



# California Community Colleges

## Institutional Effectiveness

Institutional Effectiveness Partnership Initiative  
Partnership Resource Teams

### Institutional Innovation and Effectiveness Plan Grossmont-Cuyamaca Community College District Date: 5/2/23

Area of Focus	Objective	Responsible Person	Achievement Target Date	Action Steps	Measure of Progress	Status (Visit 3)
<b>A. Participatory Governance: Overall</b>	1. Increase the knowledge and understanding of Participatory Governance among all constituencies, including the roles and responsibilities of constituencies in this structure.	Kerry Kilber Rebman, AVC Technology  Barbara Gallego, Interim AVC Educational Services	1.A. August 30, 2023	A. Utilize the Community College League of California (CCLC) and Academic Senate for California Community Colleges (ASCCC) technical assistance program to educate all constituencies regarding Participatory Governance structures and processes.	A.a. Date for CCLC/ASCCC workshop determined, after working with college and District offices and constituents. A.b. CCLC/ASCCC workshop requested. A.c. Workshop hosted. A.d. Workshop evaluated for next steps.	
<b>B. Participatory Governance: Communication</b>	1. Improve communication between Participatory Governance councils and operational committees and taskforces and their constituents.	Kerry Kilber Rebman, AVC Technology  Barbara Gallego, Interim AVC Educational Services	1.A. June 30, 2024 1.B. June 30, 2024 1.C. June 30, 2024 1.D. June 30, 2024 1.E. August 30, 2024	A. Identify recommended practices for Participatory Governance communication. B. Share recommended practices with constituency groups for feedback; incorporate feedback as appropriate. C. Establish a timeline and distribution list for minutes and notes to be distributed. D. Identify an external group or consultant to assist with a communication audit for Participatory Governance; conduct audit. E. Based on the external communication audit and identified recommended practices in 1.A and 1.B above, develop and implement a	A. Recommended practices identified. B. Feedback on recommended practices obtained from constituency groups and incorporated as appropriate. C. Timeline and distribution list established for minutes and notes distribution. D. External group or consultant identified to assist with communication audit; audit completed. E. Communication plan for governance councils developed, approved, and	

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				communication structure/plan for all councils to utilize, allowing for variations per council as needed.	implemented and included in the District Participatory Governance Handbook (see below).	
	2. Document all agreed-upon communication practices in the updated District Participatory Governance Handbook, and commence implementation.	Kerry Kilber Rebman, AVC Technology  Barbara Gallego, Interim AVC Educational Services	2.A. June 30, 2024 2.B. June 30, 2024	A. Document agreed-upon practices for Participatory Governance communication for inclusion in the District Participatory Governance Handbook (see below). B. Develop and use agenda and minute/notes templates for all district councils.	A. Recommended Participatory Governance communication practices documented. B. Agenda and minute/notes templates developed and used.	
	3. Acknowledge and promote the successes of councils.	Chairs of Council	3.A. June 30, 2024	A. Provide an annual report to District Executive Council (DEC) to acknowledge and promote the accomplishments of Participatory Governance councils.	A. Annual report on accomplishments of councils provided.	
<b>C. Participatory Governance: Culture of Trust and Respect</b>	1. Increase the knowledge and understanding of Participatory Governance among all constituencies, including the roles and responsibilities of constituencies in this structure.	Kerry Kilber Rebman, AVC Technology  Barbara Gallego, Interim AVC Educational Services	1.A. June 30, 2024 1.B. June 30, 2024 1.C. June 30, 2024	A. Schedule and conduct an annual District-Wide Governance Summit at the beginning of each academic year to determine expectations, protocols, communication and strategic priorities. B. Develop and implement an annual council member orientation/training to establish communication and group norms and standards/expectations for participation with the goal of building community within Participatory Governance groups. C. Conduct annual evaluation of councils, review results, and identify action steps for continuous improvement.	A.a. Initial Summit scheduled. A.b. Review of expectations, protocols, communication and strategic priorities conducted A.c. Action items from Summit identified and shared with participants. B. Council member training developed and implemented. C. Annual council evaluations conducted, and results reviewed with action steps identified for continuous improvement.	
<b>D. Participatory Governance: Delineate the differences between District governance (policy) groups</b>	1. Create an effective Participatory Governance structure that is collaborative and focused on equitable	Kerry Kilber Rebman, AVC Technology  Barbara Gallego, Interim AVC	1.A. August 30, 2023 1.B. September 20, 2023; Again before June 30, 2024 1.C. April 30, 2024 1.D. June 30, 2024	A. Engage external coaches or consultants to guide the District through the process of reviewing and updating our Participatory Governance. B. Review other multi-college district Participatory Governance models for consideration.	A.a. Consideration of external coaching and consultants completed A.b. Consultant engaged B. Models reviewed and identified.	

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<b>and District operations</b>	access and outcomes for students.	Educational Services	1.E. June 30, 2024	<p>C. With the assistance of the external consultant, create and adopt a new Participatory Governance structure. The scope of work would include providing recommendations on council structures, charges and compositions; applicable policies and procedures; delineations of governance councils versus operational groups; and maps of how these groups will interact and work together.</p> <p>D. Determine who should be included on councils, by reaching agreement on constituent group representation voting membership versus resource persons who may be invited to specific meetings to inform recommendations.</p> <p>E. Commence implementation of the new structure.</p>	<p>C. Recommendations reviewed and adopted as appropriate.</p> <p>D. Constituency group representation agreed upon</p> <p>E. Implementation commenced.</p>	
	2. Document all approved changes in the updated District Participatory Governance Handbook.	<p>2.A.-2.C.: District-wide Council Chairs</p> <p>2.D.-2.F.: Kerry Kilber Rebman, AVC Technology</p> <p>Barbara Gallego, Interim AVC Educational Services</p>	<p>2.A. June 30, 2024</p> <p>2.B. June 30, 2024</p> <p>2.C. June 30, 2024</p> <p>2.D. June 30, 2024</p> <p>2.E. June 30, 2024</p>	<p>A. Make explicit the responsibility of Constituent representatives to regularly communicate with and gather input from their groups about recommendations made in councils through meetings, newsletters, or other methods. Ensure information and recommendations are shared.</p> <p>B. Develop or utilize existing guidelines to establish quorum rules, then establish as a practice that councils will meet to determine whether a quorum is present instead of canceling a meeting in anticipation of a lack of quorum.</p> <p>C. Document all recommended changes in structure and practice in the District Participatory Governance Handbook.</p> <p>D. Create and document in the Handbook explanations of the importance of policy development and its role in determining the institution's future. Emphasize that having a voice in policy development is as impactful as having a voice in implementing a policy.</p>	<p>A. Responsibility clearly documented in the District Participatory Governance Handbook and in the charge of each council.</p> <p>B. Quorum rules established and documented in the Handbook.</p> <p>C. All changes to structure and practice documented in the Handbook.</p> <p>D. Importance of policy development documented in the Handbook.</p> <p>E. Proxy roles and processes for attendance clearly defined and documented in the Handbook.</p>	

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				E. Clarify and document in the Handbook proxy roles and processes for attendance of invited resources.		

**Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan**

<b>Applicable Area(s) of Focus</b>	<b>Applicable Objective(s)</b>	<b>Description of Resource Needed</b>	<b>Cost of Resource</b>
<b>A. Participatory Governance: Overall</b>	1. Increase the knowledge and understanding of Participatory Governance among all constituencies, including the roles and responsibilities of constituencies in this structure.	Engage technical assistance from the Community College League of California (CCLC) and Academic Senate for California Community Colleges (ASCCC) to educate all constituencies regarding Participatory Governance structures and processes	\$10,000
<b>C. Participatory Governance: Culture of Trust and Respect</b>	1. Increase the knowledge and understanding of Participatory Governance among all constituencies, including the roles and responsibilities of constituencies in this structure.	Schedule and conduct an Annual District-Wide Governance Summit at the beginning of each academic year to review expectations, protocols, communication and strategic priorities, including roles and responsibility of the councils. Provide refreshments	\$5,000
		Develop and implement an annual council member orientation/training to establish communication and group norms and standards/expectations for participation with the goal of building community within Participatory Governance groups.	\$10,000
<b>A. Participatory Governance: Overall</b> <b>D. Participatory Governance: Delineate the differences between District governance (policy) groups and District operations</b>	1. Create an effective Participatory Governance structure that is collaborative and focused on equitable access and outcomes for students.	Engage external coaches or consultants to guide the District through the process of updating Participatory Governance.	\$115,000
		With the assistance of an external consultant, create and adopt a new Participatory Governance structure. The scope of work would include providing recommendations on council structures, charges and compositions; applicable policies and procedures; delineations of governance councils versus operational groups and maps of how these groups will interact and work together.	\$20,000
	2. Document all approved changes in the updated District Participatory Governance Handbook.	Hire a consultant(s) to compile all documents and information to prepare the handbook, create and maintain a website about the process, and generally assist with the process and support the governance structure review.	\$40,000
<b>Total IEPI Resource Request</b> (not to exceed \$200,000)			\$200,000

<b>Approval</b>	
<b>Chief Executive Officer</b>	
Name:	
Signature or E-signature:	Date:

<b>Collegial Consultation with the Academic Senate</b>	
<b>Academic Senate President</b> <i>(As applicable; duplicate if needed for district-level I&amp;EP)</i>	
Name: Pearl Lope	
Signature or E-signature: <i>Pearl Lopez</i>	Date: 05.18.23