CUYAMACA
· COLLEGE ·

Governance Retreat

Friday, December 8, 2017

Agenda

10:00a Welcome and Overview of Current Governance Structure

10:30a The Why: Guiding Principles for Our Governance Work

11:30a Common Terms and Definitions for Participatory Governance

12:00p Lunch

12:30p Integrated Planning Process Revision

1:15p Governance Group Member Roles and Responsibilities Discussion

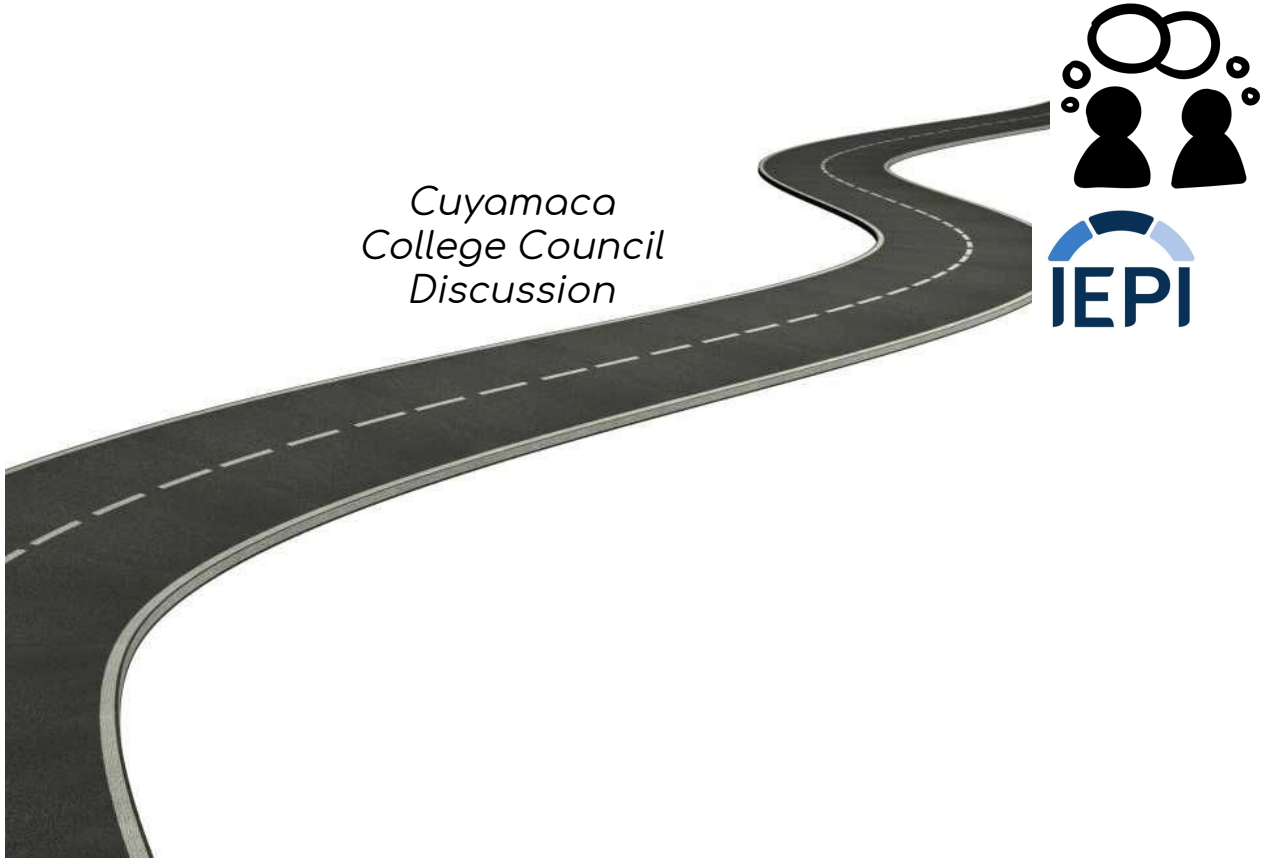
1:45p Wrap-Up and Next Steps

Goals for Today

- Develop **shared terms and definitions** related to participatory governance groups and processes
- Identify **roles and responsibilities** for governance group members
- Discuss needs related to **governance group documentation** (e.g., standard template for meeting agendas, minutes, goals, outcomes reporting)

+ **Develop **guiding principles** for our governance reorganization work**

The History of Our Governance Work



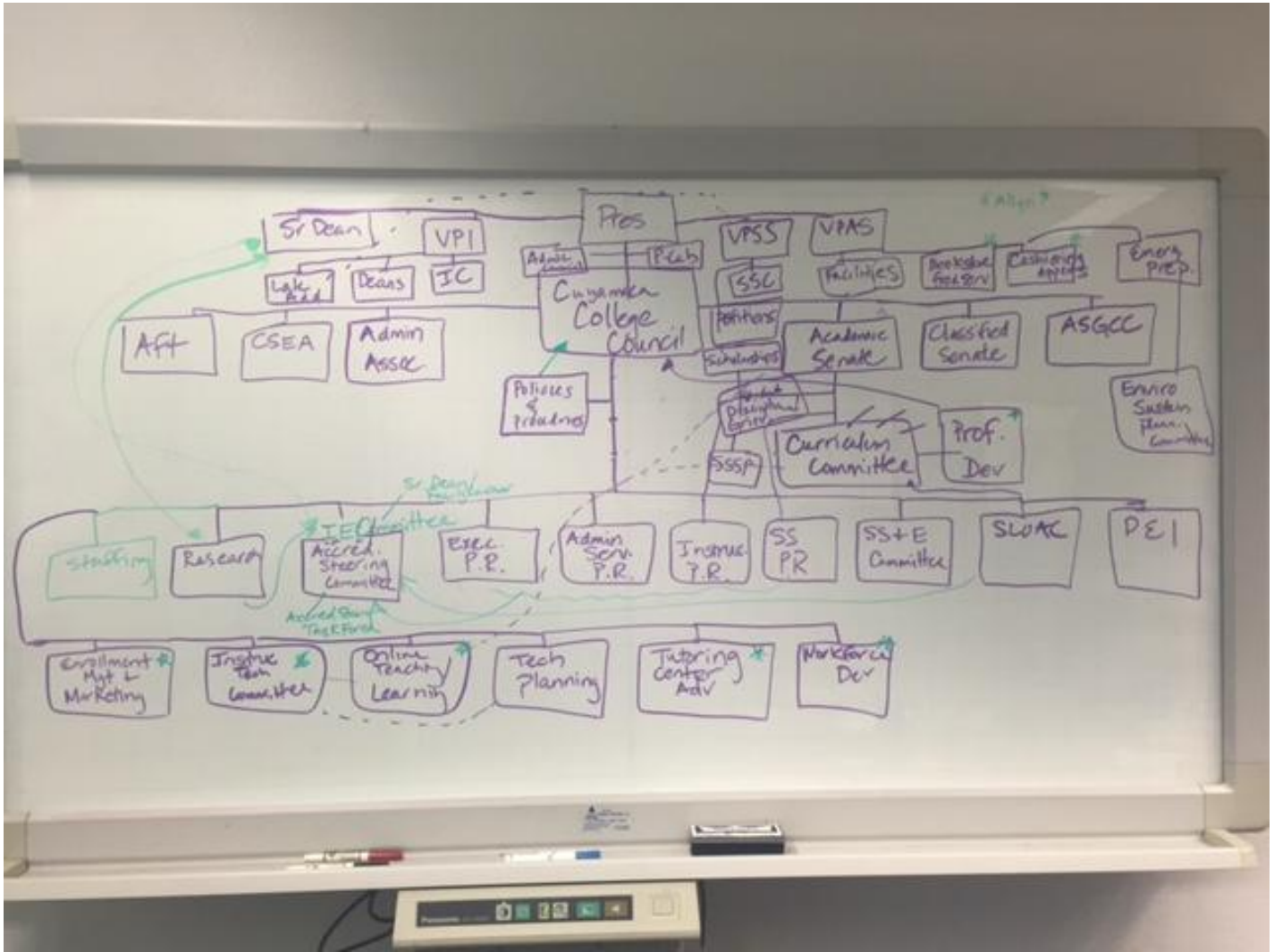
Governance Redesign Achievements To-Date

Technology Committee Revision

Institutional Effectiveness Committee (formerly Research Committee)

But there's still more work to do!

Taking Stock of Our Current Governance Structure


Sr Dean
VPI
Pres
VPSS
VPAS
Deans
IC
SSC
Cuyamaca College Council
Academic Senate
Classified Senate
ASGCC
AFT
CSEA
Admin Assoc
Policies & Procedures
Curriculum Committee
Prof. Dev
SSSP
Research
Accred. Steering Committee
Exec P.R.
Admin Serv. P.R.
Instruc P.R.
SS PR
SS+E Committee
SLOAC
PEI
Enrollment Mgt & Marketing
Online Teaching Learning
Tech Planning
Tutoring Center Adv
Workforce Dev

Cuyamaca's Current 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 & Basic Skills Committee
- Student Success & Equity Committee
- Tutoring Center Advisory Committee
- Workforce Development Committee

Perspectives on our Governance Structures and Processes: **Faculty**

The Details

- 82 Full time Faculty
- New Faculty:
  - 20 Tenure Track:
    - 2 1st year
    - 12 2nd year
    - 1 3rd year
    - 5 4th year
  - 1 Non-Tenure Track

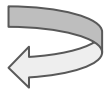
Want to see how busy you are?

Does NOT include Screening Committees

- 78% of FT Faculty are serving on at least 1 committee (64/82)
  - 18 no current committee service
  - 25 serve on 1 committee
  - 15 serve on 2 committees
  - 8 serve on 3 committees
  - 9 serve on 4 committees
  - 3 serve on 5 committees
  - 3 serve on 6 committees
  - 1 serves on 7 committees

Perspectives on our Governance Structures and Processes: **Classified Staff**

- **Need for clearer delineation of member duties & committee purpose.**
  - What role do I play?
  - Context- playing catch up
- **Need for shared vision and goals to connect to the above.**
  - How can we measure our effectiveness as a group and as individuals? Are we doing our job?
  - Accountability
- **Need for improved efficiency & streamlining of communication**.
  - Lack of clarity in reporting/recommendation structure/decision-making= confusion.
- **Transparency & clear links to decision making and planning.**
- **Participation factor!**
  - Never enough people or time.
  - Have to be strategic in our utilization of resources and expertise. Efficiency is key.
  - Is constituent representation consistent or equitable? Culture change around ability to serve.
  - Fear of not being heard or valued.

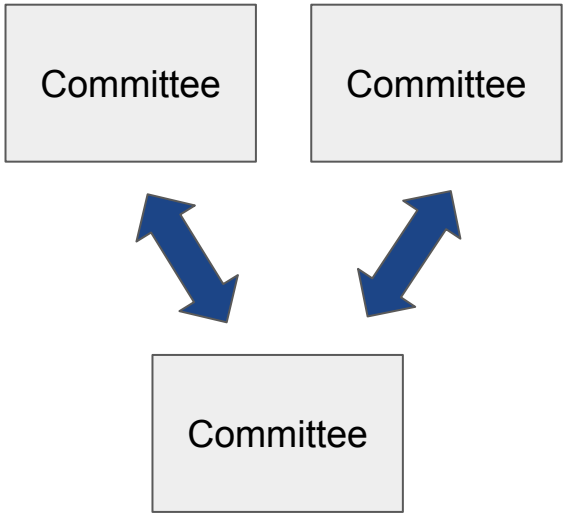


Activity 1:
Map Out Our Current Governance Structures

Questions for Consideration:

- Where would you find out about our governance structure?
- Which committees report to College Council?
- Which committees report to the Academic Senate?
- How are other committees structured/to which group or body do they report?

Your Illustration Tools:



Activity 2: *The Why* --
Guiding Principles for Our Governance Work

What are the **strengths** of our current governance…

- Structure?
- Processes?

What are the **limitations** of our current governance…

- Structure?
- Processes?

Engage in discussions at your table and report back to the larger group

The Why:
Guiding Principles for Our Governance Work

Now, considering what you discussed at your table on our governance strengths and limitations…

What two things are the most important principles to guide our governance work moving forward?

Engage in discussions at your table and report back to the larger group

Governance Terms & Definitions

Activity 3: Let's Talk Governance

How would you define participatory governance at Cuyamaca?

What terms do we use to describe our governance groups?

How do the terms we use relate to each group's structure or function?

Let's Talk Governance: GCCCD Definitions

Council

Councils are composed of administrators and/or executive representatives of faculty, staff, or student organizations. A council often directs the work of numerous committees or task forces. A council meets regularly and serves as an executive advisory body.

Committee

Committees are composed of a variety of individuals whose scope of work is narrower than a council. A committee reports its recommendations to senior administrators or a council. Committees typically have an ongoing purpose and meet regularly.

Steering committees are charged with overseeing and directing large scale initiatives and may oversee other committees or subcommittees.

Screening and interview committees screen applications for the most appropriately qualified applicants to interview, conduct preliminary interviews, and recommend applicants for final interviews.

Task Force

A task force may be composed of a variety of individuals relevant to its purpose. Task forces are created to address a specific issue and meet until its charge has been completed. Upon conclusion of the task, the group is disbanded.

How would you define our different governance group categories?

Council

Committee

Task Force

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*Which of these groups should be **participatory governance** groups?*

Lunch Break

Integrated Planning Process

What is “Integrated Planning?”

“Ensuring that your performance as an institution (which can be assessed through your planning processes) is in balance with your mission! Ultimately – to increase your effectiveness – enabling you to achieve the greatest outcomes!” -ASCCC (2014)

I.B.3: “The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and reevaluation. Evaluation is based on analyses of both quantitative and qualitative data.” (ACCJC, 2014)

What is “Integrated Planning?”

II.A.2.f: “The institution engages in ongoing, systematic evaluation and integrated planning to assure currency and measure achievement of its stated student learning outcomes for courses, certificates, programs including general and vocational education, and degrees. The institution systematically strives to improve those outcomes and makes the results available to appropriate Constituencies.” (ACCJC, 2014)

III.A.6: “Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement.” (ACCJC, 2014)

What is “Integrated Planning?”

III.C.2: “Technology planning is integrated with institutional planning. The institution systematically assesses the effective use of technology resources and uses the results of evaluation as the basis for improvement.” (ACCJC, 21014)

III.D.4: “Financial resource planning is integrated with institutional planning. The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as the basis for improvement of the institution.” (ACCJC, 2014)

How would you describe the College's annual planning and resource allocation process?

Which governance groups are involved in the process?

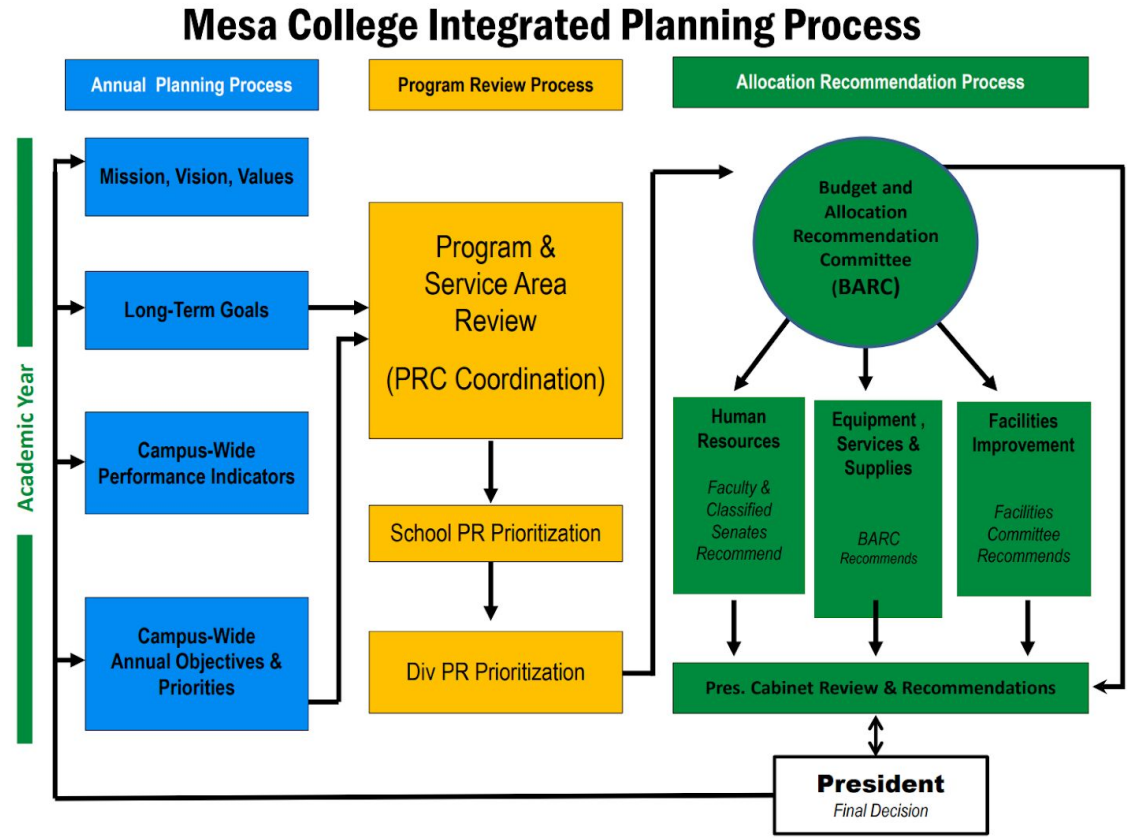
What guides the decision-making process?

How does information flow through the College's governance structure?

Who makes the ultimate decision on what to fund each year?

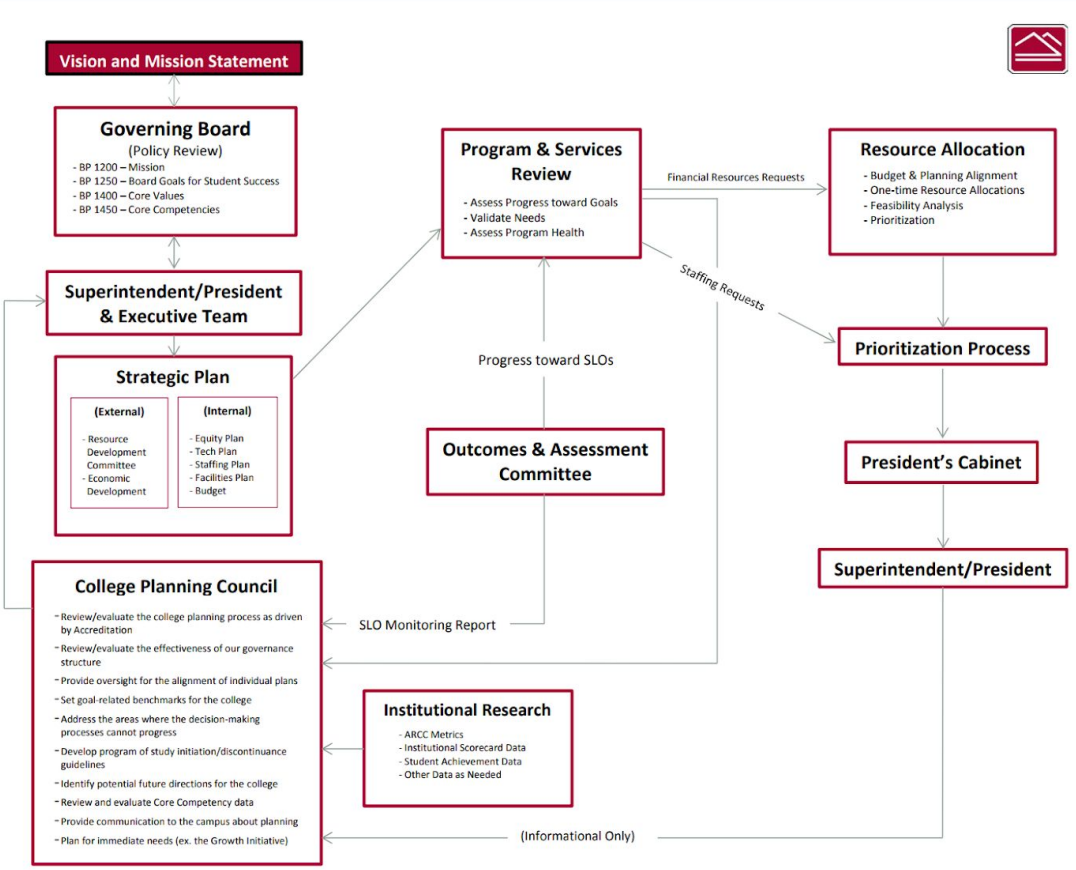
How is feedback (regarding plans and resource requests) provided to the campus community?

Examples of Integrated/Annual Planning Process



Approved: September 18, 2012, President's Cabinet Meeting
San Diego Mesa College

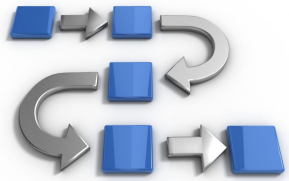
Examples of Integrated/Annual Planning Process



Activity 4: Illustrate the College's Current Integrated Planning Process

1. Identify/select the index cards for **each governance group** involved in the annual planning and resource allocation process

2. Place index cards on the giant Post-It and draw arrows to show **information flow**



3. Write in any additional **factors/considerations** that impact annual planning at the College

Integrated Planning Process Reflections and Recommendations

What did you notice as you were drawing the annual planning and resource allocation process?

Was the process clear?

Was everyone in the group in agreement on the information flow?

How could the process be improved?

Governance Group Member Roles & Responsibilities

Governance Group Member Communication

How would you describe communication of information, including discussions and recommendations, between governance group members and their constituent groups?

What are governance group member responsibilities related to communication?

How are expectations and responsibilities communicated to governance group members when they join a group?

Wrap-Up and Next Steps