

Spring 2011

President's Council/Strategic Planning Shared Governance Survey



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Highlights

- ❖ There was good participation in the current study and corresponding survey. All personnel groups were well represented except part-time faculty, who participated at a 6.7% rate.
- ❖ Respondents' reported relatively low levels of *knowledge* of the President's Council and shared governance, and planning processes.
- ❖ Respondents' reported awareness and attitudinal rates regarding shared governance and President's Council improved from previous administrations of the current survey.
- ❖ The new program plan process was rated at a higher level than other shared governance or planning processes.
- ❖ There have been new efforts to generate more input on and participation in both shared governance and planning.
- ❖ There is a continued need for more involvement in and explanation of the shared governance and planning processes.

Introduction

The Gavilan College planning and shared governance processes are meant to meet state and accreditation requirements along with providing a system for guiding a complex and ever-changing organization. Currently, shared governance processes include the committee structure and the President's council. The planning processes include the strategic plan and the newly developed *program plan* (formerly the *unit plan*).

As a part of the continuous improvement cycle, it is necessary to regularly conduct assessment efforts to evaluate current processes while providing information for future modifications.

In particular, the current study was designed to:

- ❖ Assess the knowledge of and attitudes about the Gavilan College planning processes and the workings of the President's Council;
- ❖ Assess attitudes about shared governance;
- ❖ Compare the current data to previous survey results;
- ❖ Provide specific suggestions on how to improve the President's Council, planning processes, and shared governance.

Methods

In Fall 2007, the original survey was developed by representatives of the President's Council and the Office of Institutional Research. The survey assessed the knowledge and attitudes of respondents, as well as prompted respondents for specific suggestions. In the second administration of the survey (Fall 09), the survey was broadened to include more items on shared governance. These items were added by a Shared Governance sub-committee led by the VP of Instruction. In Spring 2011, additional items were added by the college's Strategic Planning committee to measure respondents' awareness and opinions on the planning processes (see Appendix A for the actual survey).

The survey was administered via email to all staff using the same procedures as the previous administrations. Since many of the facilities staff did not have access or readily use email, the survey was made available to these staff in-person.

Of the 111 people who responded to the request for participation, 102 chose to participate in the study (91.9%). The sample represents 23.3% of the combined number of total staff (438), including temporary staff and faculty. Table 1 shows how respondents identified themselves.

Based on the Fall 10 staffing levels^[*], the following represents the approximate participation levels of the respective groups: Administrators 47.4% (19 total), Full-time faculty 35.4% (79 total), Part-time faculty 6.7% (208 total), Supervisors/Confidentials 78.9% (19 total), and Professional Support staff 21.2% (113 total).

* Staff figures were taken from the '09/10 CCCO report and some categories were different from the categories used in the survey item.

Table 1: Respondents' group

	Count	%
<i>Administrator</i>	9	9.9%
<i>Full-Time Faculty</i>	28	30.8%
<i>Part-time faculty</i>	14	15.4%
<i>Supervisor/Confidential</i>	15	16.5%
<i>Professional Support Staff</i>	24	26.4%
<i>I don't know</i>	1	1.1%

Findings

Below are the findings from the survey:

Table 2: Knowledge of President's Council.

	Nothing		A little		Much		Very Much	
	Count	%	Count	%	Count	%	Count	%
<i>The purpose of the President's Council</i>	18	20.0%	29	32.2%	24	26.7%	19	21.1%
<i>How the President's Council operates</i>	22	25.0%	31	35.2%	18	20.5%	17	19.3%
<i>How you can bring an issue to the President's Council</i>	24	27.0%	31	33.7%	18	20.5%	17	19.1%
<i>How the President's Council fits into College decision-making</i>	28	31.1%	25	27.8%	20	22.2%	17	18.9%
<i>Who your representative is</i>	37	41.6%	14	15.7%	10	11.2%	28	31.5%
<i>The information reported at the President's Council</i>	31	34.4%	31	34.4%	10	11.1%	18	2%
<i>The decisions made at the President's Council</i>	31	34.8%	32	36.0%	12	13.5%	14	15.7%

Table 3: Knowledge mean (average) comparison (Fall 07 to Fall 09 to Spring 11)

	Fall 07	Fall 09	Spring 11
<i>The purpose of the President's Council</i>	2.29	2.19	2.49
<i>How the President's Council operates</i>	2.14	2.06	2.34
<i>How you can bring an issue to the President's Council</i>	2.07	2.00	2.31
<i>How the President's Council fits into College decision-making</i>	2.21	2.10	2.29
<i>Who your representative is</i>	2.26	2.28	2.33
<i>The information reported at the President's Council</i>	1.98	1.97	2.17
<i>The decisions made at the President's Council</i>	1.93	1.97	2.10

Table 4: Knowledge of planning processes

	Nothing		A little		Much		Very Much	
	Count	%	Count	%	Count	%	Count	%
<i>The current strategic plan</i>	9	10.1%	43	48.3%	24	27.0%	13	14.6%
<i>What the process is for modifying the strategic plan.</i>	25	28.1%	38	42.7%	14	15.7%	12	13.5%
<i>Your program plan</i>	13	14.4%	26	28.9%	24	26.7%	27	30.0%

Table 5: Attitudes about shared governance.

	Not at all		Slightly		Well		Very well	
	Count	%	Count	%	Count	%	Count	%
<i>How well do you feel your group is represented at the President's Council?</i>	8	11.1%	22	30.6%	29	40.3%	13	18.1%
<i>How well do you feel your group is represented at strategic planning development?</i>	7	9.7%	24	33.3%	30	41.7%	11	15.3%
<i>How well do you feel your group is represented in the development of your program's Program Plan?</i>	7	9.9%	19	26.8%	25	35.2%	20	28.2%

Table 6: Attitudes about planning, research, and decision-making.

	Not at all		Slightly		Much		Very much	
	Count	%	Count	%	Count	%	Count	%
<i>How much do you think College planning is shared by all groups?</i>	4	5.1%	36	45.6%	32	40.5%	7	8.9%
<i>How much do you think College decision-making is shared by all groups?</i>	7	9.0%	43	55.1%	24	30.8%	4	5.1%
<i>How much have you participated in shared governance?</i>	14	17.7%	22	27.8%	20	25.3%	23	29.1%
<i>How much do you currently use data to help you in making the important decisions that are part of your job?</i>	13	16.7%	27	34.6%	27	34.6%	11	14.1%
<i>How much do you think the college uses data to make important decisions?</i>	2	2.6%	28	36.8%	37	48.7%	9	11.8%

Table 7: Attitudes about shared governance mean comparison (Fall 07 to Fall 09 to Spring 11).

	Fall 07	Fall 09	Spring 11
<i>How well do you feel your group is represented at the President's Council?</i>	2.39	2.40	2.65
<i>How much do you think College decision-making is shared by all groups?</i>	2.23	2.06	2.32
<i>How much have you participated in shared governance?</i>	X	2.42	2.66

Table 8: Involvement in shared governance.

	Yes		No	
	Count	%	Count	%
<i>Would you like to be more involved in shared governance?</i>	34	48.6%	36	51.4%

Table 9: Ratings of shared governance, research, President’s Council, and planning processes.

	Not at all well		Slightly well		Well		Very well	
	Count	%	Count	%	Count	%	Count	%
<i>Rating of strategic planning</i>	4	5.5%	34	46.6%	32	43.8%	3	4.1%
<i>Rating of program planning</i>	4	5.4%	27	36.5%	34	45.9%	9	12.2%
<i>Rating of President’s Council decision-making</i>	8	11.1%	28	38.9%	32	44.4%	4	5.6%
<i>Rating of the connection between planning and decision-making</i>	11	15.3%	31	43.1%	28	38.9%	2	2.8%

Specific suggestions

For the item, *suggested improvements in the Strategic Planning or Program Planning processes* (21 responses), below were the clustered themes (See Appendix B for actual responses):

- ❖ More inclusion of groups;
- ❖ Actually listening to all concerns;
- ❖ More information on how program planning is related to strategic planning;
- ❖ Enable staff to provide input at staff development;
- ❖ Decisions should be made as the result of planning processes not outside of the process;
- ❖ Provide incentives to include part-timers in the processes.

For the item, *suggested improvements in President’s Council* (19 responses), below were the clustered themes (See Appendix B):

- ❖ Don’t know enough about the process to say;
- ❖ All groups’ opinions should be included;
- ❖ Be more open about how final decisions get made.

For the item, *suggested improvements in research and suggested studies* (20 responses), below were the clustered themes (See Appendix B):

- ❖ Latino male success;
- ❖ Classroom assessment techniques training;
- ❖ Student satisfaction surveys;
- ❖ Greater communication.

Summary

Survey Participation

There was a relatively good participation rate in the survey. Approximately, 23% of the staff participated in the study. As expected, part-time faculty were not as well represented as other groups, with only 6.7% participating. Another shortcoming with this year's administration was the large number of respondents who skipped many questions. For each constituency group, there was approximately an equal number of respondents who completed items as those who did not. This non-response rate was much higher than previous years and may have been due to the extended length of the survey.

Any interpretation of the findings must include the understanding that survey respondents represented only a proportion of the total staff and student population. Thus others who did not participate may have distinctly different attitudes and/or opinions.

President's Council

There is clearly a continued lack of knowledge about the President's Council and how it operates. A majority of respondents reported knowing "nothing" or "a little" about most aspects of the President's Council (percentages ranged from 52-71%). These reported knowledge rates were similar to the previous survey administrations, however, most averages increased slightly (See Table 3).

A new item this year asked respondents to rate how well different processes functioned. Fifty percent of respondents reported that the President's Council process functioned either "well" or "very well". While it is clear the President's Council is still challenged with how to improve communication with constituent groups, it appears that a majority of respondents feel the process is operating well. Some suggestions for improvement were to include the input from all groups and make sure results of the processes are communicated with all groups.

Planning

Respondents' knowledge about the planning processes (strategic planning and *program plan* planning) was at a similarly low level (See Table 4). Respondents, however, seemed to know more about their program's program plan. Moreover, respondents seemed to rate the program planning process, higher than other processes such as strategic planning, and President's Council.

Clearly, respondents' knowledge and rating of the planning process has room to improve. Some specific suggestions were to include more part-time faculty and to listen and genuinely act on issues that emerge in the planning processes.

Research

Items on research were focused on the incorporation of research into college decision making. It appears a smaller number of participants use data or research in their

decision-making. Forty-eight percent reported that they used research “Much” or “Very much” in important decisions associated with their job. A considerable majority of respondents, however, reported that the college used data in its decision making (60.5%).

These numbers suggest that the college has made progress in the use of data in its decision-making. Nevertheless, respondents had suggestion for additional studies and research improvements, including Hispanic male success and increased communication.

Shared Governance

Representation

Most respondents seemed to report that they felt that their group was well represented at the President’s Council, strategic planning, and in program plan development. For example, 63% of respondents reported that their group was “well” or “very well” represented in the development of their program’s program plan. Nevertheless, there remains 10% of respondents who felt as if their group was not represented “at all” in any of the planning and decision-making groups.

Most survey participants reportedly had at least some participation in shared governance, with only 18% reporting no participation at all. Nevertheless, most respondents (64%) reported that *College decision making is shared by all groups* “Not at all” or “slightly”. These rates, while arguably low, are an improvement on previous administrations of this survey in 07 and 09. Reported college decision-making sharing rose 12% from the previous administration. Indeed, it appears a greater proportion of respondents are actually getting involved in shared governance. Again, this rate increased 10% from the previous administration.

These results aside, most respondents wanted to be more involved in shared-governance (62.5%). Additionally, respondents offered some specific suggestions on how to improve participation. Respondents suggested that the final decisions incorporate planning process recommendations and that all groups input is included.

Summary

In sum, this survey was only a sampling of overall staff and faculty knowledge and attitudes. It is clear that many participating in this study are unclear about the President’s Council, the planning processes, and their role in college decision-making. The rates of the satisfaction in these processes, however, seem to be at a higher level. Moreover, respondents’ awareness and attitudinal rates have increased in comparison to previous administrations of the survey. These increases also include the proportion of respondents who report having participating in shared governance.

Since the last administration, a variety of activities were conducted that may have had an effect on the awareness and attitudes. Since the last administration of the survey, a college-wide discussion on student success was conducted along with two open forums on the strategic plan. The new MyGav portal was also implemented in order to increase

personnel communication. New initiatives, such as the Learning Council, have become an avenue for greater involvement. Additionally, academic departments were allowed time to work on the new online version of the program plan on Staff Development day. A presentation on the program plan and the planning process in general was also conducted at this staff development day. These efforts may explain the relatively high approval rates of the program planning process.

It is clear, however, that more work needs to be done to improve both awareness and attitudes around the President's Council, shared governance, and planning processes. Some suggested improvements are detailed by respondents. They include acting on suggested planning and making sure all opinions are integrated into the planning and decision-making. With these and other improvements, the college can strengthen its systems and provide more effective governance.

Appendix A: Survey

Planning Survey

Please help us learn more about your opinions and suggestions for Strategic Planning and Shared Governance. Participation in this survey is voluntary and your decision of whether or not to participate will not affect your status as a faculty or staff-person. Your responses will be anonymous and the survey should take approximately 10 minutes. Thanks for your assistance

* 1. Do you want to participate?

- Yes
 No

1. What group best describes you?

- Administrator
 Full-time Faculty
 Part-time Faculty
 Associated Student Body representative
 Supervisors/Confidential Staff
 Professional Support Staff
 I don't know

2. How much do you know about the following:

	Nothing	A little	Much	Very much
The current strategic plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
What the process is for modifying the strategic plan.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Your administrative, student service or instructional program "Program plans".	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The purpose of the President's Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How the President's Council operates	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How you can bring an issue to the President's Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
How the President's Council fits into College decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Who your President's Council representative is	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The information reported at the President's Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The decisions made at the President's Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1. How well do you feel your group (Administration, Faculty, ASB, Supervisors/Confidential, and Professional Support Staff) is represented at the following?

	Not at all	Slightly	Well	Very Well
President's Council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strategic planning development	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In the develop of your program's Program IPan	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. How much do you think College planning is shared by all groups?

- Not at all
- Slightly
- Much
- Very Much

3. How much do you think College decision-making is shared by all groups?

- Not at all
- Slightly
- Much
- Very Much

4. How well do you think the following operate at our college?

	Not at all well	Slightly well	Well	Very well
Strategic planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Program plan planning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
President's council decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The connection between planning and decision-making	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

5. Over the past year, how much have you participated in Shared Governance (e.g. participation in College committees, involvement in planning, discussions, and/or decision-making)

- Not at all
- Slightly
- Much
- Very much

6. How much do you currently use data (reports, survey results, College data, focus group results, etc.) to help you in making the important decisions that are part of your job?

- Not at all
- A little
- Much
- Very much

7. How much do you think the college uses data (reports, survey results, College data, focus group results, etc.) to make important decisions?

- Not at all
- A little
- Much
- Very much

8. What are your suggestions for future research studies or for improving our College's office of Institutional Research?

9. Would you like to be more involved in Shared Governance?

- Yes
- No

10. Do you have any suggestions to improve the Strategic planning or program planning processes?

11. Do you have any suggestions to improve the President's Council?

Thanks

Thank you for your time.

Appendix B: Comments

Do you have any suggestions to improve the Strategic planning or program planning processes (Actual Responses)?

- ❖ more inclusion of the various groups and actually listening to all concerns.
- ❖ I don't feel that I know enough about the planning or processes to make any suggestions.
- ❖ have key people visit the depts
- ❖ Combine All Groups into One Body
- ❖ More clearly define how program planning shapes strategic planning
- ❖ Department meetings should have updates on where they are with their plans. This is not happening in my department.
- ❖ none
- ❖ No
- ❖ Enable staff to provide input on changes during staff development
- ❖ Given that all budget requests need to be tied to the Strategic Plan, steps need to be taken to ensure that services not directly linked to student success/performance are also represented in the goals.
- ❖ No
- ❖ more IT support to improve site
- ❖ We need to do some VISIONING as a community. We're planning without a real notion of what we're trying to achieve.
- ❖ not at the moment
- ❖ Not at this time.
- ❖ OUTPUTS FROM IEC NEED TO BE MOR SPECIFICALLY UNCLUDED IN THE BUDGETING PROCESS
- ❖ Although it is stated that it is an open process, there seems that decisions have been made even before one goes through the lengthy process. It is more of persistence to meet the next request.
- ❖ Maybe more incentives to involve as many adjunct instructors as possible - It's difficult for FTers to do so much planning, especially when they are a small department.
- ❖ Give the opportunity to suggest in the planning
- ❖ No
- ❖ None

Do you have any suggestions to improve the President's Council (Actual Responses)?

- ❖ When does it meet?
Can anyone attend?
What happens there, why, and how does it get reported?
Are you getting the point I'm making here?
- ❖ I don't feel that I know enough about the President's Council to make any suggestions.
- ❖ open communication to the faculty either by email or memorandums circulated
- ❖ President's council needs to give the opinions of all groups at the table equal weight. As it is now, it is obvious to all groups that the opinion of Faculty is always given more weight.
- ❖ Combine All Groups into One Decision Making body
- ❖ I don't know much about it so can't make suggestions.
- ❖ no
- ❖ I have no idea what it's for.
- ❖ I don't know enough about this to make a suggestion
- ❖ I guess I need to learn who the faculty reps are and how they report out to us!
- ❖ Remember, the President's Council is only a recommending body to the President, not a decision making body as indicated in this survey.

- ❖ No
- ❖ not at the moment
- ❖ Not at this time.
- ❖ Does anyone ever refute what the President puts forward? Or asks a question that might challenge the norm?
- ❖ None - I just need to take the time to find out more about it.
- ❖ Be more open with all the employs
- ❖ No
- ❖ None

What are your suggestions for future research studies or for improving our College's office of Institutional Research (Actual Responses)?

- ❖ I think Randy does an outstanding job.
- ❖ It would be difficult for me to make a suggestion based on my lack of knowledge in most of these areas.
- ❖ None at this time. They do a great job!
- ❖ none at this time
- ❖ One Decision Making body, Not ten Different Groups. Create Sub Committees of the Main Body. There are too many Committees nothing gets Done Properly
- ❖ more communications
- ❖ Latino male success
- ❖ Instructors might benefit from using Classroom Assessment Techniques (CATs) to assist with early alert and classroom climate.
- ❖ Provide a choice for Don't know
- ❖ Provide a place where staff may search for data
- ❖ That position needs extra help
- ❖ Randy needs help and a bigger office.
- ❖ not sure
- ❖ How well prepared are our students with their education here at Gavilan verses those with a University education in job success.
- ❖ STUDENT SATISFACTION SURVEYS
- ❖ I think our researcher is doing a great job! He is always available to help and is open to exploring new studies that will help the college.
- ❖ More hand on investigations with familiar subject experts
- ❖ Have more communication
- ❖ I don't know I just work here
- ❖ None