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...
Governance Redesign Timeline

2016

Documentation from College Council

December 8, 2017 Retreat

February 27, 2018 Retreat

Now

Governance Redesign Web Page

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-organization of a few specific committees. In 2017, the College engaged the assistance of an Institutional Effectiveness Partnership Initative (IEPI) Partnership Resource Team (PRT) to assist with this governance redesign process (as well as student learning outcomes 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.

In December 2017, the faculty, staff, administration, 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 full 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 go from this...

To this...

ARC GOVERNANCE SYSTEM REDESIGN GRAPHIC

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

Governance Value Stream

Institutional Effectiveness Council

Strategic Implementation Team

Student Success Council

Strategic Implementation Team

Operations Coordinating Council

Strategic Implementation Team

Management Team

Academic Senate

Classified Senate

Associated Student Body

Cuyamaca
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

*All Councils* include representation from these constituent groups.

**Governance and Policy Focused**
- President’s Cabinet
- Cuyamaca College Council

**Planning and Evaluation Focused**
- Institutional Effectiveness Council
- Accreditation Steering Committee
- Program Review Steering Committee

**Implementation Focused**
- Student Success & Equity Council
- Guided Pathways Steering Committee
- Workforce Development Committee

**Operations Focused**
- Resource & Operations Council
- College Technology Committee
- Staffing Prioritization
- Facilities Planning & Environmental Sustainability

**Administrative Team**
**Academic Senate**
**Classified Senate**
**Associated Student Government**
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

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<th>Leadership Advisory Teams</th>
<th>Academic Senate</th>
<th>Operational Committees/Groups</th>
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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!