...website is getting unruly. “About us” section is huge. We need a total redesign of website to make it easier to find info. Some info is posted in several places (redundancy) or not at all. What is the process to getting things posted? Does every committee chair know this process?”

What could be improved? **Accountability**

“I don’t think we are closing the loop with regard to program review driving institutional effectiveness decisions and budget...”

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

“Establish program level goals and support affecting student success. For example, who are our students?”

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

Additional Feedback:

Recommendations to the College

- Create goals for each committee annually
- Develop an orientation for new governance group members (general overview of roles and responsibilities and expectations for communication)
- Create a glossary of governance and campus terms and acronyms
- Develop a summary or newsletter regarding campus-wide decisions and critical governance group work - publish in the weekly digest
- Foster a campus culture that promotes professional development and governance engagement

Recommendations from SSC?

What would you like to see change about our participatory governance structures, processes, and/or communication?

Other feedback?

Guiding Principles for Governance Redesign Work

Transparency

Efficiency

REPRESENTATION

Accountability

Evaluation/Improvement

ALIGNMENT

Clarification of Roles

Governance Redesign Work Plan

- **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
- **Improve governance structures and processes to more effectively advance strategic goals and priorities** through regular evaluation

Conceptualizing Our 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

How can you engage in 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)

Action Items for March/April

- Present progress on governance redesign and collect input from Academic Senate
- Revise group homework/feedback form and send to chairs
- Require chairs to discuss participatory governance redesign work and collect input from their groups during a meeting this spring
- Develop new participatory governance structure (inspired by CAGP-participating American River College)

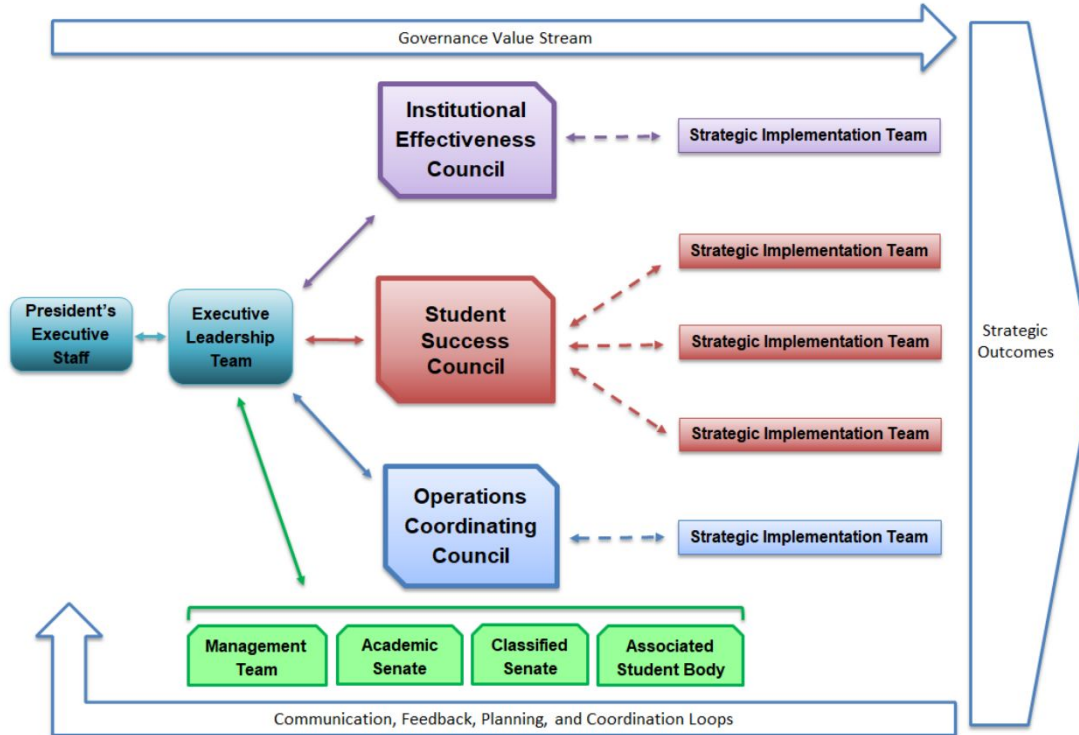


Create governance redesign [webpage](#) with all information on the project

American River College P-Gov Model

ARC GOVERNANCE SYSTEM REDESIGN GRAPHIC

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



Preview of April Retreat

- Review feedback from chairs and the campus community
- Discuss recommendations for improving efficiency of the governance structure: communication and accountability
- Examine current integrated planning process
- Discuss integrated planning model for 2018-19