



# 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. 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	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) Date for CCLC/ASCCC workshop determined, after working with college and District offices and constituents. b) CCLC/ASCCC workshop requested. c) Workshop hosted. d) Workshop evaluated for next steps.	
	2. Create an effective Participatory Governance structure that is collaborative and focused on equitable access and outcomes for students.	Kerry Kilber Rebman AVC Technology  Barbara Gallego Interim AVC Educational Services	August 30, 2023  September 20, 2023 Again before June 30, 2024	A. Consider engaging 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) Consideration of external coaching and consultants completed b) Consultant engaged  B. Models reviewed and identified.	



<b>B. Communication</b>	1. Improve communication between Participatory Governance councils and operational committees and taskforce and their constituents.	Kerry Kilber Rebman AVC Technology  Barbara Gallego Interim AVC Educational Services	June 30, 2024	A. Identify recommended practices for Participatory Governance communication.	A. Recommended practices identified.	
			June 30, 2024	B. Share recommended practices with constituency groups for feedback.	B. Feedback on recommended practices obtained from constituency groups.	
			June 30, 2024	C. Establish a timeline and distribution list for minutes and notes to be distributed.	C. Timeline and distribution lists established for minutes and notes distribution.	
			June 30, 2024	D. Identify an external group or consultant to assist with a communication audit for Participatory Governance.	D. External group or consultant identified to assist with communication audit.	
			August 30, 2023	E. Based on the external communication audit and identified recommended practices in 1.A above, each governance council will develop and implement a communication structure/plan.	E. Communication plan for governance councils developed and implemented and included in the handbook.	
	2. Document all recommended changes for adoption in preparation for creating a comprehensive governance handbook that reflects the new	Kerry Kilber Rebman AVC Technology  Barbara Gallego Interim AVC Educational Services	June 30, 2024	A. Document agreed-upon practices for Participatory Governance communication for inclusion in the handbook.	A. Recommended Participatory Governance communication practices documented.	
			June 30, 2024	B. Develop and use agenda and	B. Agenda and minute/notes templates	

	governance structure.			minute/notes templates for all district councils.	developed and adopted.	
	3. Acknowledge and promote the successes of councils.	Chairs of Council	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. Culture of Trust &amp; 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	June 30, 2024	A. Schedule annual District-Wide Governance summit at the beginning of each academic year to review expectations, protocols, communication and strategic priorities.	a) Summit scheduled. b) Review of expectations, protocols, communication and strategic priorities conducted c) Action items from summit identified and shared with participants.	
			June 30, 2024	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.	B. Council member training developed and implemented.	
			June 30, 2024	C. Conduct annual evaluation of councils and review results, identify action steps for continuous improvement.	C. Annual council evaluations conducted, and results reviewed with action steps identified for continuous improvement.	

<b>D. Policy Groups vs Operations</b>	1. Create an effective Participatory Governance structure that is collaborative and focused on equitable access and outcomes for students.	Kerry Kilber Rebman AVC Technology  Barbara Gallego Interim AVC Educational Services	April 30, 2024	A. With the assistance of an external consultant, create a new Participatory Governance structure. The scope of work would include providing recommendations on council structures, charges and compositions, delineations of policy versus operational groups and maps of how these groups will interact and work together.	A. Give a progress report to all constituents.	
			June 30, 2024	B. Based on results of training and/or assessment, establish recommendations for an updated structure, including delineated policy and procedures, councils versus operations groups and implement changes in the governance structure in accord with the definitions.	B. Review and adopt recommendations as appropriate.	
			June 30, 2024	C. Determine who should be included on councils, by reaching agreement on constituent group representation voting membership versus resources who may be invited to specific meetings to inform recommendations.	C. Constituency group representation agreed upon	

	<p>2. Document all recommended changes for adoption in preparation for finalizing the comprehensive governance handbook that reflects the new governance structure.</p>	<p>Kerry Kilber Rebman AVC Technology</p> <p>Barbara Gallego Interim AVC Educational Services</p>	<p>June 30, 2024</p> <p>June 30, 2024</p> <p>June 30, 2024</p>	<p>A. Document all recommended changes in structure in the District's Participatory Governance handbook.</p> <p>B. Create and document explanations of the importance of policy development and its role in determining the institution's future for inclusion in the updated handbook. Emphasize that having a voice in policy development is as impactful as having a voice in implementing a policy.</p> <p>C. Clarify and document proxy roles and attendance of invited resources processes for inclusion in the Participatory Governance handbook.</p>	<p>A. All changes to structure documented in the Participatory Governance handbook.</p> <p>B. Importance of policy development documented for inclusion in the updated handbook.</p> <p>C. Proxy roles and invited resources processes clearly defined and documented in the Participatory Governance handbook.</p>	
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## Request for IEPI Resources to Support Institutional Innovation and Effectiveness Plan

Applicable Area(s) of Focus	Applicable Objective(s)	Description of Resource Needed	Cost of Resource
<b>Overall</b>	<p>Create a Participatory Governance structure that allows for more effective, collaborative, and synergistic efforts focused on equitable access and outcomes for students.</p> <p>Document all recommended changes for adoption in preparation for creating a comprehensive governance handbook that reflects the new governance structure.</p>	<p>Consider engaging external coaches or consultants to guide the District through the process of updating Participatory Governance.</p> <p>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</p> <p>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.</p>	<p>\$115,000</p> <p>\$10,000</p> <p>\$40,000</p>
<b>Culture of Trust and Respect</b>	<p>Increase the knowledge and understanding of Participatory Governance among all constituencies, including the roles and responsibilities of constituencies in this structure.</p>	<p>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.</p> <p>Schedule 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</p>	<p>\$5,000</p>
<b>Policy Groups vs Operations</b>	<p>Create a Participatory Governance structure that allows for more effective, collaborative and synergistic efforts focused on equitable access and outcomes for students.</p>	<p>With the assistance of an external consultant, create a new Participatory Governance structure. The scope of work would include providing recommendations on council structures, charges and compositions, delineations of policy versus operational groups and maps of how these groups will interact and work together.</p>	<p>\$20,000</p>
<b>Total IEPI Resource Request</b> (not to exceed \$200,000)			<p>\$200,000</p>



<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:	
Signature or E-signature:	Date:

Wants a more streamlined, more effective structure.

A governance structure allows input into processes.