ELAC Shared Governance and Decision-Making Handbook

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Timeline of Events

• Educational Master Plan Goals
  • Access

• Student Success

• Planning, Accountability and Service
College Objective

• 3.5) Improve communication among departments, offices, and centers within the college and improve communication between the college, the District office, the Board of Trustees and other district colleges

• H) Increase access to college information through official, regularly updated handbooks and documents that establish clear guidelines and standardized policies and procedures for administrators, faculty, and staff...

• 2. Governance/Decision-Making Handbook
Accreditation Findings

- The accreditation visiting team agreed with the need for documentation linking planning and resource allocation:
  - ... the college should **integrate planning with decision making and budgeting processes** to ensure that the decisions to allocate staff, equipment, resources, and facilities throughout the college are based on identified strategic priorities and to ensure a continuous cycle of evaluation and improvement based upon data. (Eligibility Requirement 10, Standards I.B.2; I.B.3; I.B.6; IV.B.2.b)
  - ... the team recommends the college fully develop a **formal written policy describing its governance and decision-making structures and processes**. The policy should **define the roles and responsibilities** of the constituent groups in governance and then develop methods for the **regular assessment** of governance and decision making structures, widely distributing the results and using the results for continuous improvement. (IV.A.2; IV.A.5)
Accreditation Response Group

- The college convened a response group (ARG) over the summer to address the recommendations of the ACCJC visiting team
  - Solidify the connection between planning and resource allocation
  - Formalize the college’s decision-making structure in a written document
  - Work with college shared-governance committees to ensure campus-wide support and transparency
  - Create a living document that through systematic evaluation can be revised and used to improve college planning and decision-making processes
Purpose of Handbook

“...to illustrate how decision-making processes at ELAC integrate into the overall Planning, Implementation, and Evaluation cycle of the college.”

A reference guide for those who would like to participate in the decision-making process.
Organization of Handbook

- Mission Statement, Vision, and Strategic Directions and Values
- Introduction and Purpose
- Overview of Decision-Making & Organizational Structures
- PIE Cycle
  - Planning
  - Implementation and Action
  - Evaluation
Overview of Decision-Making Structures

- Identifies the roles of major constituencies
  - Board of Trustees
  - District Chancellor
  - College President
  - Faculty
  - Classified Staff
  - Administrators
  - Students

- The Shared-Governance Process
Organizational Structures
Organizational Structures

- Describes the college’s organizing structures and the general functions of each cluster and office
- Provides information to constituencies on the roles of each office
ESGC

• The Handbook reaffirms the college’s commitment to shared governance established in 1993:
  
  • “In accordance with this agreement, the decision-making processes described in this Handbook reconfirms the need to ‘rely primarily’ upon recommendations of the Academic Senate in formulating, changing, and/or approving policies in areas related to academic programming.”
  
  • The ESGC is the college’s central governing body.
  
  • Its charge is to ensure the implementation of shared governance on campus in the development of policies in a participative, objective, and constructive manner.
  
  • The ESGC focuses on providing the president with advice and recommendations on a variety of policy matters. These matters also include processes for institutional planning and budget development.
Planning
The East Los Angeles College Strategic Plan serves as the central planning document for the college and contains the College Mission, College Vision, and College Strategic Directions and Values.

- Strategic Planning Committee (SPC)

The Educational Master Plan details all academic and educational planning objectives, including student and administrative service objectives that relate to educational goals.

- Educational Planning Subcommittee (EPSC)

The Facilities Master Plan describes all planning objectives related to facilities and college infrastructure.

- Facilities Planning Subcommittee (FPSC)

The Technology Master Plan describes all objectives related to educational technology and technology infrastructure.

- Technology Planning Subcommittee (TPSC)
Planning

- All college planning agenda are created through data-driven processes that include national, state, local, and campus-level data.
  - Program Review process is used to substantiate the efforts made by departments and units to improve student learning and to identify the needs of ELAC students and the surrounding community.
  - Annual Update Plans assess the degree to which departments and programs are working to improve the student learning process and creating improvements in student outcomes.
  - Student Learning Outcomes provide evidence on learning in the classroom and assist faculty in making programmatic improvements.
The college implements its plans through the actions of individuals and committees:

- Budget Committee
- Hiring Prioritization Committee
- State Equipment Grants Committee
- Curriculum Committee
- Work Environment Committee
- Student Success Committee
- SLO Committee and SLOAC
- Accreditation Response Group
The Role of Program Review

- The college conducts comprehensive evaluations every six years in addition to Annual Update Plans.
- Program Review reflects the college’s planning agenda and creates a system for programmatic evaluation within the constructs of the college’s goals and priorities.
- Commendations and recommendations are developed by a representative validation committee and approved by the ESGC and college president.
- Commendations and recommendations are reviewed on an annual basis to track the college’s efforts to reach its goals and objectives.
Annual Update Plans

The purpose of the Annual Update Plan (AUP) is to:

- Help units monitor annual progress on action plans/goals and validation committee recommendations made during the comprehensive program review process.
- Plan and implement additional changes to improve student success and institutional effectiveness.
- Document changes within the department and in the discipline, college, state, or surrounding community that will be useful in conducting a unit’s six-year comprehensive program review.
- Serve as the central process for requesting any resources.
Linking Planning and Resources

- Annual Update Plans integrate college and unit goals with requests for:
  - Faculty
  - Classified and unclassified staff
  - State Equipment
  - Non-instructional equipment
  - Perkins funding
Use of Annual Update Plans

- Link resource requests to the college’s planning objectives and recommendations developed in the comprehensive program review process.
- Inform the college on the good work that faculty and staff have completed.
- Determine areas in need of funding to satisfy the unit and college goals.
- Serve as data for revising the college’s strategic and master plans.
Cluster Update Plans

- Each cluster reviews the Annual Update Plans of their units
- Areas of need are assessed and overlapping needs are identified
- Offers a global perspective of the needs of the campus and each individual cluster.
  - This perspective assists in annual college planning efforts by providing a venue through which the vice presidents can synthesize creative solutions that span multiple units within and between the clusters
- Identification of cluster goals and unfunded cluster priorities
Faculty Feedback

• Cluster plans are presented to the college community
  • (Forum - March 15th)
• The forum allows the campus to provide feedback to the vice presidents on the cluster priorities.
• Unfunded priorities are given to the Budget Committee and to the units within the cluster.
  • Budget Committee reviews the preliminary budget and expenditure projections as well as the funded and unfunded priorities from each Cluster Update Plan.
  • The Budget Committee makes recommendations to ESGC regarding the proposed budget, including the budget balance and unfunded priorities.
• When budget decisions are finalized, the vice presidents respond to any Budget Committee inquiries regarding any major funding outside of the established cluster priorities.
Evaluation

- Formative evaluation
  - Continuous quality improvement
  - Implementation process
  - Assessing the degree to which the objectives and action items are completed
  - Queries as to the progress made on each planning item
  - Provides narratives describing the progress made, any obstacles encountered, and whether there is any need for changes associated with the objective or action items.
  - Serves as a historical knowledge base for future planning and college decision-making.
Evaluation

- Summative evaluation
  - Overall effectiveness
  - Impact on student outcomes
  - College core indicators (quantitative measures)
- Faculty and staff surveys
  - Perceived impact
  - Program improvement
  - Assessment of planning procedures
- Creation of a dialog on self-evaluation and improvement
Evaluation

- College databases
- Surveys
- Ongoing assessments of process
- SLOs
- Core indicators
- Accreditation self-study
Instructions on how to use the handbook

- The handbook is interactive and made to serve as a guide for all college faculty, staff, and students
- http://elac.edu/collegeservices/researchplanning/SGH.htm