



Participatory Governance Redesign Timeline

CCC Meeting Date	Notes
June 20, 2016	<p><b>Participatory Governance Structure</b></p> <p>Julie advised that, during their meeting tomorrow, the CCC tri-chairs will revisit the Participatory Governance Structure, review how the councils/committees work together, and look for opportunities to make improvements.</p>
July 26, 2016	<p><b>Participatory Governance Structure</b></p> <p>Julianna Barnes displayed a draft <a href="#">participatory governance flow chart</a> showing current and proposed structures. She explained that this is just a portion of the councils and committees, and is not a comprehensive list. Julie shared her vision for the new Institutional Effectiveness (IE) division and how they might envelop the work of several committees. Council members discussed whether IE would oversee the staffing prioritization or if there should be a separate committee. The consensus was that a separate committee would be better, and a staffing prioritization task force (consisting of the eight program review co-chairs plus the Classified Senate President) will be piloted during the fall. Council members also agreed to move forward with the easy changes proposed in the displayed model, but that review of the full structure will be ongoing.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"><li>· Governance Structure: Alicia will discuss collapsing the technology committees with appropriate parties. Sahar will champion combining the facility/environmental sustainability committees. Once CCC has developed a proposal, they will need to determine if/when to vet the changes through the constituent groups in the fall.</li><li>· Staffing Prioritization Task Force (Group of 9): The plan to pilot the staffing prioritization task force will be vetted through the Instructional Council, Student Services Council, Academic Senate, and Classified Senate. Program Review co-chairs will send the most updated version of their respective staff/faculty request form, along with the rubric used for prioritization, to Valeri Wilson. The group will meet to determine a plan for piloting the task force this fall, and have a unified message to vet through constituent groups.</li></ul>

<p>August 23, 2016</p>	<p><b>Proposed Participatory Governance Structure</b></p> <p>Alicia Muñoz reminded Council members of the <a href="#">participatory governance flow chart</a> showing current and proposed structures for a portion of the councils and committees, and the desire to simplify the shared governance process. After discussing the changes, Council members agreed to move forward with the easy changes proposed in the displayed model.</p>
<p>October 25, 2016</p>	<p><b>Review of the Cuyamaca College Governance Structure</b></p> <p>Julianna Barnes displayed the <a href="#">Participatory Governance Flowchart</a> with a reminder that we are looking at opportunities to make the structure more efficient. Julie advised that the IEPI includes looking at how to be more productive, and the structure can be part of the discussions.</p>
<p>November 8, 2016</p>	<p><b>IEPI Team Visit—Spring 2017</b></p> <p>Julianna Barnes provided background information in the Institutional Effectiveness Partnership Initiative (IEPI), which was developed to assist colleges with institutional needs. Cuyamaca asked for assistance with integrated planning and program review; participatory governance and decision making (governance structure); and ensuring we use data, both qualitative and quantitative, more robustly. A team of 4-5 peers will visit the college twice in the spring. The first visit is for the initial gathering of information, and the second is to help us develop a plan with improvement strategies and timelines. Participation comes with a grant of up to \$200,000 to help implement plans. Julie should know by December who is on the team and when they are coming.</p>

<p>December 13, 2016</p>	<p><b>IEPI Team Visit</b></p> <p>Julianna Barnes announced that Bri Hays will leading the IEPI efforts for the college. A team of peers will come to the college in the spring to assist with integrated planning and program review; participatory governance and decision making (governance structure); and ensuring we use data, both qualitative and quantitative, more robustly. We are waiting to hear back regarding dates for the visit and meetings to schedule. We will want to ensure broad participation and understanding in how this will help serve our college.</p> <p><b>Participatory Governing Structure Revisited</b></p> <p>Julie reminded Council members that some committee changes have already started (such as deleting the College Policies &amp; Procedures Committee), and the IEPI team will help with finding opportunities for better efficiency in the governance structure.</p>
<p>February 14, 2017</p>	<p><b>IEPI Team Visit</b></p> <p>Bri Hays provided background on the Institutional Effectiveness Partnership Initiative (IEPI), and reminded Council members of our three self-identified areas of focus (integrated planning and program review, governance structure, and using data more robustly). A Partnership Resource Team (PRT) will visit the college on March 21 and again on May 2. The first visit is largely to gather information. Bri asked everyone to hold these dates on their calendars, as this Council is a key group for meetings with the PRT. During the second visit the team will help us to craft a plan to address the identified issues. Once the plan is developed, there is an opportunity to receive up to \$200,000 from the State Chancellor’s Office to address the issues. Julie announced that colleges have the opportunity to go through the process a second time. After the third visit, the college could apply a second time with new self-identified areas of focus. She suggested that Student Learning Outcomes (SLOs) might be an idea to include in a second round of visits.</p>

<p>March 14, 2017</p>	<p><b>IEPI PRT Visit</b></p> <p>Bri reminded Council members that the first Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (PRT) visit to Cuyamaca College is scheduled for next Tuesday, March 21. The first visit will be to gather information, and she anticipates questions about how the colleges currently operates, processes in place, program review, resource allocation, and decision-making and recommendation-making processes. The PRT will write a report summarizing what they heard and we will have the opportunity to provide feedback. The PRT will return on May 2 to help us develop an action plan, and then we can apply for up to \$200k. Bri encouraged everyone to participate in the meetings and engage in the process.</p>
<p>April 11, 2017</p>	<p><b>IEPI Visit – May 2 and May 23</b></p> <p>Bri announced that the Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (PRT) visits have been rescheduled to May 2 and May 23 for the first two (out of three) visits. The three areas of focus as originally submitted were integrated planning and program review, participatory governance and decision making (governance structure), and ensuring we use data more robustly. Julie shared that the delay has allowed the college to shift the areas of focus. Since the new Institutional Effectiveness, Success and Equity Department has been addressing the data issues and needs, Student Learning Outcomes (SLOs) will replace that area of focus. Additionally, outcome assessment will be included along with the integrated planning portion. Bri commented that she will soon send out a revised agenda. She also asked everyone to review the invitation list and let her know if there is anyone else who should be included.</p>
<p>April 25, 2017</p>	<p><b>IEPI PRT Visit on May 2</b></p> <p>Bri announced that the Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (PRT) will be here next Tuesday, May 2, for their first visit. The 4-person team is comprised of a president, researcher, faculty member, and classified staff member. The invitation and agenda will be sent out soon. Bri reminded everyone that the first visit will be an “appreciative inquiry” visit. The team will then prepare a summary of what they heard us say, and we will have the opportunity to provide feedback. The team will return on May 23 to help us start drafting a plan to address the issues.</p>

May 9, 2017	<p><b>IEPI PRT Visit Debrief</b></p> <p>Bri thanked everyone for participating in the Institutional Effectiveness Partnership Initiative (IEPI) Partnership Resource Team (PRT) visit on May 2. She said the sessions were very productive, with some helpful activities. The PRT will write a Menu of Options (MOO) to help address our areas of focus and will return on May 23 to help the college write an improvement plan. Bri will send the MOO to all Council members once it is received. She reminded Council members that, after the second visit, the college can apply for \$200k to help implement the plan; and the PRT will return next fall for a third visit. Council members commented on the overall sense of collegiality with the PRT, and that it would be helpful to be on a PRT visiting another college.</p> <p><b>Action:</b> Bri will forward the MOO once it is received.</p>
July 20, 2017	<p><b>Institutional Effectiveness Partnership Initiative</b></p> <p>Bri's <a href="#">presentation</a> included an outline of the Partnership Resource Team (PRT) process. She announced that the college's implementation plan has been approved and that we will receive \$200,000 to spend in the 2017-18 academic year to implement the plan. Bri asked Council members to think about whether this group would be the taskforce charged with creating a more efficient governance structure.</p>

<p>August 22, 2017</p>	<p><b>Review of Council Charge, Responsibilities, &amp; Composition</b></p> <p>Julianna Barnes displayed the <a href="#">Cuyamaca College Council (CCC) Charge document</a>. Council members reviewed the charge, responsibilities, and composition. Conversations included: whether to include "data informed" in the responsibilities; whether the Charge what this Council is actually doing and is there a more efficient way of accomplishing those things; this body does a lot with the strategic priority of Organizational Health; revisiting communication and what is disseminated to constituent groups in terms of updates received; and having a place for updates so information does not need to be repeated at so many meetings. Council members were asked to consider whether revisions are needed to the CCC charge, responsibilities, goals, and/or membership.</p> <p>Julie noted that a focus in the college's Institutional Effectiveness Partnership Initiative (IEPI) Plan is to make additional improvements to the participatory governance structure. She asked everyone to start the year with a review of the charge, responsibilities, and composition for all committees/councils. Julie asked for volunteers to join the CCC tri-chairs (Julie, Ari, and Kim) in working on the governance structure improvements. Bri Hays and Kathryn Nette volunteered. Members were asked to spread the word to see if anyone else would like to participate.</p>
<p>September 12, 2017</p>	<p><b>Participatory Governance: The Way Forward</b></p> <p>Julie reminded Council members of the Institutional Effectiveness Partnership Initiative (IEPI) areas of focus, including participatory governance. This Council had agreed to be the workgroup to help champion the participatory governance structure improvements. Julie indicated we need an assessment of what changes are needed and a plan to move forward. While the college has been making small improvements, the structure should be reviewed holistically. She recommended that the Council hold an extended meeting/ retreat, likely in November, and include participatory governance as one of the primary areas of focus.</p>

<p>September 26, 2017</p>	<p><b>Continued Discussion of Council Charge, Responsibilities &amp; Composition</b></p> <p>Bri Hays displayed <a href="#">Feedback on the CCC Charge and Composition</a>, collated from responses gathered following the activity at the last Cuyamaca College Council (CCC) meeting. Bri advised that the Council will be revisiting this throughout the fall, and will look at how this Council communicates with other councils and committees. Julianna Barnes provided background on this Council, which started as the Institutional Planning Council, then became the Institutional Effectiveness &amp; Resource Council, and finally the Cuyamaca College Council. She advised that, along with looking at the overall governance structure and the charge of this Council, she is interested in revisiting CCC's composition.</p> <p>Council members discussed the desire to see a visual showing the governance structure and to see models for similar councils. Julie emphasized the importance of knowing what the college set for short- and long-term metrics, so that we can connect to the outcomes the college is trying to achieve; as well as the qualitative data for how the new strategies are impacting the student perspective and experience. She asked Council members to ensure councils and committees are discussing data as it relates to our priorities; monitoring that; and looking at efficacy of our efforts as they relate to data in both the short-term and long-term perspectives.</p>
<p>October 10, 2017</p>	<p><b>Continued Discussion of Council Charge, Responsibilities &amp; Composition (<i>Julianna Barnes</i>)</b></p> <p>Julie showed a <a href="#">handwritten diagram of the governance structure</a> created in June 2016 when the College Council tri-chairs were trying to document the various councils and committees. Julie distributed a Think II Pair II Share activity provided by Bri Hays. Council members worked in teams to think about the committees and task forces they know about, and identify whether those report to the College Council, Academic Senate, or both. The general consensus was that the reporting structure is not clear. Julie also displayed the <a href="#">governance structure organizational chart</a> and ideas developed last year for some of the changes. Council discussed changes already made and some that will not happen. Julie announced there will be a campus-wide dialog about governance on December 8, at a Fall Governance Retreat. Leading up to that, this body will need to engage in order to help inform the way forward with what we think will be an ideal model for Cuyamaca College. At the next meeting Julie plans to have an</p>

	<p>interactive session to start moving things around to see what might be a good model. She emphasized that this team needs to envision what the structure could possibly look like, then get input from the college body before we move forward.</p>
	<p>October 10<sup>th</sup> is the day we sent out the first Save the Date email for the Fall Governance Retreat. The email included all CCC members</p>
<p>November 14, 2017</p>	<p><b>Organizational Health</b></p> <p>§ Participatory Governance (All)</p> <p>s December 8 Retreat (Hays)—Bri shared proposed <a href="#">Retreat Outcomes</a>, or tangible items we could walk away with following the December 8 Governance Retreat. After discussions, Council members supported the Outcomes as presented.</p>
	<p>November 15<sup>th</sup> – sent reminder Save the Date email. Additional reminders sent on November 27<sup>th</sup> and November 29<sup>th</sup>.</p>
<p>November 28, 2017</p>	<p><b>Organizational Health</b></p> <p>§ Participatory Governance</p> <p>s December 8 Retreat (Barnes/Hays)—Julie reminded Council members that the Fall Governance Retreat will be held on Friday, December 8. The retreat discussions will include how the college will use participatory governance to drive decisions related to budget; and student success and equity efforts relating to pathways. The retreat will provide an opportunity to look at the overall governance structure with a broader group.</p>

<p>December 12, 2017</p>	<p><b>Organizational Health</b></p> <p>§ Governance Retreat Recap (Barnes/Hays)—Bri reported that the college made headway in developing guiding principles for restructuring our governance. She will be scheduling similar meetings to continue engaging the whole campus with working on a revised structure. Some of the goals discussed at the retreat included: developing definitions for committee, council, taskforce, etc.; having each committee set goals at the beginning of the year; and finalizing the structural changes to governance bodies by Fall 2018. Council discussed the desire to utilize meeting groups for work, and to differentiate between governance groups vs. operational groups. Bri sent out an evaluation after the retreat and she encouraged everyone to provide feedback.</p>
	<p>January 24<sup>th</sup> – talked about it at Convocation.</p> <p>February 1<sup>st</sup> – sent email to all the same original invitees, including CCC, regarding the mini-retreats on 2/27 and 4/24</p>