Districtwide Participatory Governance Structure Self-Assessment

Spring 2015

BACKGROUND
According to the WASC/ACCJC guidelines found in Standard IV. Leadership and Governance (under section D.7.): The district/system CEO regularly evaluates district/system and college role delineations, governance and decision-making processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals for student achievement and learning. The district/system widely communicates the results of these evaluations and uses them as a basis for improvement.

CONTEXT
The San Diego Community College District currently has nine districtwide shared governance committees with one committee, the District Governance Council, comprising constituents from each of these committees. Each of the committees has a defined set of functions and responsibilities which are consistent with Board Policy 2510 on shared governance. These functions and responsibilities are reviewed and reported annually in the *SDCCD Administration and Governance Handbook.*

APPROACH
The evaluation proposed in this plan will help to improve the alignment between the Board Policy and the accreditation standards. In addition, this plan will help to establish a system for evaluating the districtwide administration and governance structures and processes as follows:

Fall 2014 - Refine the Evaluation Rubric
The District Governance Council working together with the Director of Institutional Research and Planning (IRP) will review and refine the evaluation rubric for all committees that comprise the districtwide participatory governance structures using context and behavioral anchors from Board Policy 2510, accreditation Standard IV.3.g, and the current functions and responsibilities from the nine districtwide shared governance committees.

January 2015 – Implement the Self-Assessment Process
Each of the districtwide participatory governance committees (including the District Governance Council) will engage in a self-assessment process facilitated by the Director of IRP using the rubric.

April 2015 – Report Outcomes and Begin Action Planning
Each of the districtwide participatory governance committees will report on the assessment, and revise their functions and responsibilities accordingly. The revised functions and responsibilities will be reported in the 2015/16 *SDCCD Administration and Governance Handbook*.

OUTCOMES
Each of the districtwide shared governance committees participated in the online *Districtwide Participatory Governance Survey* in Fall 2014. The focus of the survey was on the contributions the committee made to the districtwide shared governance structure as described through the four domains in the self-assessment rubric: 1) Policy and Procedures, 2) Communication, 3) Participatory Governance, and 4) Effectiveness in Meeting Goals. The survey also asked committee members to comment on major activities or actions they believe their committee took on a regular basis that related to and impacted the qualities within each domain, as well as recommendations for improvement or action.

Each of the committee's level of positive agreement (percent agreed or strongly agreed) for each domain is displayed in the **Scorecard 2014/15**. Agreement levels closer to 100% suggest that committee members viewed their respective committees as highly engaged in the major activities and actions associated with each domain; whereas lower agreement levels suggest that the committees engage in fewer activities and actions associated with the domain.

Preliminary benchmarks have been suggested here as a way in which to help establish target performance and comparison points for future evaluations. The benchmarks currently are set to the overall percent agree or strongly agree among all respondents. It is recommended that the benchmarks be reviewed in light of the specific role and function of each committee so that overall benchmarks can be set accordingly.

SCORECARD 2014/15

Participatory Governance Domains	Participation in Policy & Procedure Development	Communication	Collegial Consultation	Integrity & Effectiveness in Meeting Goals
Budget Development and Institutional Planning	84%	86%	88%	85%
Curriculum and Instructional Council	82%	69%	79%	87%
District Governance Council	87%	100%	96%	90%
District Marketing and Outreach	42%	63%	100%	56%
District Strategic Planning	84%	88%	94%	84%
Districtwide Institutional Review Board (IRB)	87%	90%	100%	93%
Management Services Council	100%	100%	100%	100%
Student Services Council	68%	86%	85%	81%
Overall Benchmarks*	**80%**	**86%**	**92%**	**85%**

*The *Overall Benchmarks* provide a reference point for norming the contributions each of the committees have made in supporting and enacting the participatory governance structure.

OVERALL CONTRIBUTIONS & RECOMMENDED ACTIONS

The following is a summary of comments from the survey on the contributions and recommended actions the eight committees made in 2014/15.

Participation in Policy and Procedure Development

This domain in the survey evaluates the contributions the committees make toward informing policy decisions. The behaviors anchoring this domain include those committee activities that provide current and relevant information which is based on a thorough analysis of the impact and feasibility of a policy. Committee activities that contribute to this domain would also include procedures that are developed via collective input and feedback from multiple constituency groups as well as continuous review for impact and quality of the implementation of protocols and standard operating procedures.

Committee members responded very positively to the survey, with the majority of the respondents indicating strong agreement with each component regarding participation in policy and procedure development. Further, committee members commented that they regularly create, review, or implement policies and procedures that impact the colleges, Continuing Education, or the District (i.e. research, budget, and student services). Respondents view the committees as a place to discuss new policies, elicit feedback, and address concerns. Committee members also commented that their committee was the conduit for providing the campuses policy updates from the State.

Recommended actions by the committees are as follows:
1. Provide additional time for feedback.
2. Diversify committee member composition by increasing representation among all constituency groups (i.e. different levels of staff and leadership).
3. Develop or identify measures to evaluate how the policy is implemented or to assess outcomes.

Communication

This domain of the survey evaluates the overall effectiveness of communication. The behaviors that anchor this domain include the activities that the committees engage in to ensure communications that are specific to their committee are accurate, relevant, accessible, timely, and clear with concise messaging and with widespread distribution of information for policy and decision-making. Additionally, the communication-related activities that the committees contribute to promote a climate of openness and transparency via ongoing communication and multiple venues or opportunities for two-way communication regarding decisions, plans, and policies and the implementation of procedures.

Committee members strongly agreed that their committees provided effective communication and promoted openness and transparency. The committees were not only a place for internal discussion of policies, procedures, and new information, but they were also the ones to share the information with the campuses and solicit information and feedback from constituency groups. Committee member comments suggest that not only are the discussions more robust and thorough than in previous years, but that the materials and breadth of information are more useful and widely shared.

Recommended actions by the committees are as follows:
1.   Increase preparation for more efficient meetings.

Collegial Consultation

This domain of the survey evaluates the degree of collegial consultation within the committee. The behaviors that anchor this domain include the degree to which the processes used to solicit input and feedback from campus constituencies are inclusive and allow for both adequate time for dialogue, as well as for staying within a designated timeframe for required feedback or input process. Additionally, the assessment looks at the degree to which distinct roles in the shared governance process are recognized and enacted, discussions and dialogue between and among constituency groups are open, honest, and transparent and working relations are supportive of a professional, respectful, and collegial climate that promotes diversity of opinions, ideas, and actions.

The majority of the committee members indicated agreement that their committees represented and practiced positive collegial consultation. Specifically, committee members commented that the committees are inclusive and responsive to members. This positive and supportive atmosphere within the committees allows for a greater presence on campus, which also leads to greater participation in and contributions to other campus or District committees.

Recommended actions by the committees are as follows:
1.   Ensure that all decisions are discussed and vetted through the participatory governance process and are not circumvented by District leadership.

Integrity and Effectiveness in Meeting Goals

This domain of the survey evaluates the quality and integrity of the shared values, mission, and goals between the colleges, Continuing Education, and the District. The behaviors that anchor this domain include activities that contribute to widespread recognition and support of institutional uniqueness and autonomy, and support for regular measurement of institutional effectiveness that informs planning and improvement decisions, all of which focus on building and sustaining a climate of collaborative inquiry via opportunities.

Most of the committee members responded positively to items related to integrity and effectiveness in meeting goals. Committee members commented that they collected information on goal progress and made decisions based on appropriate data. The committees also mentioned supporting the initiatives at each college, Continuing Education, and the District in order to help drive and promote goal attainment. For the responses that did not indicate contributions to this domain, these committees were not directly related to institutional effectiveness.
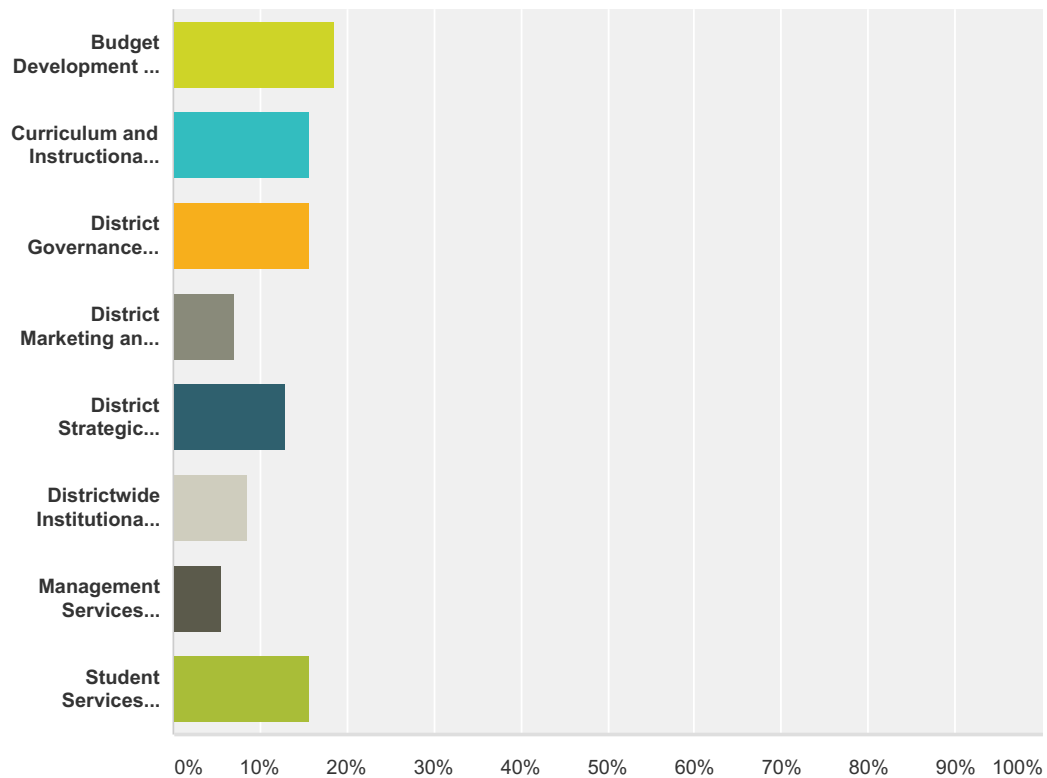
Recommended actions by the committees are as follows:
1.   Evaluate the goals the district shared governance committees do in relation to the work done on the campuses (e.g., district committee goals aligned to college goals).

Appendix A

Districtwide Participatory Governance Committee Self-Assessment Report

Q1 I am responding to this survey as a member of the following districtwide participatory governance committee (check only one)

Answered: 70   Skipped: 0
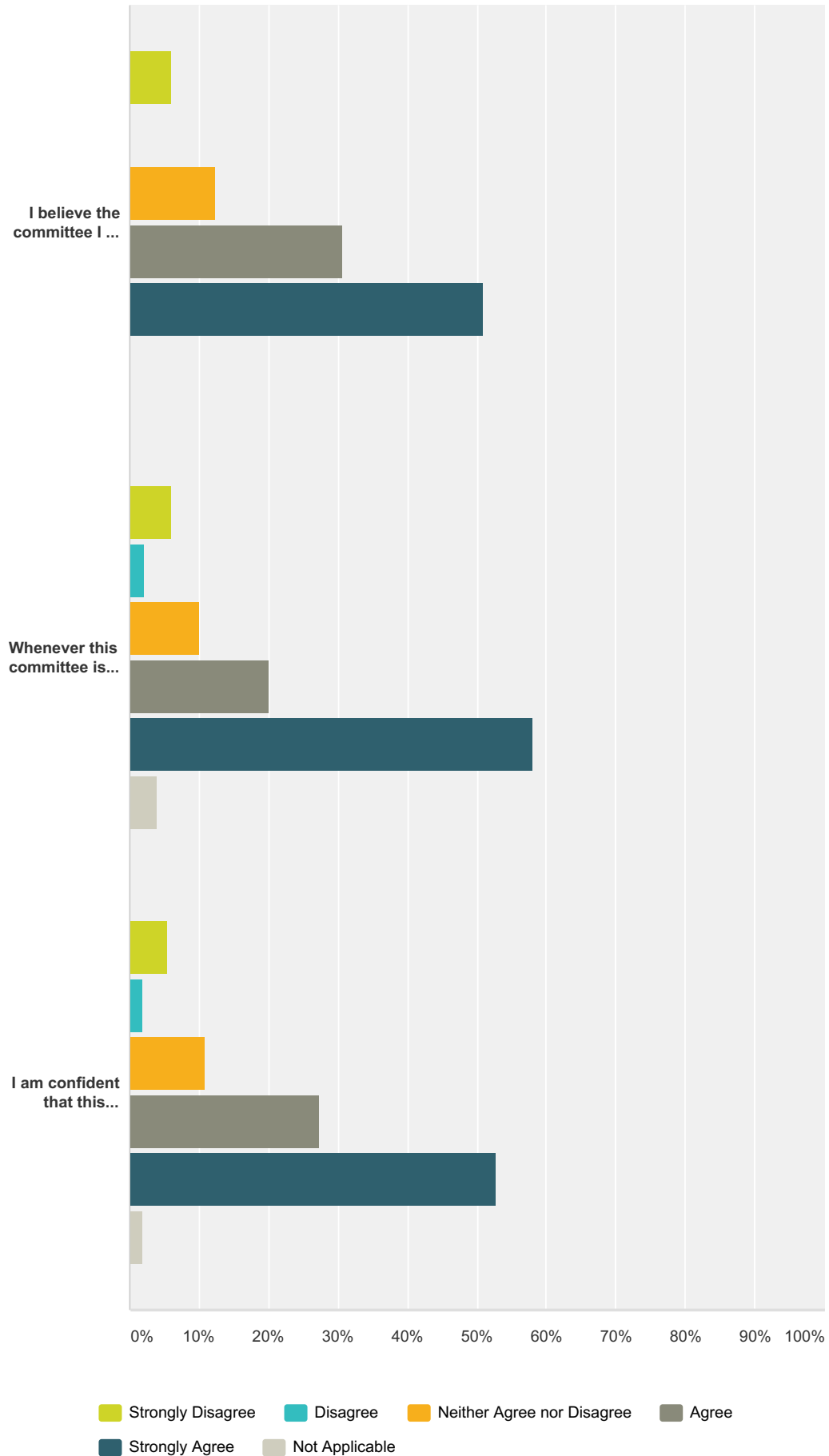
Answer Choices	Responses	
Budget Development and Institutional Planning	**18.57%**	13
Curriculum and Instructional Council	**15.71%**	11
District Governance Council	**15.71%**	11
District Marketing and Outreach	**7.14%**	5
District Strategic Planning	**12.86%**	9
Districtwide Institutional Review Board (IRB)	**8.57%**	6
Management Services Council	**5.71%**	4
Student Services Council	**15.71%**	11
Total		**70**

Q2 Please rate your level of agreement with the following statements using the scale below.

Answered: 57   Skipped: 13

Districtwide Participatory Governance Survey 2014/15

Legend:
- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree
- Not Applicable

Categories (y-axis):
- I believe the committee I ...
- Whenever this committee is...
- I am confident that this...

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	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable	Total
I believe the committee I am representing in this survey provides information to the District and its institutions that is based on a thorough analysis of the impact and feasibility of policy decisions.	6.12% 3	0.00% 0	12.24% 6	30.61% 15	51.02% 25	0.00% 0	49
Whenever this committee is involved in developing districtwide procedures, it is done via collective input and feedback from all appropriate constituency groups.	6.00% 3	2.00% 1	10.00% 5	20.00% 10	58.00% 29	4.00% 2	50
I am confident that this committee continuously reviews the implementation, and impact of relevant District protocols and standard operating procedures.	5.45% 3	1.82% 1	10.91% 6	27.27% 15	52.73% 29	1.82% 1	55

Q3 Please comment on specific contributions this committee has made regarding districtwide policies and procedures.

Answered: 19   Skipped: 51

#	Responses	Date
1	Key procedures	12/11/2014 11:44 AM
2	Planning for SSSP	12/9/2014 4:29 PM
3	Developed District strategic plan 2013-2017	12/8/2014 5:00 PM
4	It is one of the most inclusive and effective committees in the District. Dr. Neault is an effective and capable leader. The committee has made major contribution to the development and implementation of the Student Success and Student Equity efforts.	12/8/2014 12:43 PM
5	It is attempting to develop IRB policies for research that is conducted within the district.	12/7/2014 6:52 PM
6	Threat assessment task force implemented in response to campus concerns/ addressing course waivers procedures-	12/4/2014 1:42 PM
7	I think that this committee is important as we have come up with an IRB process that works for SDCCD	12/3/2014 8:11 PM
8	Have created and been implementing IRB protocols and processes.	12/3/2014 10:25 AM
9	This committee provides information to the different campus and provides updates from the State.	12/3/2014 8:14 AM
10	This committee is actively involved in the policy making process for the entire District.	12/3/2014 8:02 AM
11	The bulk of this committee's work is not related to districtwide policies and procedures.	12/2/2014 6:47 PM
12	Our goals came up from the various colleges and CE, became sysntheiszed into Disctrict wide 5 year goals and trickle back down through the various campuses and CE to be implemented. We have in essence a working plan we can all live with.	12/2/2014 3:56 PM
13	All new/revised policies and procedures are brought to DGC for review and discussion.	12/2/2014 12:30 PM
14	The input from this committee has helped in the clarification of the District-wide communication plan.	12/2/2014 9:47 AM
15	There have been a number of regulatory changes at the state level. This committee has responded in a timely fashion by updating and/or developing appropriate policies/procedures related to these changes.	12/1/2014 8:20 PM
16	The committee is one of the first places state budget information is vetted and discussed.	12/1/2014 5:33 PM
17	The bulk of this committee's work is not related to developing districtwide policies and procedures.	12/1/2014 12:39 PM
18	The curriculum committee at my college is in touch with the most relevant and salient information.	11/17/2014 7:30 PM
19	MOOCs	11/17/2014 10:07 AM
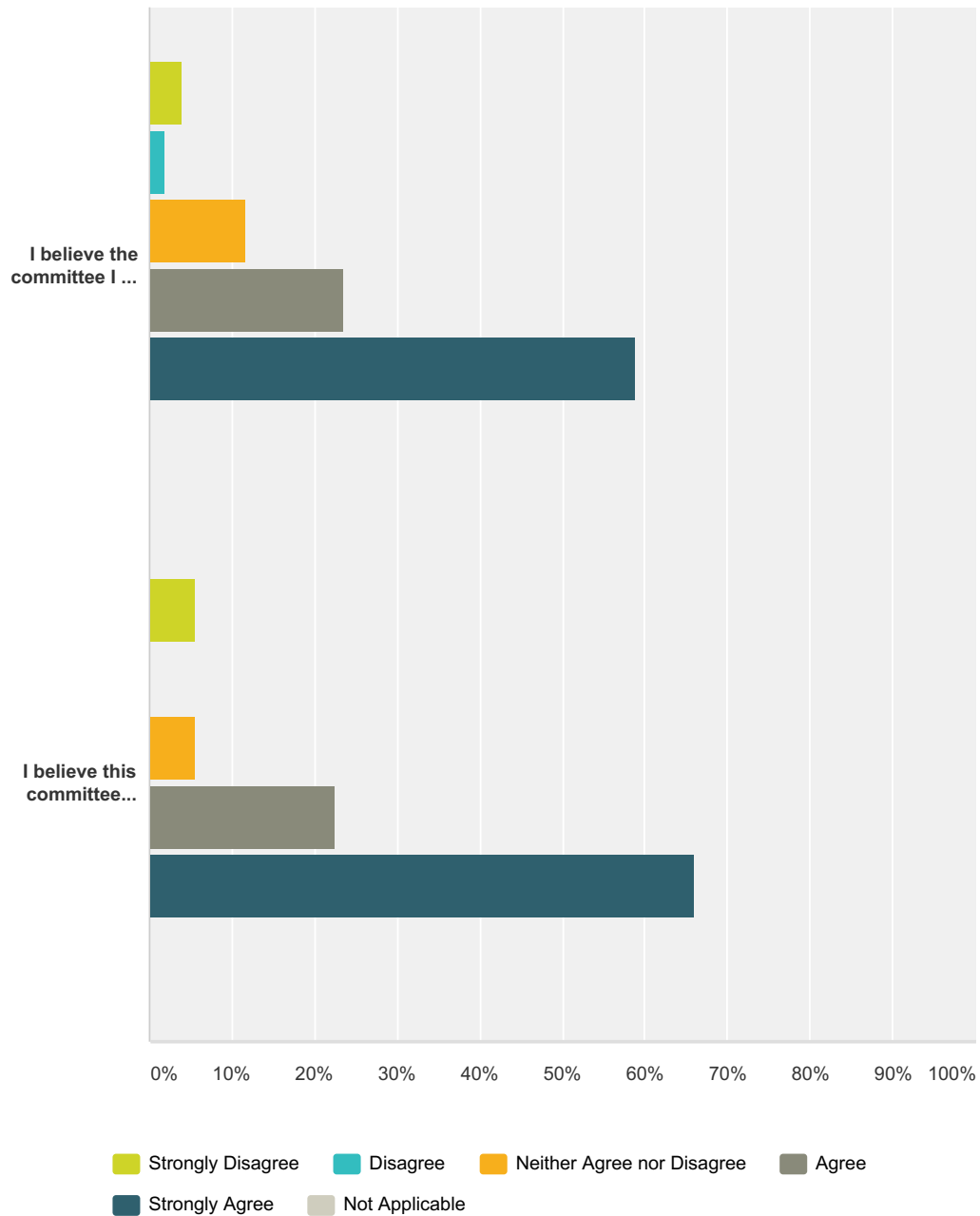
Q4 Please comment on any recommendations for improvement and action pertaining to the committee's participation in districtwide policy and procedure development.

Answered: 15   Skipped: 55

#	Responses	Date
1	We are working on Key Control issues	12/12/2014 3:51 PM
2	More time to bring back feedback from the campus before the Council makes a decision, some times the time frame feels rushed	12/9/2014 4:29 PM
3	The plan is good but has no capacity to measure outcomes, no benchmarks	12/8/2014 5:00 PM
4	None	12/8/2014 12:43 PM
5	Clear and consistent recommendations are needed to insure that each campus is adhering to research policies that is provided by district. Policies need to be faculty/student practical while also adhering to ethical guidelines.	12/7/2014 6:52 PM
6	Sometimes we need to slow down and not rush the review process by senates	12/4/2014 1:42 PM
7	I think that at this time the committee is making improvements and an action plan.	12/3/2014 8:11 PM
8	The committee would be better if all constituency were evenly represented.	12/3/2014 8:14 AM
9	None	12/3/2014 8:02 AM
10	n/a	12/2/2014 9:47 AM
11	The Strategic Planning Committee should incorporate districtwide policy and procedure protocols and cycles into the planning process. The planning process currently is done in isolation of policy and procedure development, and policy and procedure development do not take into account planning goals.	12/2/2014 9:31 AM
12	The change in leadership will improve this area and has already.	12/2/2014 9:25 AM
13	We might want to revisit committee composition, especially in light of the new SSSP and equity mandates (e.g. Deans of "Matric" to perhaps become regular members and/or to have regular visits).	12/1/2014 8:20 PM
14	Your survey will not allow me to mark more than one item in a particular column. For example, I can't mark "Agree" for more than one row item. Because of this design flaw, I suggest you consider all responses potentially invalid. In the future, I recommend you test the survey before distribution.	12/1/2014 12:39 PM
15	Waiver policy needs to be updated	11/17/2014 10:07 AM

Q5 Please rate your level of agreement with the following statements using the scale below.

Answered: 55   Skipped: 15

Legend:
- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree
- Not Applicable

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable	Total
I believe the committee I am representing in this survey provides effective communication (e.g., accurate, relevant, timely, accessible, clear, concise, and widely distributed) on relevant information for policy and decision-making.	3.92% 2	1.96% 1	11.76% 6	23.53% 12	58.82% 30	0.00% 0	51

I believe this committee promotes a climate of openness and transparency (e.g., ongoing communication, opportunities for two-way communication regarding decisions, plans and policies) districtwide.	**5.66%** 3	**0.00%** 0	**5.66%** 3	**22.64%** 12	**66.04%** 35	**0.00%** 0	53

I believe this committee promotes a climate of openness and transparency (e.g., ongoing communication, opportunities for two-way communication regarding decisions, plans and policies) districtwide.	**5.66%**	**0.00%**	**5.66%**	**22.64%**	**66.04%**	**0.00%**

Q6 Please comment on specific contributions this committee has made regarding districtwide communication.

Answered: 11   Skipped: 59

#	Responses	Date
1	The Council has coordinated all of the communicaiton to students and staff/faculty on student success, priority registration changes, and other regulatory changes.	12/10/2014 10:51 AM
2	Vice Chancellor Neault is always willing to listen to feedback from the faculty regarding communicating information to the campus	12/9/2014 4:30 PM
3	Maybe not so much under the prior leadership, but I am encouraged by the new (interim) leadership	12/8/2014 5:01 PM
4	There is a systematic sharing of information,during the discussion, recommendation and implementation stages.	12/8/2014 12:45 PM
5	The council serves as a means for constituency groups to communicate with each other - regarding for example, the notes above.	12/4/2014 2:54 PM
6	We take what goes on at the district strategic planning committee meetings to our consitituents and then bring back their comments and input.	12/2/2014 4:00 PM
7	Events and newsworthy items are communicated more widely than in the past. Information is now easier to access.	12/2/2014 9:49 AM
8	The strategic planning brochures and communication pieces have been very useful in making the District goals and action plans accessible to all.	12/2/2014 9:32 AM
9	Disrictwide communications are discussed and vetted through committee members.	12/1/2014 8:21 PM
10	The Budget Development Committee serves as the source of all information related to community college funding and budget allocations. The communication is thorough, timely and widely shared.	12/1/2014 6:21 PM
11	The CIC leadership is often biased in the presentation of material and makes a plan to sway the committee without thorough investigation of the issues.	11/17/2014 7:30 PM
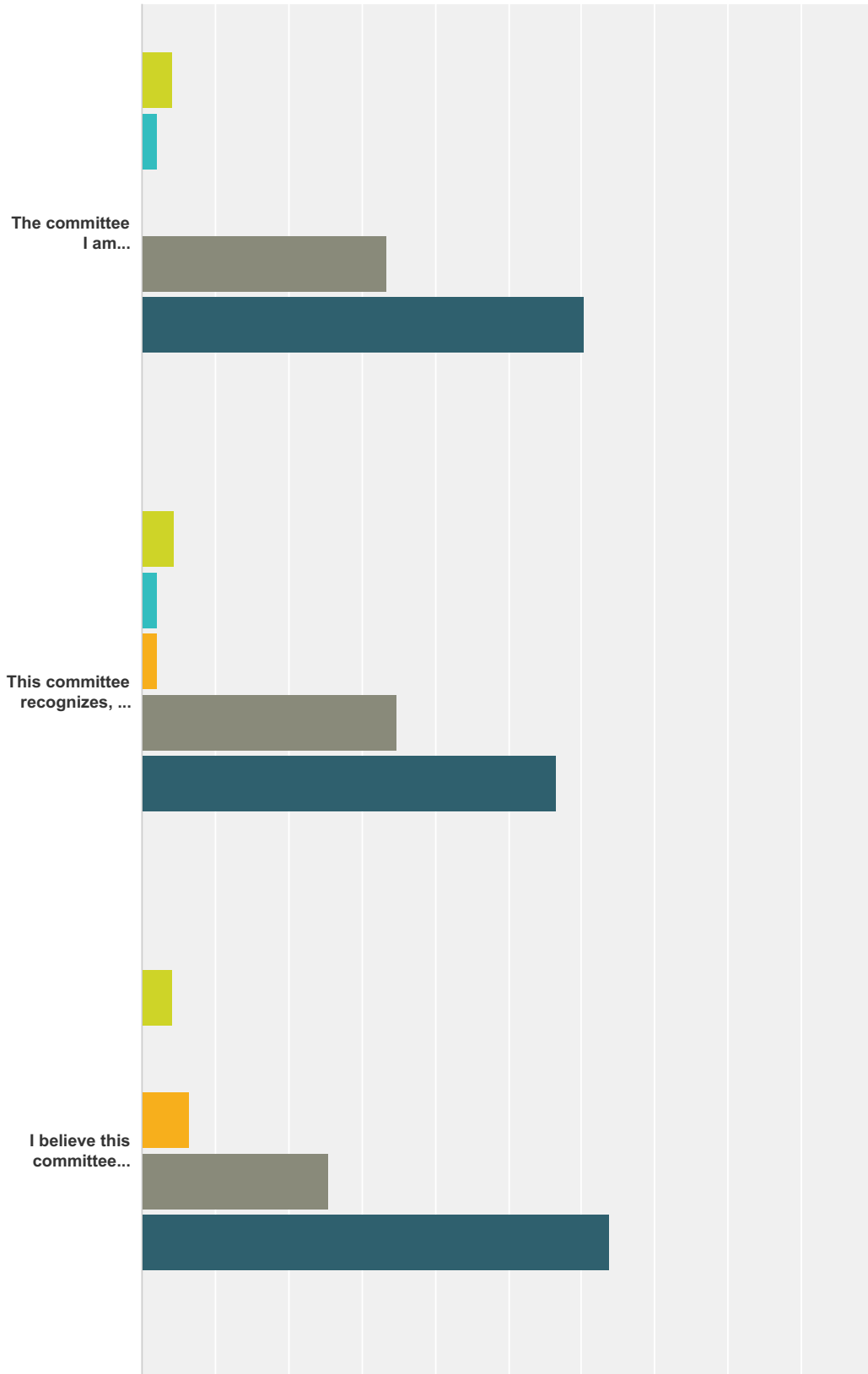
Q7 Please comment on any recommendations for improvement and action pertaining to the committee's participation in districtwide communication.

Answered: 6   Skipped: 64
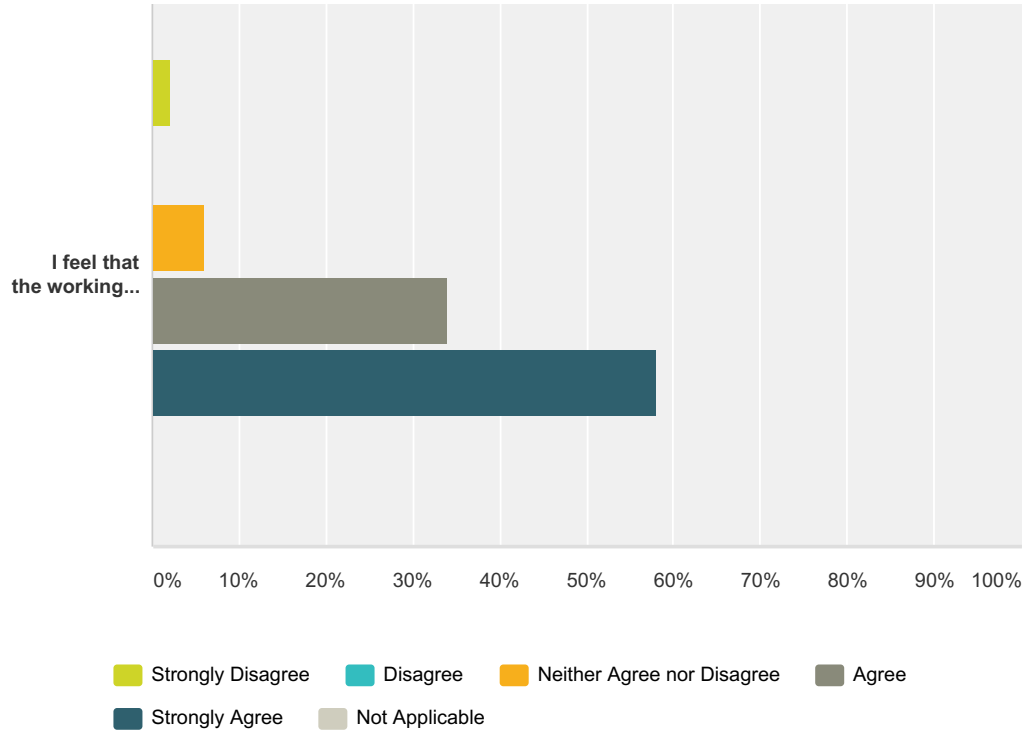
#	Responses	Date
1	Effective communicaiton is an ongoing challege.	12/10/2014 10:51 AM
2	Come to the meetings prepared and ready to report. This saves time and is more efficient.	12/2/2014 4:00 PM
3	n/a	12/2/2014 9:49 AM
4	well done	12/1/2014 6:21 PM
5	Your survey will not allow me to mark more than one item in a particular column. For example, I can't mark "Agree" for more than one row item. Because of this design flaw, I suggest you consider all responses potentially invalid. In the future, I recommend you test the survey before distribution.	12/1/2014 12:39 PM
6	Leaders that had fewer personal agendas would help CIC work on issues in a neutral way.	11/17/2014 7:30 PM

Q8 Please rate your level of agreement with the following statements using the scale below.

Answered: 53   Skipped: 17

Districtwide Participatory Governance Survey 2014/15

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable	Total
The committee I am representing in this survey practices inclusiveness; allowing for both adequate time for dialogue while staying within a designated timeframe.	4.17% 2	2.08% 1	0.00% 0	33.33% 16	60.42% 29	0.00% 0	48
This committee recognizes, and follows the District roles in the participatory governance process.	4.35% 2	2.17% 1	2.17% 1	34.78% 16	56.52% 26	0.00% 0	46
I believe this committee supports open, honest, and transparent dialogue between and among constituency groups.	4.26% 2	0.00% 0	6.38% 3	25.53% 12	63.83% 30	0.00% 0	47
I feel that the working relationships among the members of the committee I am representing in this survey are professional, respectful, collegial, and support diverse opinions, ideas, and actions.	2.00% 1	0.00% 0	6.00% 3	34.00% 17	58.00% 29	0.00% 0	50

Q9 Please comment on specific contributions this committee has made regarding districtwide participatory governance.

Answered: 7   Skipped: 63

#	Responses	Date
1	Excellent synergy among the Council members, at this time	12/9/2014 4:33 PM
2	published report	12/8/2014 5:06 PM
3	The Council has been responsive to requests for agenda topics and clarifying minutes as appropriate.	12/4/2014 2:56 PM
4	I believe that occassionally some actions under the purvue of this committee have been taken unilaterally by district administration without following the required participatory governance process.	12/2/2014 6:50 PM
5	Our committee is participatory governance in practice.	12/2/2014 4:01 PM
6	Meeting time is used efficiently and input and feedback is sought from all members at the table.	12/2/2014 9:50 AM
7	The curriculum committee at my college is always present and always contributing to sub-committees and research.	11/17/2014 7:32 PM

Q10 Please comment on any recommendations for improvement and action pertaining to the committee's participation in districtwide participatory governance.
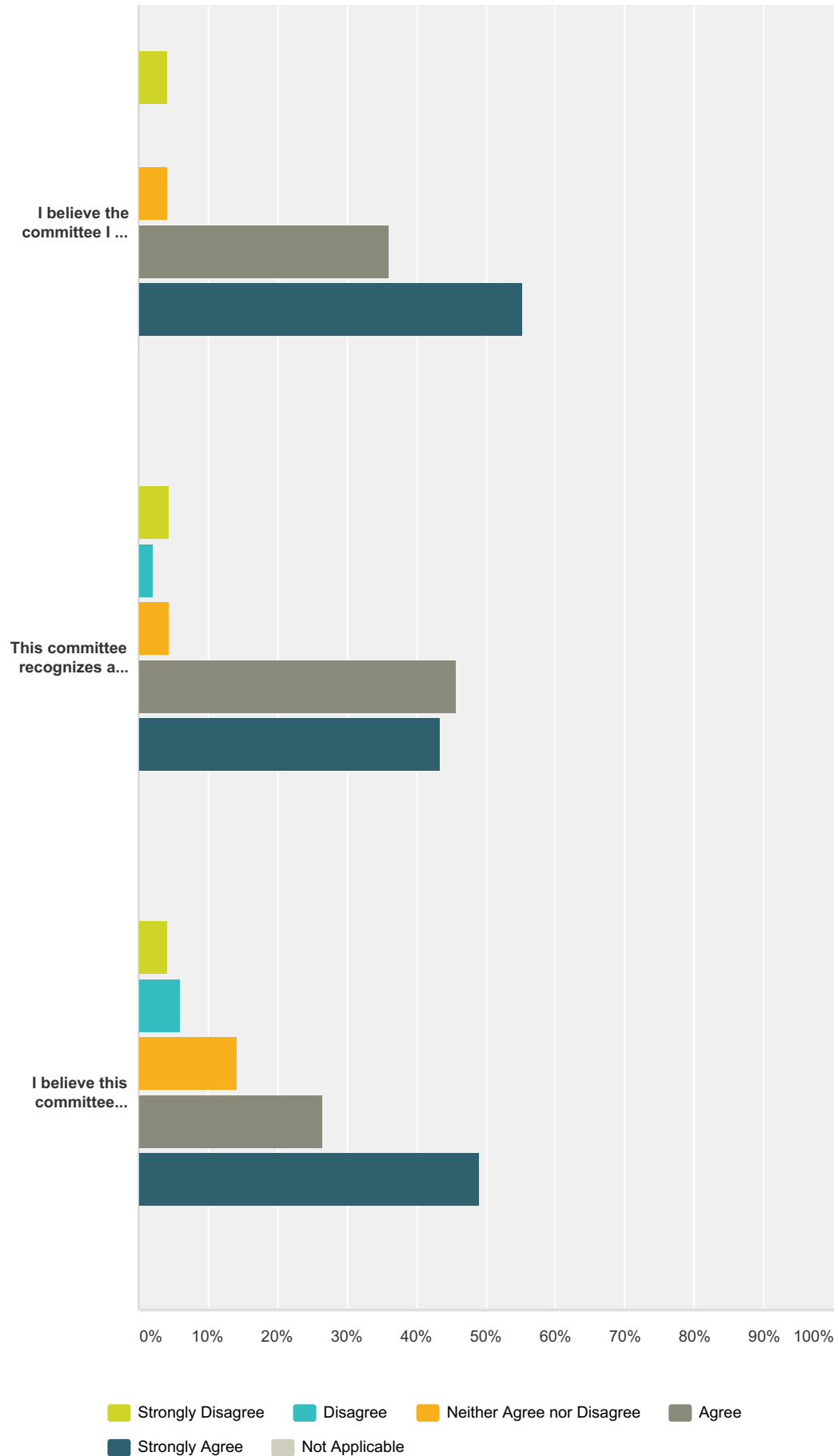
Answered: 3   Skipped: 67

#	Responses	Date
1	I	12/8/2014 5:06 PM
2	n/a	12/2/2014 9:50 AM
3	Your survey will not allow me to mark more than one item in a particular column. For example, I can't mark "Agree" for more than one row item. Because of this design flaw, I suggest you consider all responses potentially invalid. In the future, I recommend you test the survey before distribution.	12/1/2014 12:39 PM

Q11 Please rate your level of agreement with the following statements using the scale below.

Answered: 52   Skipped: 18

Districtwide Participatory Governance Survey 2014/15

Legend:
- Strongly Disagree
- Disagree
- Neither Agree nor Disagree
- Agree
- Strongly Agree
- Not Applicable

Y-axis categories:
- I believe the committee I ...
- This committee recognizes a...
- I believe this committee...

X-axis: 0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Districtwide Participatory Governance Survey 2014/15

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable	Total
I believe the committee I am representing in this survey promotes the shared values, mission, and goals among the college, Continuing Education, and the District.	4.26% 2	0.00% 0	4.26% 2	36.17% 17	55.32% 26	0.00% 0	47
This committee recognizes and supports the institutional uniqueness and autonomy of the institutions in the District.	4.35% 2	2.17% 1	4.35% 2	45.65% 21	43.48% 20	0.00% 0	46
I believe this committee participates in a collaborative process for measuring institutional effectiveness, informing planning, and decision-making.	4.08% 2	6.12% 3	14.29% 7	26.53% 13	48.98% 24	0.00% 0	49

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable	Total

Q12 Please comment on specific contributions this committee has made regarding districtwide effectiveness in meeting goals.

Answered: 5   Skipped: 65

#	Responses	Date
1	Decisions based on using appropriate data	12/9/2014 4:34 PM
2	The bulk of this committee's work is not related to instituional effectiveness.	12/2/2014 6:51 PM
3	We collect our goal progress and report back to our committee where we compile the results into an annual report for the Chancellor, board, employees and general public.	12/2/2014 4:07 PM
4	The committee supports the initiatives of each of the colleges and CE as well as the District Office and in this way helps move towards goal attainment at all sites.	12/2/2014 9:51 AM
5	The work of this committee is not directly related to measuring institutional effectiveness.	12/1/2014 12:40 PM
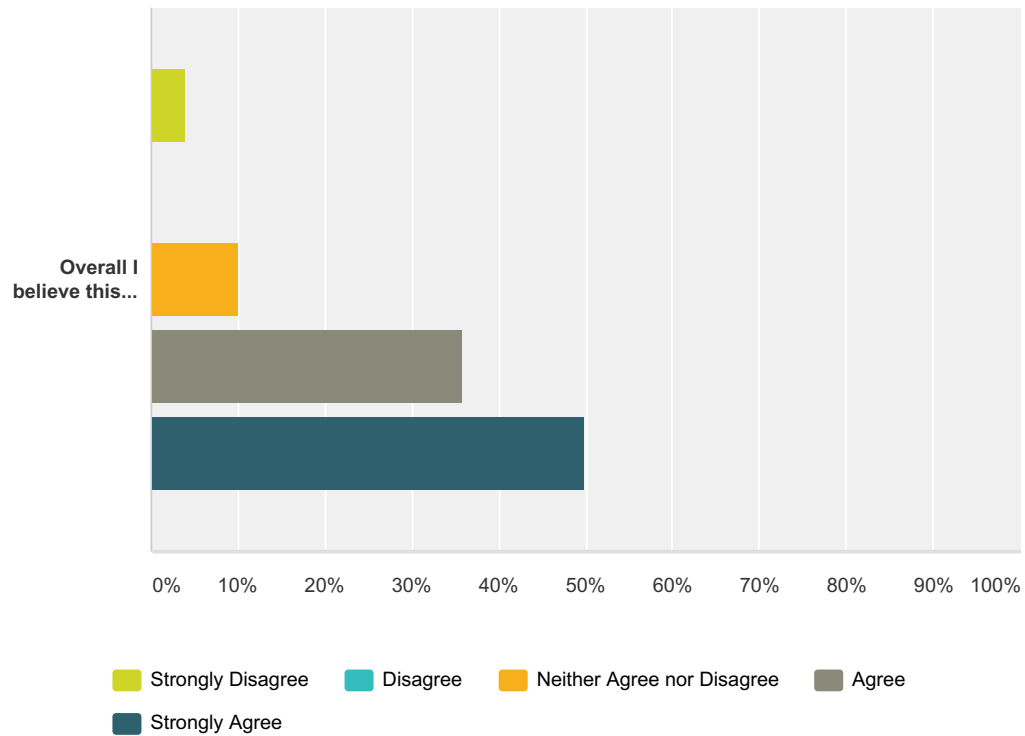
Q13 Please comment on any recommendations for improvement and action pertaining to the committee's participation in districtwide effectiveness in meeting goals.

Answered: 5   Skipped: 65

#	Responses	Date
1	Measurement: the district's research goals are often at odds with the campus's, and sometimes the definition of 'research' varies	12/8/2014 5:10 PM
2	It would be good for this council to actly look at these goals and means for assessing them.	12/4/2014 2:59 PM
3	None,it works pretty well right now.	12/2/2014 4:07 PM
4	n/a	12/2/2014 9:51 AM
5	Your survey will not allow me to mark more than one item in a particular column. For example, I can't mark "Agree" for more than one row item. Because of this design flaw, I suggest you consider all responses potentially invalid. In the future, I recommend you test the survey before distribution.	12/1/2014 12:40 PM

Q14 Please rate your level of agreement with the following statements using the scale below.

Answered: 50   Skipped: 20

Legend: Strongly Disagree · Disagree · Neither Agree nor Disagree · Agree · Strongly Agree

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Total
Overall I believe this committee has effectively promoted, and implemented the qualities of the districtwide participatory governance structure.	4.00% 2	0.00% 0	10.00% 5	36.00% 18	50.00% 25	50