Clarifying our Planning Process: Using Outcomes to Implement Effective Decision Making

Jim Stanbery & Kristi V. Blackburn
June 25, 2012
CPC Planning Retreat
Plans are worthless; Planning is everything.

--Eisenhower
Accreditation visit: March 2012

• Confused by our framework diagram

• Key players on our campus when interviewed could not explain it

• Does not specify how information flows from committees through Clusters

• Difficult to ascertain outcomes measurement in this process

• How do we measure effectiveness of CPC?
Accreditation visit: March 2012

- Confused by our framework diagram

- Addresses the unit, cluster, and College Plan, but does not clarify how they relate to other planning documents

- Does not clarify how planning links to budget throughout the cycle
Accreditation visit: March 2012

• Addresses the over-arching College Plan, but does not address how college planning documents inform the process for example:
  • Enrollment Management Plan
  • 6 year Planned Offerings
  • HR Master Plan (in progress)
  • Educational Master Plan
  • District Strategic Plan

• Does not integrate planning and budget throughout the levels of planning

BOTTOM LINE:
Model needs to encapsulate all of the college planning documents (showing which informs which) throughout the system; integrated with the budget

CPC and shared governance committees are not just about sharing information; it is making recommendations about what to do with the information shared.

ACCJC: evidence that decisions are made based on recommendations/data
Planning documents: the Flow

Academic Affairs Unit Plans → Academic Affairs Cluster Plan (Educational Master Plan)

Student Services Unit Plans → Student Services Cluster Plan

Administrative Services Unit Plans → Administrative Services Cluster Plan

Enrollment Management Plan; 6 year Planned Offerings

Student Learning Outcomes/ SAOs & Program Reviews

District Strategic Plan

District Technology Plan

CPC College Master Plan

Technology Master Plan

Facilities Master Plan

Human Resources Master Plan
So we know what planning documents inform which...

HOW DO WE GET THERE

(insert music to build suspense 😊)
Results of Shared Governance Committee Communication Audit 5/12

- Co-Chairs of shared governance committees were interviewed (Ac Sen/CPC)
- 2 of the Academic Senate Committees provide reports at Division Council (manager’s meeting for Academic Affairs)
  - all other committees report through shared governance over-arching bodies
- Majority of agendas/minutes are managed by faculty co-chairs
- Do committees use other committees minutes?
  - Occasionally: Academic Affairs; Student Services
  - Ac Sen reviews but not in mtgs: CORE, AA Cluster & Division Council, Budget. SAPPC committee uses minutes as appropriate to topic; Essential Skills uses D.O. SSI minutes
  - No: all other committees
- How do you learn of actions of Ac Sen/CPC?
  - Most all co-Chairs said by attending the meetings
  - Challenge lays within that not all Co-Chairs attend BOTH Ac Sen/CPC meetings
Results of Communication Audit May 2012 continued

• What are the outcomes of recommendations made?
  – Ac Sen: Action on resolutions
  – Most all of the outcomes are “information sharing”
  – Only 1/3 were “implementation”

• Are the outcomes achieved?
  – Yes: A.A. Cluster; Student Services Cluster; SAPPC; Curriculum; Distance Ed; Essential Skills; Grants/CTE
  – Sort of: CPC; Ac Sen; Budget
  – No: Achieving the Dream

• Suggestions for improvement were requested and follow on the next slides
Recommendations from the Communication Audit, May 2012

- Committee Co-Chair training is needed to understand role/responsibility, scope of the committee, running effective meetings (agenda mgt)
- Roberts Rules of Order training (or other preferred method of meeting procedures)
  - Minutes are either approved; or approved with corrections: they are not voted on
  - Time on task: “Keep meetings to the shortest time possible” (It is in our Accreditation Action Items!)
  - Public Comment; how it is procedurally done.
    - Intended for people to speak that are not members of the body (would otherwise need to submit an agenda item)
  - Calling for agenda items before agendas go out (avoid multiple agendas circulating; outcome = accuracy)
- All committee reports should be in writing with ALL recommendations in the report. Keep it short and sweet!
Recommendations from the Communication Audit, May 2012

• Separation of “conflated committees”
  – Division Council is a manager’s meeting; separate from Academic Affairs
  – Work Environment Committee (AFT) is separate from Facilities. Where does CORE fit? What is the difference between Facilities, WEC, and Professional Concerns? Clarify scope and purpose of each.

• Representatives need to be at meetings so can report from their cluster/committee and bring information back to respective groups

• Alignment of committees and where information stops (Academic Senate Committees reporting at Division Council but not at A.A. Cluster, etc.)

• We are Recyclers: we recycle issues when believe the issue had been resolved. How do we eliminate the unnecessary back-treading and attempts at back doors? If no new information is obtained, why do things come back for more precious time?

• Flow Chart of our processes is needed: How do we do business?
Recommendations continued...

• When shared governance committees make a recommendation, want to know the outcome: was it implemented?; close the loop
• Membership lists for each of the committees posted at the beginning of each academic year
• Dept. Chair training and a description of the function of a department Chairs
• Would like a report from Economic/Workforce Development to know what is going on in the area periodically
• Unit plans are completed by Division Chairs in Academic Affairs, which may or may not be on the A.A. Cluster committee; confusion at times as to how the input from Chairs is fully used in the planning process when all of them are not in the room when decisions are made; how does information cycle back?
# What Committees Do We Have; Why?

<table>
<thead>
<tr>
<th>REQUIRED (by whom)</th>
<th>RECOMMENDED (by whom)</th>
<th>COLL</th>
<th>SEN</th>
<th>COMPOSITION</th>
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<tbody>
<tr>
<td>Budget Committee (AFT)</td>
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<td>Equal AFT &amp; AcSen</td>
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<td>Calendar Committee (AFT)</td>
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<td>Intersession Committee (AFT)</td>
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<td>Shared Governance Comm (AFT) aka CPC</td>
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<td>Equal AFT &amp; AcSen</td>
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<tr>
<td>Lumina Foundation Achieving the Dream grant: AtD Core and Data Teams. Reports to CPC</td>
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<td>X</td>
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<td>AcSen has rep on each comm with Faculty Co-Chairs</td>
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<tr>
<td>Educational Planning Committee (AFT): note 10/20/11 Ac Sen reaffirmed 2006 motion that Enrmt Mgt be incorporated into college planning process suggesting joint meeting of Ac Aff and Stu Ser</td>
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<td>Requires AFT Rep</td>
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- Academic Affairs Cluster Comm
- Admin Serv Cluster Comm
- Stu Serv Cluster Comm
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<tr>
<th>REQUIRED (by whom)</th>
<th>RECOMMENDED (by whom)</th>
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<td>Work Environment Comm (AFT)</td>
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<td>Peer Evaluation Committees (AFT)</td>
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<td>Professional Growth Committee (AFT) (aka AcSen Flex Committee)</td>
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<td>Majority faculty selected by faculty. 1 AFT rep. Requires Faculty Chair</td>
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<td>Curriculum Committee (AFT)</td>
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<td>Faculty Hiring Prioritization Comm (AFT) note: AFT Contract states it can be under auspices of Shared Governance (CPC) with consent of the Ac Sen</td>
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<td>Requires AFT Rep</td>
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<td>Distance Learning (AFT)-- sub comm of Curriculum Ac Sen</td>
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<td>AcSen Assessment-- sub comm of Curriculum Ac Sen</td>
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<td>AcSen Essential Skills-- sub comm of Curr Ac Sen</td>
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<td>Information Tech Comm (AFT) aka TAC</td>
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<td>Equal AFT &amp; AcSen</td>
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<td>AcSen Accreditation</td>
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<td>AcSen APPC-Academic Planning &amp; Policies-- aka SAPPC</td>
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<td>AcSen CTEC</td>
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<td>AcSen Grants Committee</td>
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<td>AcSen Professional Concerns</td>
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<tr>
<td>AcSen Matriculation</td>
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In a Nutshell:

College Planning Committees:
Academic Affairs Cluster Comm
Student Services Cluster Comm
Administrative Services Cluster Comm
CORE
Budget
  Budget work group
Facilities
Information Technology (TAC)
Staff Development
Achieving the Dream
Ad-hoc/Task Force: Web-page
Ex-Officio: ASO reports

Academic Senate Committees
Curriculum
Distance Ed
Assessment
Essential Skills
Matriculation
Professional Development (Flex)
SAPPC
FHPC
Professional Concerns
Accreditation
CTEC
Grants
Information needs within Cluster Committees

• Academic Affairs
  – CPC: Budget, Facilities, CORE, TAC, Staff Development, Achieving the Dream, ASO
  – Academic Senate: Curriculum, Distance Ed, Assessment, Essential Skills, Matriculation, Professional Development, FHPC, Professional Concerns, Accreditation, CTEC, Grants

• Student Services
  – CPC: Budget, Facilities, CORE, TAC, Staff Development, Achieving the Dream, ASO
  – Academic Senate: Curriculum, Distance Ed, Assessment, Essential Skills, Matriculation, Professional Development, FHPC, Professional Concerns, Accreditation, CTEC, Grants

• Administrative Services
  – CPC: Budget, Facilities, CORE, TAC, Staff Development
  – Academic Senate: Professional Development, FHPC, Professional Concerns, Accreditation, Grants
## Information Needs in Visual Format:

<table>
<thead>
<tr>
<th>Committee</th>
<th>Academic Affairs</th>
<th>Student Services</th>
<th>Admin Services</th>
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<td>CPC/ Clusters (A.A., S.S., A.S.)</td>
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<td>CPC/ CORE</td>
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<td>CPC/ Budget</td>
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<td>CPC/ Facilities</td>
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<td>CPC/ TAC</td>
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<td>CPC/ Staff Development</td>
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<td>CPC/ Achieving the Dream</td>
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<td>CPC/ Ad-hoc Web-page</td>
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<td>AS/ Curriculum and its sub-committees: Distance Ed, Assessment, Essential Skills</td>
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<td>AS/ Matriculation</td>
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Back to the drawing board, but keeping the same picture:

- How do we modify the diagram (aka process) to reflect flow and role of each Cluster and the CPC Committees?
- Academic Senate Committees?
- Where Does Budget go on the diagram?
- How do we reflect Clearance Committees in the diagram?
- Taskforce to “tweak” diagram and write up the process to accompany the diagram so we can all explain it. Volunteers?
Outcomes Necessary to Design into Planning Process

- Current structure and reporting of committees need to “flow” to create the Planning Documents
  - in order to integrate planning/budget information must flow
  - consider the recommendations from committee co-chairs in order to reflect the work of the committee. In other words: Outcomes need to be clearly communicated by the reporting committees
- ACCJC is BIG on using outcomes and that planning committees are actually planning, not just discussing.
  - Decisions must be made as a result of discussions, which become recommendations to CPC, which then in turn CPC will make recommendations to the President...
- Reporting methods perhaps need some changes so that those who do not attend the Senate Meetings are still able to have their information needs met
  - Senate President report at CPC?
  - Cluster reports reflect the Ac Sen Committee recommendations/CPC committee recommendations?
ACTION ITEMS

• SPEED ROUND (keep to 2-5 mins.)
  – See Action Items attached to powerpoint (p. 15)
• RECOMMENDATIONS WILL BE REACHED!
• NO SWIRLING
Agenda for the Planning Retreat

• Afternoon session facilitated by Abbie Patterson and Susan McMurray
  – Role and Purpose of CPC and CPC Committees
  – “Action Items”: addressing and implementing
• More on the Budget and integrating it into Planning Documents
• Coming together to move Harbor College forward
• Merging the Cluster Committee plans into a College Plan