



Grossmont College

**Participatory Governance Retreat
College Council & Committee Co-chairs**

August 6, 2024

9:00 AM to 4:00 PM

Building 34 (first floor)

Morning Agenda

- ***Welcome & Introductions***
 - Guest Facilitator: Dr. Debbie DiThomas, retired President/Superintendent of the Barstow Community College District
- ***How did we do?*** 2023 Governance Priorities
- ***Where are we now?*** SP 2024 Governance Survey Results
- ***What do we need to embrace?*** Governance Decision Making Process
- ***Lunch***



Afternoon Agenda: Planning for 2024/2025

- **Clarification of Processes**
- **2024/2025 Common Agenda Topics**
- **Co-chair Planning Time**
- **Closing Remarks & Retreat Evaluation**



Four Priorities for Participatory Governance

August 2023 Governance Refresher



How did we do?

Where are we now?

What do we need to embrace?



Priority #1: Communication

- Standing participatory governance (PG) committee report outs on constituent meeting agendas
- One location for PG artifacts
- PG co-chairs visit ASGC to loop in feedback
- Each PG committee saves time on the agenda to summarize key info for constituents to share with peers.
- Annual updates of PG work to school and governing board
- Share results of retreat planning session

Priority #1: Communication (cont.)

- Constituent groups give a report at every PG meeting, both positive and negative (no "no updates")
- Committee members to share constituent group reports in other meetings
- Periodic communication with college community (quarterly?)

[Link](#) to Google Form survey asking for feedback on how well we met this priority.



Priority #2: Participation

- President is College Council convener
- Work with ASGC to broaden eligibility for student representation on PG committees
- Add PG to student onboarding process and orientation
- Align PG meetings to block schedule
- Announce PG meetings in classes and Canvas

Priority #2: Participation (cont.)

- Ongoing advertising of PG meetings in multiple modes (social media, etc.)
- Committee members mentor students
- Establish a process for managers to support participation of classified professionals
- Create promotional videos (approx. 2 minutes) about PG
- Increase adjunct participation

[Link](#) to Google Form survey asking for feedback on how well we met this priority.



Priority #3: Training

- Training during fall and spring flex week sessions
- Training on how to run an effective meeting
- Training on posting meeting notes to website
- Tabletop/mock exercises
- Training on PG for new administrators
- All constituent groups receive fiscal training at start of academic year
- Member responsibility: members represent the constituent group as a whole and not their department/unit

[Link](#) to Google Form survey asking for feedback on how well we met this priority.



Priority #4: Overall Campus Engagement

- Provide updates on PG retreat work
- Share updated PG handbook
- Each constituent group will recognize their reps
- Regular PG reports will be given at every constituent group meeting

[Link](#) to Google Form survey asking for feedback on how well we met this priority.

Tabletop Exercise

- *Which of our 2023/24 priorities have been met?*
- *Which of our 2023/24 priorities should be deleted?*
- *Which of our 2023/24 priorities should be carried over into 2024/25?*



Spring 2024 Governance Survey

Summary of Results

Office of College Planning & Institutional
Effectiveness



Brief Overview

- Survey was administered to all committee co-chairs and members
- CPIE received 41 responses (48% response rate)

Who responded?	Percentage
Faculty	46%
Classified Professionals	30%
Administrators	16%
Supervisors/Managers	3%

Committee Specific Survey Questions

College Council, Budget, Facilities, PIEC, PD, Staffing,
SSE, Technology

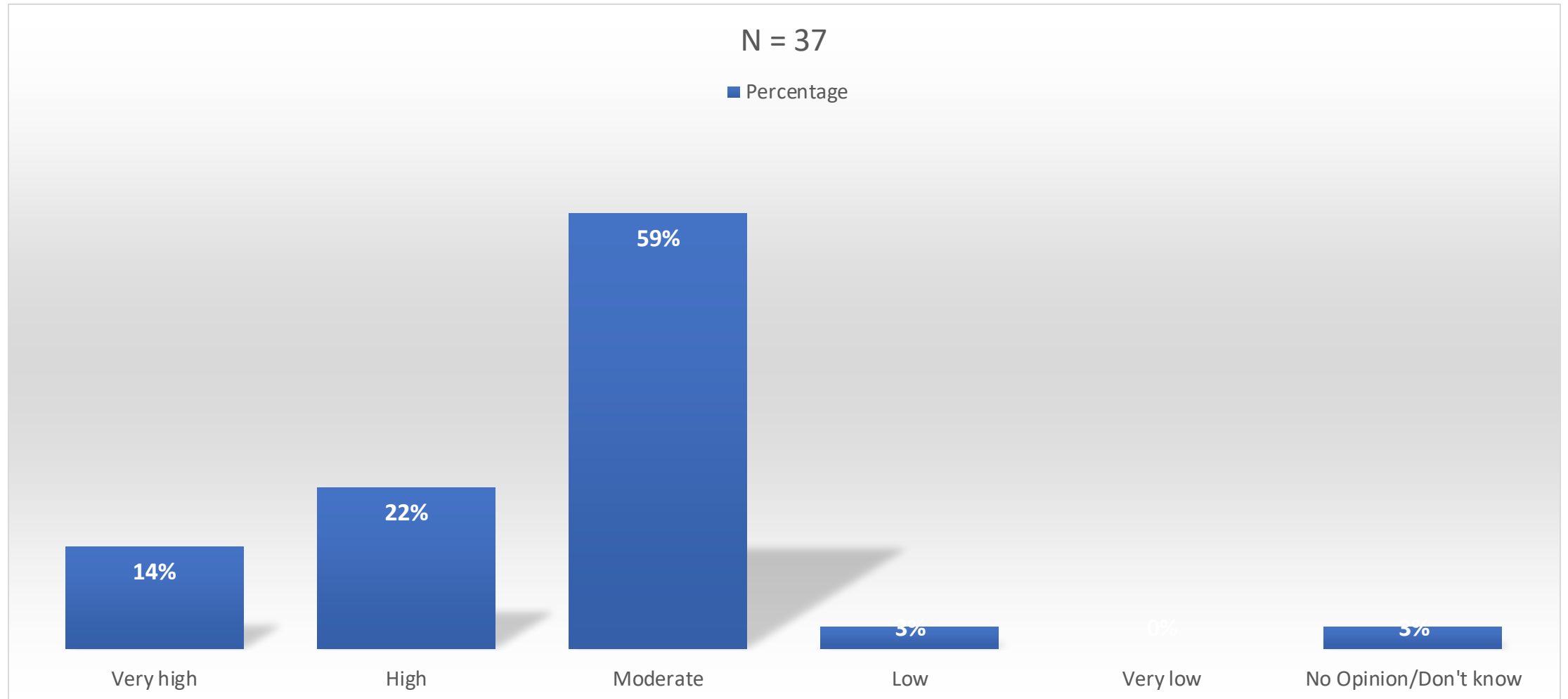


Number of Responses by Committee

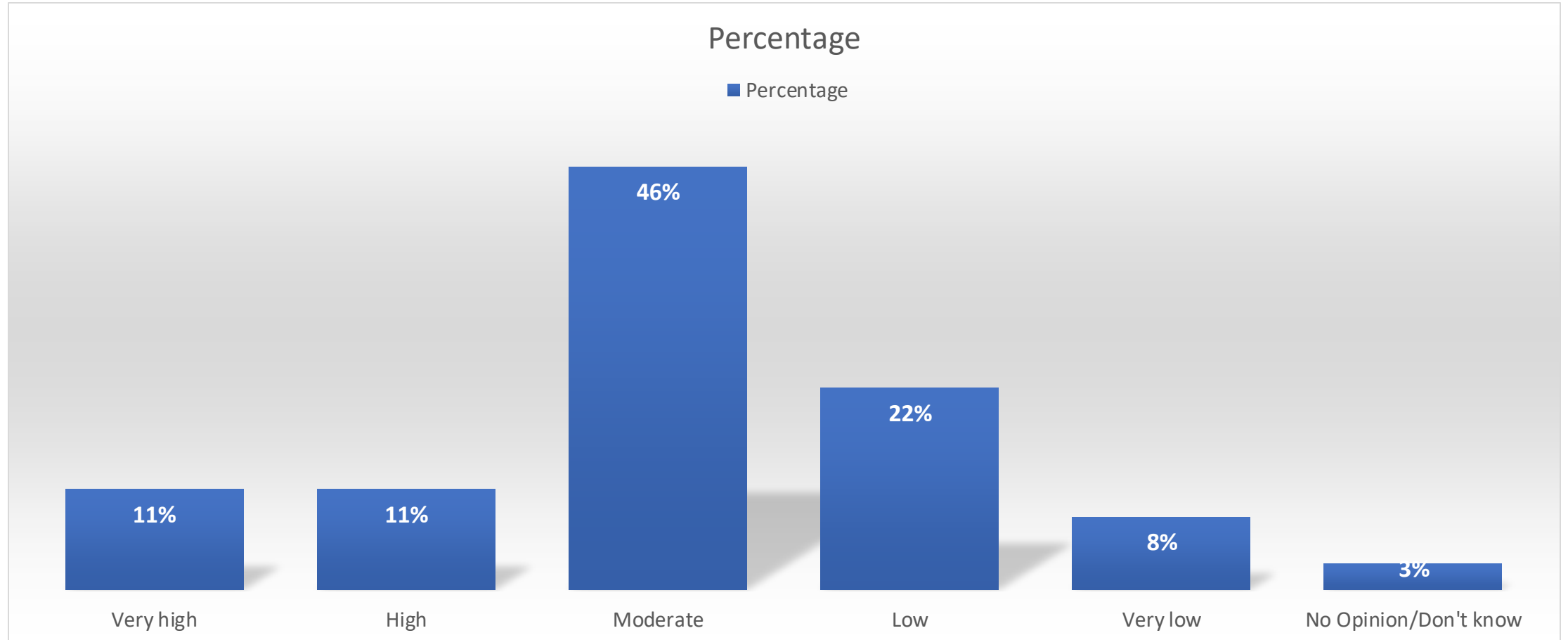
Committee	# of members	# of members who completed committee specific survey questions	# of members who provided comments (committee specific)
College Council	19	7	5
Budget	15	5	4
Facilities	15	2	1
PIEC	19	7	2
PD	15	4	2
Staffing	16	3	2
SSE	21	7	3
Technology	18	5	2
Faculty Prioritization	7	3	0
Classified Prioritization	2*	7	0

Responses to committee specific surveys will be distributed to co-chairs to be reviewed with committee.

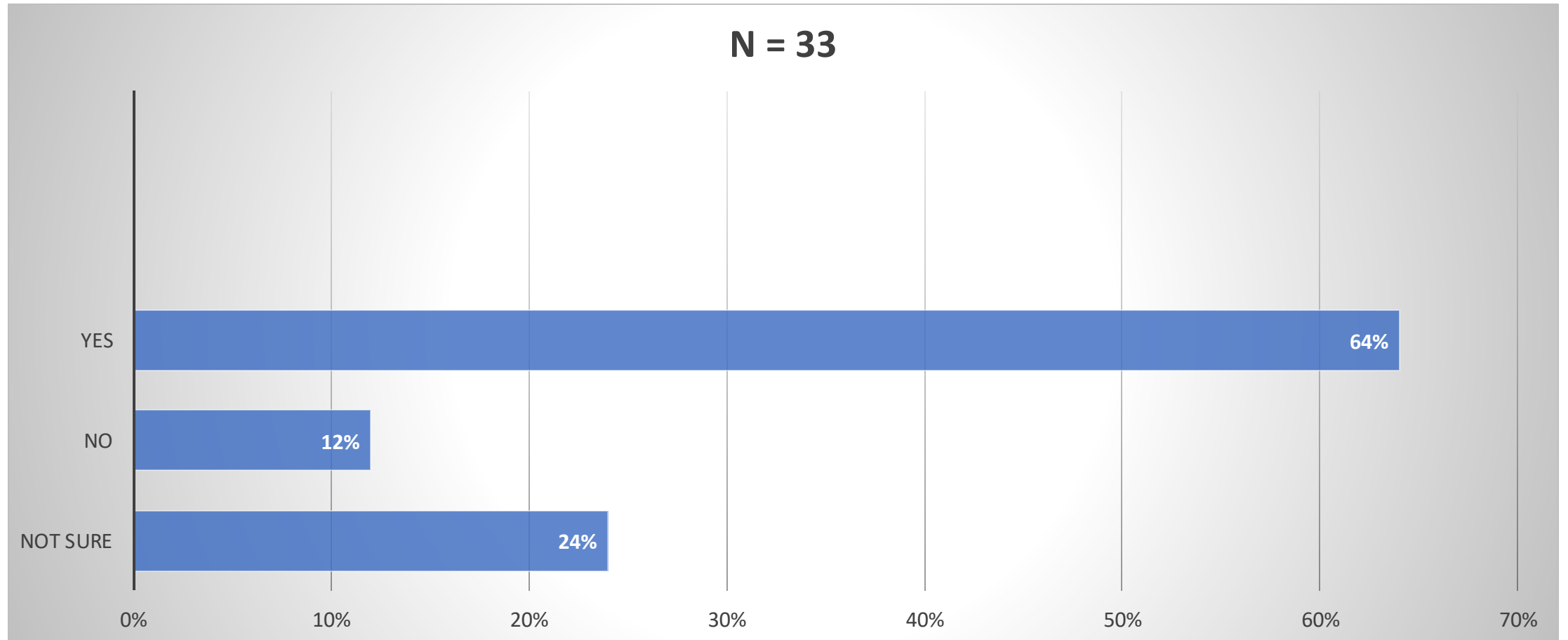
Q3: Please rate your understanding of the principles of consensus-based decision making utilized by the Governance committees/Council.



Q4: Please rate your understanding of the process for inter-committee/Council communication on issues that are discussed in more than one committee/council.



Q14: Would offering additional professional development directed at your role (ex. co-chair, constituency rep, member of a specific committee, etc.) in the governance process be beneficial?

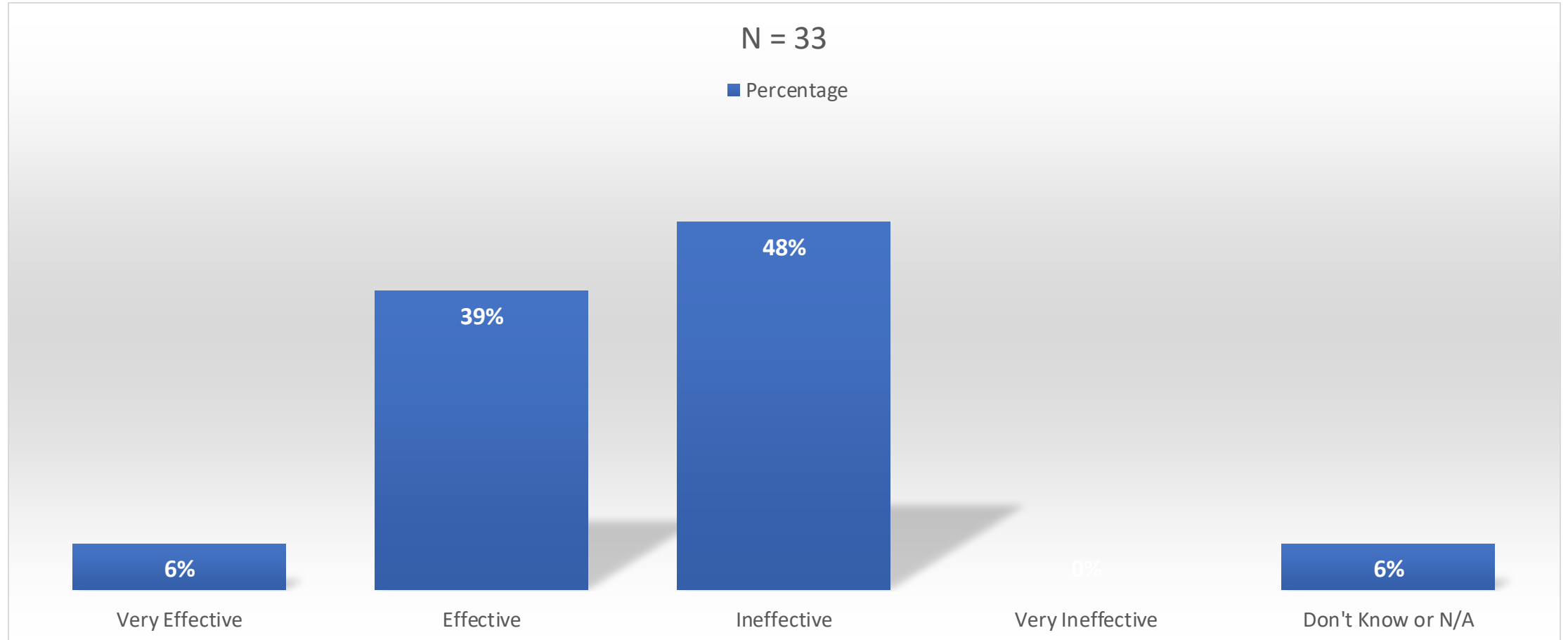




Overall Effectiveness of Our Participatory Governance Structure

Questions 12, 13, 11, 6

Q12: Please rate your opinion on the overall effectiveness of our participatory governance structure.



Q13: Please briefly explain why you chose the response you did in the previous question (Q12)

Sample comments

The structure definitely works, but as I stated, it could use a bit more cohesiveness among all of the groups.

The core function of the Participatory Governance structure - which is the prioritization and allocation of resources stemming from the Program Review process - works fairly smoothly and yields results that are consistent with the mission and goals of the institution. Outside of this core function, there is less clarity, gaps in understanding, and inconsistency in committee levels of function. This is the source of much attention - and needs to be addressed - but does not significantly effect the evaluation, prioritization and allocation work of our annual unit planning process.

I like that we have various committees to address our needs. I just don't have clarity of their interrelationship and interdependence. I encourage us all to consider how we communicate this better to our campus community.

Our lack of communication flow makes it hard to fully realize PG

Q13: Please briefly explain why you chose the response you did in the previous question (Q12)

Sample comments

Seems [things] still happen (hires, etc.) so it must be working!

We are still approaching following our own handbook, more time and energy needs to be spent on following through with those guidelines.

Governance is set up to be effective for long term full time employees while we are a school of students who are here 1 semester +, often part-time and most faculty are part time and come and go frequently. Our administration comes and goes frequently. Shared governance needs to work for people who are only here for a year or two since that is our majority.

. . . I also feel is very confusing what is "operational" as these committees don't have control over operational matters but how can we make changes at the college if we can't even make operational recommendations.

We can always improve in getting more student feedback and participation.

Primary Themes: Analysis of Q13 written comments

- **Clarify Purpose**
 - Goals
 - Processes (including recommendations)
 - Purpose (role of governance vs. operations)
- **Emphasize member responsibility**
 - Attendance needs to improve
 - Read handbook
 - Meetings inclusive/welcoming
- **Close loop**
 - Transparency in decision making
 - Need for tracking progress of action items
- **Mixed feedback**
 - Cross collaboration/common goals needed
 - Improving
 - Effective
 - Ineffective

Q11: Based on your experience with Governance Structures & Processes, please describe how the governance work could be improved.

Sample comments

I think there could be more effort to have the participatory governance committees be more cohesive in their collective efforts toward synchronicity.

Typically, governance meetings involve one informed person speaking on their topic, and then the committee agrees, because that's all of the information they have. In this case, they act more as advertising than decision making.

I consistently see absences of committee members. If we are committing to be a member, we should be attending the majority of the meetings.

Making all meetings efficient and creating a flow of how the process is supposed to run. Some committees are like classes with break out group sessions. That is not a good use of time. Consider 2-3 of the committees to meet only 1-2 times per term. Not a need to meet each month and rediscuss topics.

Q11 (cont.): Based on your experience with Governance Structures & Processes, please describe how the governance work could be improved.

Sample comments

It would be nice to close the loop on what happens to recommendations moved forward by committees. Presumably, the committees should always be forwarding information to college council or back to their constituents, but I don't recall ever hearing what happens afterwards

There needs to be more weight given to the concerns of people who are actually doing the jobs and working in the trenches so to speak. Committees might consider providing surveys (useful surveys with good questions. Not limited yes/no questions), to employees who work in areas of impact from policies/decisions being made.

Communication from the administration to the staff and faculty should be made more transparent. We often hear about decisions after the have been made.

We still don't know how to ensure the flow of information from constituency groups and to constituency groups. We also still don't know how to make recommendations and what can and should be recommended to college council. I think we also still struggle between what is PG and what is operational

Q11 (cont.): Based on your experience with Governance Structures & Processes, please describe how the governance work could be improved

Sample comments

Having liaisons between key/partnering committees to increase cross committee collaboration.

Deeper training for committee chairs that is focused on connecting broad, conceptual understanding of governance principles with specific operational practices both in and out of the committee meeting spaces. I think that trainings which include scenarios and actual mock committee practice could be really useful.

Not waste time on reviewing items if there is no money available to fund whatever is being proposed/requested because it gives false hopes to those submitting or at least let them know there is no money for their requests

Providing guidance on how to write recommendations to college council and guidance on when it would be appropriate to talk to other committees. These committees are not operational, and it becomes difficult and discouraging when a committee cannot do anything to hold people accountable or do things

Primary Themes: Analysis of Q11 written comments

- **Clarity needed**
 - Recommendation Process
 - Planning
- **Close loop**
 - Transparency in decision making
 - Need for tracking progress of action items
 - More opportunities for open discussion needed
- **Training needed**
 - Purpose of AUPs in difficult budget times
 - Deeper training needed
- **Member responsibility**
 - Attendance
 - Communication

Q6: Please provide any comments or questions you have about the consensus-based decision making process or structure of governance at GC.

Sample comments

The governance structure seems to mostly be redundant overlay on top of normal operations. It rarely seems that a committee influences operations more than by the fact of it's members. If a particular dean is on a committee, they often have to bring all of the information and make up the majority of the decision, so it's not functionally different than if they had made the decision by themselves.

What is the relationship between GC Governance Committees with district priorities? To what degree can we expect system based practices and recommendations we develop at GC Governance Committees to impact district wide policy changes?

I have yet to see follow-through or explanations of decisions that go against the recommendations of the committees

We still lacked communication among constituent groups

Some decisions seem to be made unilaterally by the senior administration, ignoring the consensus-building process

Q6 (cont.): Please provide any comments or questions you have about the consensus-based decision making process or structure of governance at GC.

Sample comments

I am on a committee that has yet had to make any decisions. All the decisions have been made by the administration. I have gathered that our only role is to communicate the decisions that have already been made

It's important that there is consistent and constant feedback to the process and recommendations / actions that are taken otherwise there is a lack of interest and involvement in the process which leads to committees not being well attended.

I think it would work better if there was an overarching framework that tied all the components together

Feel that all members should be voting members

Equitable resource and personnel distribution at our school has been an issue for a long time. It is starting to get better, though

Primary Themes: Analysis of Q6 written comments

- **Clarity needed**
 - Goals
 - Processes
 - Consensus-based decision making
 - Relationship to District
- **Close loop**
 - Transparency
- **Member responsibility**
 - Communication
 - Attendance

Committee/Council Member Responsibilities

Governance Handbook



Governance
Handbook Review:
Decision-making
Process,
p. 10-12 (handout)



GROSSMONT
COLLEGE

Governance and Decision-Making
Handbook



College Council Approved
September 28, 2023

Participatory Governance

Decision-making Process (fill-in-the-blank)

Governance Topics

Non-Governance Topics

Aligning with the District

- District added the following to the Non-Participatory Governance Topics:
 - ✓ **Implementation of Legislation**—If it is required by the law, it is not a governance issue
 - ✓ **Implementation of Board Policy**—Once the policy is defined, it becomes operational
 - ✓ **Job Duties in Job Descriptions**—If it is on the list of responsibilities for someone’s job, it is not governance, and the accountability to complete that task is with the individual whose job description lists the task or duty



Tabletop Exercise

- *Now that we have reviewed and discussed the survey results and the excerpt from the handbook (“Decision-making Process”), are there any priorities we need to add for 2024/25?*

**LUNCH
BREAK**



Clarification of Processes



- College Council recommendation process
- Co-chair rotation
- Organizing the agenda and committee materials

2024/2025 Common Agenda Items

- Accreditation
- Budget Outlook
- Annual Unit Planning Process
- Review of Institutional Data
- Annual Planning Forum
- BPs and APs (up for review)
- Others?





**BREAKOUT
SESSION**



Closing Remarks

Retreat Evaluation