Lassen College Planning, Budgeting and Governance Process Review
Constituent Group Survey
Administration

Date: 5-25-2016

Members Present: Dr. Terri Armstrong, Dr. Marlon Raynald Hall Sr., Patrick Walton, Brian Murphy

Members Absent:

Planning Section

1. What works in the planning process at Lassen College?
    *   Input from all groups
    *   The process is laid out in a timeline
    *   You can hear the responses from all groups
    *   Committee minutes and agendas keep all informed
    *   Representation includes all groups
    *   People are free to voice their opinions without recourse

2. What doesn't work in the planning process at Lassen College?
    *   The process is overwhelming
    *   Lack of student involvement with the process
    *   The best interests of the students need to be emphasized
    *   A need for an addendum annually
    *   The information reviewed is not current
    *   There is no structure
    *   It is not data-driven or the strategic plan which accreditation requires
    *   The process is still not fully comprehended by all involved

3. What changes would you make in the process to improve efficiency and effectiveness?
    *   A yearly addendum that is included in the program review process
    *   Develop a contingency or emergency budget process(develop a one-page emergency expenditure form, develop a clear process for emergency expenditures
    *   Streamline the IPR/NIPR process to only include what is needed and not pages of unneeded information
    *   The IPRs need to stay on track as assigned, but an annual budget request based on the strategic plan and data regarding FTEs, new curriculum, etc., might make the budget process more relevant.

- Every department should be reviewing their expenditures from the previous year and making changes based on updated needs

4. What additional resources (human, research data, additional information, etc.) do you feel the planning committees need to perform their assigned tasks?
   - A system to retrieve the current data to use in the process
   - Guidelines from the Business Office as to how much is available in the different areas
   - Training for committee leaders to make sure that each plan is being done the same way

Governance Section
1. What is working well in the Shared Governance and Collegial Consultation process?
   - Communication between the groups
   - The process is complicated but it works
   - The agendas and minutes are distributed in a timely fashion
   - All groups are represented

2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
   - Chairs of committees need to hold regular meetings
   - Hold a retreat for members of the group
   - All members should have the opportunity to serve on committees
   - Agendas should go out no less than 3 days in advance
   - Make sure that training is held for Consultation Council at the beg

3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
   - Reduce the number of committees for more efficiency and more participation

Lassen College Planning, Budgeting and Governance Process Review
Constituent Group Survey
CSEA – Classified Staff

Date: *May 18, 2016*
Members Present: *responses solicited via email*
Members Absent:

<u>Planning Section</u>

1. What works in the planning process at Lassen College?
    *   *There is more conversation now about the process and how it works.*
    *   *People volunteer their time to make the campus a better place*
    *   *Most Committees email their minutes and agendas out, which helps to keep people informed*
    *   *To an extent the process we have does work <u>when it is followed</u>.*
    *   *Ability to give input*
    *   *All constituent groups are represented*
    *   *Most departments and discipline areas include members in their area when writing/reviewing IPR and NIPRs.*
    *   *The IPR and NIPRs are a good source for budget development and prioritization.*
    *   *The reports from all the committees are shared through the email.*

2. What doesn't work in the planning process at Lassen College?
    *   *The process has become complicated. There are times that things come up that were not originally planned for. Also, we seem to be working in the past rather than in the current or future, particularly with budget planning.*
    *   *Our ideas may be heard, but nothing is done with our suggestions.*
    *   *A few of the committees do not meet on a regular basis.*
    *   *Students need to be involved more in decisions that will have an impact on their time here. They are stakeholders in almost every project that happens here.*
    *   *Plans do not always seem to have the best interest of the students, campus, and employee's in mind.*
    *   *Most times the appearance of employee's opinions being taken is all that there is, just the appearance.*
    *   *Detailed information about projects on campus not always provided*
    *   *Details of changes in plans to projects not provided*
    *   *Some areas could do a better job of budget planning and following the plan instead of crisis management*

- *Sometimes, it seems that administration makes decisions without following the planning process*
- *Some planning committees do not meet often enough. It seems as though the main focus is on update the master plans.*
- *Administrative representatives are often not present at committee meetings*
- *Unrealistic timelines are given to read and respond to SG documents*
- *Master plans are often updated at the last minute without the deeper thought they deserve*
- *At times no clear reasoning is given for plans or changes*
- *Planning process sometimes doesn't involve the department of any change from the beginning to the end. The departments get involve at the end part of the process.*
- *Committee prioritizations are not always accepted at consultation council*

3. What changes would you make in the process to improve efficiency and effectiveness?
   - *Perhaps work more with the Annual Updates to see the most current needs.*
   - *Find a way to have our suggestions considered.*
   - *Deadlines need to be looked at, ex: Program reviews*
   - *Take into consideration the ideas and suggestions of the staff that is affected.*
   - *Provide regular updates regarding new projects or revisions to existing projects on campus*
   - *It would be helpful if committee works/communicate with department/constituent groups for the input, rather than just reading what happened afterward.*
   - *Stricter deadlines, less meeting and more doing*
   - *The administration actually needs to communicate with the "body" of the campus; we look like a chicken that cut off its body so the head could have its own way.*

4. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
   - *More current information would help get more accurate needs assessments.*
   - *An Admin. Assistant for all committees would be a good idea.*
   - *Work on the committees often gets put onto one maybe two members only; this causes delays with work that needs to be done for the committee. Either members need to take a more active part or there may need to be a staff member that is assigned to as part of their work load to help.*
   - *Someone to manage the grants and actively implement the ideas of the committees*

Governance Section

1. What is working well in the Shared Governance and Collegial Consultation process?
    - *The communication within the process is a little better.*
    - *To an extent the process we have does work when it is followed.*
    - *The Consultation Council does a good job of distributing agendas, minutes and related documents*
    - *Fair representation and participation from the different groups*
    - *Information is being distributed through campus*

4. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
    - *Hold administrators to the processes that have been developed and approved*
    - *Hold an open forum without administration present to discuss areas of concern and develop solutions*
    - *Put committee chairs on notice to hold regular meetings*
    - *Remind committees that their Master Plan isn't the only thing they are responsible for.*
    - *We all seem to have the same feelings of frustrations about similar items.*
    - *When we make a plan that we all agree on, we need to stick with our processes. If we, as a group, decide it is not working then we, as a group, should decide how to correct the process*
    - *Work to improve campus communication*
    - *Acknowledge that this is a slow/drawn out process and make the commitment to work proactively rather than reactively*
    - *Respect and take everyone's ideas into consideration*
    - *Provide regular updates regarding new projects or revisions to existing projects on campus*
    - *Maintain a stance of no tolerance to those on committees who negate others ideas or use fear and intimidation to squelch ideas or opinions other than their own*

2. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
    - *We should strive for a fair process for all groups*

Lassen College Planning, Budgeting and Governance Process Review
Constituent Group Survey
Academic Senate - Faculty

Date: May 10, 2016
Members Present: Cheryl Aschenbach, Carrie Nyman, Barb Baston, Lisa Gardiner,
Members Absent: Richard Swanson, Cory McClellan
Additional Faculty Present: none

Planning Section

2. What works in the planning process at Lassen College?
    *   *Curriculum process works well; the well-developed processes in Curriculum are clear and efficient, which allows for quick development and approval of new courses as well as course and program revisions.*

3. What doesn't work in the planning process at Lassen College?
    *   *IPRs not being done, and no IPR orientation held despite multiple requests to schedule an orientation from Senate President to VP of Instruction. There were gaps in data: some missing (student employment outcome data) as well as unfamiliarity with analyzing data for some faculty.*
    *   *Confusion with the amount of information considered within different planning committees – even within one committee (Student Services Planning). Faculty aren't as familiar with the many parts of a plan and the information being analyzed as administrators are and end up feeling unprepared and unable to contribute as effectively as they'd like.*
    *   *Some grants are operating outside of the regular planning process, leading to parallel and/or competing funding streams and a stretching of human resources.*
    *   *Decisions for new program development need to be based on data including labor market data and feasibility (financial, physical plant, human, etc).*
    *   *Changes in facility plans without communication to the campus led to confusion about where functions are, what the timelines are, what moves are happening, etc. This impacts students and faculty negatively.*
    *   *Timelines haven't been followed. Master plans were late, starting with Educational Master Plan and including others, and this has adversely impacted the budget process.*
    *   *Often discussions about plans and budget prioritization do not rely on data, only ideas and opinions.*
    *   *Too much talk, and not enough action. Quit talking about planning and plan instead. We've been here before and sanctioned; we don't want to be in this place again.*

4. What changes would you make in the process to improve efficiency and effectiveness?

- *Recognize the difficulty of faculty completing IPRs with plenty of follow-up conversations to fill in gaps when also teaching full-time and managing a program single-handedly. This may nor may not be easier in multiple-faculty member disciplines. Provide additional clerical and data analysis assistance to help. Consider ways to help faculty members attend important planning-related meetings (substitutes, alternate meeting times, etc).*
- *Communicate plans, whether master plans or operational plans, more completely and provide timely updates on changes to plans that may impact students and faculty. Communicate early, communicate often, and communicate clearly.*
- *Prioritize what is important to communicate about – we do well about fun, happy, and easy things to communicate about (planned events, student or staff achievements) but do poorly with communication about more difficult topics (frustrations on campus, events impacting people, deaths of students, emergency situations and responses). Go beyond the superficial items and communicate the important information in regular ways (The Week That Was) as well as town halls and Convocation. The campus community should not be the last to hear about significant events/issues that occur on campus – not only is it embarrassing, but it potentially endangers staff and students.*
- *Higher level administrative leadership (President, VPs) hold town hall meetings more often to present and discuss information to the campus. Allow for dialog and be willing to listen to constituents and be willing to make changes to plans for decisions based on input of constituents. Cut down on hearsay.*

4. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?

- *Consider ways to allow more faculty to attend committee meetings and other important meetings (substitutes, alternate times, etc).*
- *Assistance for IR office to provide more training and assistance to faculty working on IPRs.*
- *Regular administrative assistant support for committee meetings (help with agendas, take minutes, handle long-term documentation) *currently in IEMP as Administrative Assistant for Governance & Planning.*
- *More lead-in time in committee meetings to discuss and understand data and other information before the action of planning (ie. Student Equity Planning and other plans, whether LCC master plans or not). Ideas: orientation to a committee, start meeting earlier before planning starts, etc. Consider more frequent but shorter meetings for more effective meetings. Have well-defined agendas that are action-oriented (Curriculum is an example).*

<u>Governance Section</u>

3. What is working well in the Shared Governance and Collegial Consultation process?
   - *Faculty who are most involved in governance and decision-making communicate well within the unit.*

4. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
   - *More faculty members need to be involved in governance. Stay informed, attend meetings, participate rather than remaining unengaged and relying on others to do the work.*
   - *The president needs to be more open to input from constituent groups and respectful of the consultation process. Example: Faculty are tired of hearing the President say that Consultation Council only makes recommendations and he can do what he wants. This doesn't demonstrate that constituent group input is valued. Be willing to disagree, be willing to engage in conversation when disagreement occurs, be willing to respond and explain decisions, and be willing to show respect for the input of others.*
   - *Policies, procedures, and processes on campus need to be utilized more and respected more. Faculty are protective of policies, procedures, and processes that were put in place in response to past accreditation shortcomings and are fearful of repeating past history. There are too many exceptions being made.*
   - *The involvement of faculty needs to be appreciated more. Instead of expecting more, demonstrate appreciation for the amount of work some people are doing. Positive affirmation and appreciation can go a long way in improving morale.*

5. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
   - *Consider an equity committee if the Associate Dean of Categoricals is hired (maybe retitled the Associate Dean of Equity and Diversity?). Separate the Student Equity Plan from SSMPC and assign to this committee. Allow for broad membership to develop a culture of equity on campus.*

Lassen College Planning, Budgeting and Governance Process Review
Constituent Group Survey
Management Group

Date: 5/17/16

Members Present: Bobbie Theesfeld, David Corley, Terry Bartley, Lori Pearce, Davis Murphy, John Larrivee, Chrisdee Pelfrey

Members Absent: Vickie Ramsey, Julie Johnston, Greg Collins, Carol Growden, Eric Imrie, Nathan Jersey, Amy Langslet, Matt Levine, Fran Oberg, Dave Trussell, Beau, Paige Broglio,

Planning Section

5. What works in the planning process at Lassen College?
   - *When master plans are completed on time, they all feed into one another.*
   - *The different groups have input from all staff and departments.*
   - *Use of NIPR's and IPR's within Master Plans*
   - *It is very procedural*

6. What doesn't work in the planning process at Lassen College?
   - *Implementation of what has been created within the Master Plans*
   - *Difficult to keep track of all the requests from the IPRs and NIPRs.*
   - *When staff cannot attend meetings*
   - *It's still difficult when someone is new to understand any of our processes or the unique abbreviations the campus uses.*
   - *We get so involved in a process we have a difficult time moving forward,*
   - *We need to leave the money attached to requests off the planning and look at the ideas with the concept that it fits our mission and goals. This will take some of the politics that creep in out of the discussion. This is a recommending body, not a decision making body, give the recommendations to the president and let the final decisions get made at that level. When a purchase is made at the end of the year because the president has determined a very real need, those decisions should not be second guessed as long as they meet the mission and goals of the institution because we need to allow a decision to be made when needed.*
   - *There could be more outside input and information, there doesn't seem to be an apparent total picture view of the entire college offerings - as a whole, there could be an education needs assessment that looks at emerging labor force needs and new industries. There could be an exploration*

7. What changes would you make in the process to improve efficiency and effectiveness?
    - *Have one person consolidate all the IPR and NIPR requests and distribute them to the planning committees at the beginning of the planning cycle each year.*
    - *Encourage staff to have a substitute person to attend if they are absent*
    - *Tap into those who are experts at organization (John Larrivee) and ask for training on how to be productive with our processes. Or invite outside training.*
    - *Organization of integrated planning process*
    - *Use an annual plan that is not an annual process to plan over a multi-year period, but a process that uses current and timely information for current and timely plans*

8. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
    - *Data updates*
    - *Better understanding of the processes of how a plan goes into effect.*
    - *Data rich input from outside sources, best practices models, support for innovative thinking, perhaps a course on Design Thinking*

Governance Section
6. What is working well in the Shared Governance and Collegial Consultation process?
    - *Everyone is able to have their say in things*
    - *Everyone has the power to say no and stop the process*
    - *Participation by members and guests are welcome to come and be heard.*
    - *Overall Employee input on decisions made.*

7. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
    - *Encourage all staff to attend if they want to be heard.*
    - *Separate stages of decision making and types of participation to clarify what types of meetings we have*
    - *I think we need to have rules that the representatives present are there to represent the constituent they come from and leave the Union out of discussion because we don't have Union representatives on the committee.*

8. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
    - The basic design is outdated and a new process would streamline the timeline

Lassen College Planning, Budgeting and Governance Process Review
Constituent Group Survey
Students

No response received

Lassen College Planning, Budgeting and Governance Process Review
Planning Committee Survey
Academic Planning Committee

Date: 05/23/2016
Members Present: Alison Somerville, Brian Murphy, Patrick Walton, Cheryl
Aschenbach, Robert Schofield, Ross Stevenson, Terri Armstrong, Fran Oberg
Members Absent:

Planning Section
When answering these questions consider the "planning process" the process used to
create the Comprehensive Institutional Master Plan; including but not limited to the work
of planning committees (Academic Planning, Student Services Planning, Institutional
Effectiveness Planning, Institutional Technology Planning, Facility Planning, Human
Resource Planning etc.) as well as the recommendations from IPR and NIPRs and
analysis of student learning and administrative unit outcome results.

1. What works in the planning process at Lassen College?
   - *In theory the planning process captures all the required elements, but we
     struggled to turn theory into practice this year.*

2. What doesn't work in the planning process at Lassen College?
   - *Timelines are not followed.*
   - *We stop process when timelines in committees were not followed*
   - *Administration didn't follow the budget process: academic program items
     were funded without vetting through Academic Planning Committee.*
   - *Grant planning and spending were not included in the general planning
     process for the college; i.e. Perkins and AEBG etc. funding.*
   - *Using data to make decisions isn't valued, decisions are made based on
     HiPPO.*
   - *Often program review falls to one person in a program to write.*
   - *In Consultation Council, we mix budget years (current and next year's
     budget) in planning discussions.*

3. What changes would you make in the process to improve efficiency and
   effectiveness?
   - *We need to follow through with the meeting of the Chairs of the planning
     committees to exchange information between planning areas.*
   - *Negotiate annual updates.*
   - *Don't wait for program reviews to move the process along at the committee
     level.*

- *A form to document items that pushes emergency items through process with documentation.*
- *Integrate grant planning into the full budget/planning process.*
- *Fillable form with data dropped in for program review and Database for budgets for easier committee review of program budget needs.*
- *Honor time of committee membership, through shorter meetings and more focused discussion.*

4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
   - *Labor market data.*

5. Do you feel your contribution to the planning process is necessary?
   - *Yes.*

6. Do you feel your contribution to the planning process is valued?
   - *This year, not so much.*

Governance Section

1. Did your committee perform during the preceding year as identified in the committee's charge?
   - *Yes, but we were tardy with the EMP.*

2. Identify results (products) of committee activities?
   - *EMP*

3. Provide suggestions to change or modify the committee charge.
   - *No changes are needed.*

4. Was the committee membership appropriate to implement its charge? If not what changes are needed?
   - *Yes, committee membership is appropriate.*

5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
   - *Most of us are here every meeting. All constituencies have been present.*

6. How could communication between committees and others be improved with regards to governance?
   - *Meeting between committee chairs.*

Lassen College Planning, Budgeting and Governance Process Review
Planning Committee Survey
Facilities Planning Committee

No response received

Lassen College Planning, Budgeting and Governance Process Review
Planning Committee Survey
HUMAN RESOURCES/STAFF DIVERSITY PLANNING COMMITTEE

Date: May 5, 2016
Members Present: Sue Kelley, Lori Pearce, Paige Broglio, Colleen Baker, Vickie Ramsey
Members Absent: Dan Anderson, Sandy Beckwith,

<u>Planning Section</u>
When answering these questions consider the "planning process" the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Academic Planning, Student Services Planning, Institutional Effectiveness Planning, Institutional Technology Planning, Facility Planning, Human Resource Planning etc.) as well as the recommendations from IPR and NIPRs and analysis of student learning and administrative unit outcome results.

7. What works in the planning process at Lassen College?
   - *The majority of employees are assigned to a committee giving them an opportunity for input.*
   - *The variety of committees to address different issues.*

8. What doesn't work in the planning process at Lassen College?
   - *The process in place isn't always followed.*
   - *Not all committee members attend.*
   - *Never know what's going on. Would like a master schedule of meetings.*

9. What changes would you make in the process to improve efficiency and effectiveness?
   - *Too many emails. Links to committee minutes rather than emails for each.*
   - *Sincerely consider others opinions and input rather than dismissing because decisions have already been made.*

10. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
    - *None.*

11. Do you feel your contribution to the planning process is necessary?
    - *Yes. All staff should be given the opportunity to contribute.*

12. Do you feel your contribution to the planning process is valued?
- *Participating at the HR Planning process level, yes, we feel our input is valued. However, maybe sometimes in the larger scope, there seems to be hidden agendas and decisions have been made before we are asked for our input.*

Governance Section

7. Did your committee perform during the preceding year as identified in the committee's charge?
- *Yes*

8. Identify results (products) of committee activities?
- *HR/Staff Diversity Subcommitte Planning Master Plan*
- *Selection and Hiring Manual*
- *Professional Development*
- *Employee Handbook*

9. Provide suggestions to change or modify the committee charge.
- *No change.*

10. Was the committee membership appropriate to implement its charge? If not what changes are needed?
- *Yes.*

11. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
- *Dave Clausen*
- *Dan Anderson*

12. How could communication between committees and others be improved with regards to governance?
- *Master Meeting Schedule along with link to meeting minutes.*

Lassen College Planning, Budgeting and Governance Process Review
Planning Committee Survey
Institutional Effectiveness Committee

Date: 05/11/2016
Members Present: Alison Somerville, Sue Mouck, Cheryl Aschenbach, Codi Mortell, Brian Murphy
Members Absent: Terry Bartley

Planning Section
When answering these questions consider the "planning process" the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Academic Planning, Student Services Planning, Institutional Effectiveness Planning, Institutional Technology Planning, Facility Planning, Human Resource Planning etc.) as well as the recommendations from IPR and NIPRs and analysis of student learning and administrative unit outcome results.

13. What works in the planning process at Lassen College?
    - *Lots of people are engaged.*
    - *Widespread opportunity to participate.*
    - *When utilized, it merges budget and planning.*

14. What doesn't work in the planning process at Lassen College?
    - *Timelines are not met with program review and masterplans.*
    - *Communication of the importance of timelines.*
    - *Moving recommendations forward through planning (from NIPRs and IPRs) committees is difficult without annual updates.*
    - *At times, we're expected to make decisions without data.*

15. What changes would you make in the process to improve efficiency and effectiveness?
    - *Negotiate annual updates*
    - *Don't wait for program reviews to move the process along at the committee level.*
    - *A form to document items that pushes emergency items through process with documentation.*
    - *Fillable form with data dropped in for program review.*
    - *The institution should have a theme which is identified from the CIMP and then communicated and articulated at Convocation.*

16. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
    - *Additional resources for an admin assistant for governance and program review. Could do minutes and agenda creation for meetings. Could supplement accreditation documentation organization.*
    - *On-going training about the planning process and everybody's role in it.*

17. Do you feel your contribution to the planning process is necessary?
    - *Yes.*

18. Do you feel your contribution to the planning process is valued?
    - *At the committee level yes.*
    - *At the institutional level No. We need more communication of appreciation from administration of the planning process at the institutional level. The ones who are completing their planning documents in a timely manner feel frustrated by those who complete late or not at all.*
    - *There are no measurable consequences for those not following the planning process. This should be reflected in employee evaluations. With a stronger administrative leadership*
    - *We are concerned that program leaders are able to circumvent the established planning process and yet are able to enhance their programs through other political avenues.*
    - *However, recommendations that come out of a committee often are not accepted at the next level which makes the committee membership feel like their input isn't valued.*
    - *Many times, it feels like recommendations don't percolate through to final decisions.*

Governance Section

13. Did your committee perform during the preceding year as identified in the committee's charge?
    - *Yes.*

14. Identify results (products) of committee activities?
    - *Institutional effectiveness master plan*
    - *Institutional effectiveness partnership initiative plan*
    - *Institutional set standards*

15. Provide suggestions to change or modify the committee charge.
    - *No changes are needed.*

16. Was the committee membership appropriate to implement its charge? If not what changes are needed?
    - *Yes, committee membership is appropriate.*

17. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
    - *Most of us are here every meeting. All constituencies have been present.*

18. How could communication between committees and others be improved with regards to governance?
    - *Members of all committees need to regularly report back to constituency groups during their meetings, i.e. Academic Senate. Similar to what the Classified is already doing.*

Lassen College Planning, Budgeting and Governance Process Review
Planning Committee Survey
Institutional Technology Planning Committee

Date: 5/17/2016
Members Present: done via email
Members Absent:

<u>Planning Section</u>
When answering these questions consider the "planning process" the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Academic Planning, Student Services Planning, Institutional Effectiveness Planning, Institutional Technology Planning, Facility Planning, Human Resource Planning etc.) as well as the recommendations from IPR and NIPRs and analysis of student learning and administrative unit outcome results.

1. What works in the planning process at Lassen College?
   - *Having the other planning documents due before the IT plan enables us to plan for equipment and services that are needed by the other plans.*
   - *Hierarchical Plan deadline schedule enables each committee to incorporate the plans of the others as they overlap or require cooperation*

2. What doesn't work in the planning process at Lassen College?
   - *Little inter-committee communication aside from the Plans*
   - *Difficult to keep track of all the requests from the IPRs and NIPRs*

3. What changes would you make in the process to improve efficiency and effectiveness?
   - *The possible voluntary request for input and inclusion of opinions from people not assigned to the IT planning committee.*
   - *Encourage voluntary meeting attendance of other committee members and Chairs. Committee Chair Meetings each Quarter or Semester*
   - *Have one person consolidate all the IPR and NIPR requests and distribute them to the planning committees at the beginning of the planning cycle each year.*

4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
   - *None*

5. Do you feel your contribution to the planning process is necessary?
   - *Yes*

6. Do you feel your contribution to the planning process is valued?
   - *Yes*

<u>Governance Section</u>

1. Did your committee perform during the preceding year as identified in the committee's charge?
   - *Yes*

2. Identify results (products) of committee activities?
   - *A plan was created to guide our efforts and a priority list to determine the order of projects and budget expenditures.*

3. Provide suggestions to change or modify the committee charge.
   - *None*

4. Was the committee membership appropriate to implement its charge? If not what changes are needed?
   - *We feel the committee membership was probably adequate*

5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
   - *All committee members met their obligation*

6. How could communication between committees and others be improved with regards to governance?
   - *On the District level, encourage voluntary attendance of committee meetings by non-members. Require all committees to create and post a regular meeting schedule for the Semester, each Semester*

Lassen College Planning, Budgeting and Governance Process Review
Constituent Group Survey
Strategic Planning

Date: 5/ 19/16
Members Present: Dr. Hall, Dr. Armstrong, Dave Clausen, Patrick Walton, Brian Murphy, Carol Montgomery, Kim Clain, Ross Stevenson, Bobbie Theesfeld, John Larrivee, David Corley, Greg Collins, Terry Bartley, Matt Montgomery, Brenda Hoffman, Alison Somerville
Members Absent: Jeff Lang, ASB, Cheryl Aschenbach, Robert Schofield, Vickie Ramsey

<u>Planning Section</u>

1. What works in the planning process at Lassen College?
   - *We have a broad depth of knowledge with this group*
   - *Creative discussion*

2. What doesn't work in the planning process at Lassen College?
   - *The committee would like student input*
   - *Discussions have been too lengthy*
   - *Accurate and complete plans were not turned in on time due to the depth of the process*
   - *Old IPR/NIPR data (1½ to 2 years old) which makes it difficult to forward with requests in a timely fashion*
   - *Mandated costs have not been budgeted- i.e. compliance to meet state requirements*
   - *How do you operate efficiently and effectively with new changes when we are a year or two behind?*
   - *It takes a lot of time to get these plans completed*

3. What changes would you make in the process to improve efficiency and effectiveness?
   - *One page immediate expenditure form and a clear process as to what constitutes an emergency*
   - *Create a shared data base that each group could add info from each dept. or delete funded items. Have the ability to pull queries from this data base as well.*

4. What additional resources (human, research data, additional information, etc.) do you feel the planning committees need to perform their assigned tasks?
   - *Database for budget*
   - *Can Zeke create this database and allow us to extract specific data?*

<u>Governance Section</u>
1. What is working well in the Shared Governance and Collegial Consultation process?
   - *We have many voices that participate on this committee.*
   - *Might be helpful to distribute this survey at spring convocation. We may get more suggestions for improvements if surveyed before the very end of spring semester when everyone is tired.*

2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
   - *More student involvement- entertain a stipend for ASB students to hold office on campus which would include participating on committees?*
   - *Post Consultation Council agenda items on ASB agenda*
   - *Post Consultation Council agendas in portal?*

3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
   - *Too many committees- review and streamline process*
   - *NIPR and IPR process is too long of a process*
   - *Length of NIPR/IPR document can be too long*
   - *Discuss a new process at Convocation so all members are involved in the discussion*
   - *Criteria about what needs to be brought into the database so items could be search (i.e. health and safety issues, etc.)*

Lassen College Planning, Budgeting and Governance Process Review
Planning Committee Survey
Student Services Planning Committee

Date: 5/18/16
Members Present: Davis Murphy, Patrick Walton, Heather Del Carlo, Jeff Owens, Nathan Jersey, Thomas Rogers,
Members Absent: Dr. John Taylor, Barbara Baston, Carol Montgomery, Brian Murphy

<u>Planning Section</u>
When answering these questions consider the "planning process" the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Academic Planning, Student Services Planning, Institutional Effectiveness Planning, Institutional Technology Planning, Facility Planning, Human Resource Planning etc.) as well as the recommendations from IPR and NIPRs and analysis of student learning and administrative unit outcome results.

1. What works in the planning process at Lassen College?
   * It is very procedural and allows different departments on campus to have a say in what goes on and how funds are allocated respectively.
   * Shared governance
   * It seems that the process of committee's meeting on specific expenditures works well. All is for the greater good of the student learning environment and effectiveness. Along with the request for IPR's and NIPR's gives a forum for faculty and smaller departments to speak up in regards to "needs" and "wants" for their departments.
   * The fact that we get together and share input to discuss what our campus need is.
   * Getting together, sharing ideas, coming up with the best and most beneficial option.

2. What doesn't work in the planning process at Lassen College?
   * There isn't enough training or introduction on the plans for new employees/committee members.
   * When established processes are not followed.
   * In my short time here at Lassen I have not experienced "what doesn't work" for the planning process. The only criticism that I can offer is that LCC seems to put to many things "on deck" for project completion which seems to not allow for any projects to get done.
   * Sometimes it appears there is an agenda or idea that is being pushed even before we met.
   * Getting everything we want due to lack of budgeted money!
   * Trying to change the process for approved budget requests midstream.

3. What changes would you make in the process to improve efficiency and effectiveness?
   - Have an annual plan that deals with current scenarios/information and provide deadlines in order to execute the plan to its fullest potential.
   - Stricter deadlines, less meeting and more doing.
   - My recommendation would be for the college to either slow down with all the changes and development or hire more staff specifically for project completions.
   - It doesn't appear that anything needs to be fixed
   - N/A

4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
   - Data updates that pertain to exactly what is the best way to implement the plan by priority.
   - Someone to manage the grants & actively implement the ideas of the committee.
   - I believe my committee has all of the resources needed to effectively make their decisions.
   - No changes
   - Human resources to assist when some of our committee members are spread thin and performing multiple jobs.

5. Do you feel your contribution to the planning process is necessary?
   - Yes due to the need of recruiting and retaining students by addressing their wants and needs.
   - Yes
   - I do feel I am necessary as I speak for the Foster Youth population at LCC which has a poor success rate.
   - I don't know if it is necessary, but sometimes others do have good ideas that I don't always think about.
   - Yes. Faculty must be represented.

6. Do you feel your contribution to the planning process is valued?
   - I believe so because I was a former student here and can give a student's view to what they are looking for. Also the constant interaction that I have with both students and employees.
   - Sometimes
   - Yes, the committee hears my ideas and considers my serviced demographic with all discussions.
   - Yes
   - Yes. I am given a voice and I feel that it is valued.

1. Did your committee perform during the preceding year as identified in the committee's charge?
   - Yes
   - Yes
   - Yes, the committee performed
   - Yes
   - Yes

2. Identify results (products) of committee activities?
   - Professional Development of staff, development of new positions, guest speakers.
   - I received my request for additional funds and services for my students. This includes 2 laptops for Foster Youth rental (free) and monies set aside for CA University touring for Foster Youth attending LCC interested in transfer.
   - We decided how monies would be spent on student success.
   - Allocation of money to various projects, including resources and school activities.
   - The Student Services Master Plan, Student Equity Plan, Student Success and Support Program Plan, Committee Evaluation

3. Provide suggestions to change or modify the committee charge.
   - N/A
   - Hire someone to manage the SSSP & Equity grants
   - I have no suggestions at this time for changes or modifications.
   - Everything was fine.
   - N/A

4. Was the committee membership appropriate to implement its charge? If not what changes are needed?
   - Yes
   - Yes
   - Yes, all members represent the student services for all LCC students. All students are spoken for in this membership.
   - Yes
   - Yes

5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
   - Participation was good, although meetings planned further in advance may help attendance.
   - All groups were represented

- Our committee has illustrated all representation more than fifty percent of the meetings to the best of my knowledge.
- Most everyone was in attendance just about every day.
- Every constituent group was represented
- Representation was at least 50% by every group with the exception of students. No students were assigned to this committee due to the lack of an ASB for the majority of the year.

6. How could communication between committees and others be improved with regards to governance?
- Overall the reports back from other committees was better but maybe the Head of each committee could meet then report back to their respective committee's to better understand what others are looking to do for the betterment of the institution.
- Provide committee updates via lcceveryone
- I feel the communication between committees is adequate due to the small size of LCC, we all seem to communicate well.
- I believe the shared governance works just fine at Lassen College.
- Communication is not a problem

Q1 Please specify your level of agreement with the following statements.

Answered: 45   Skipped: 0
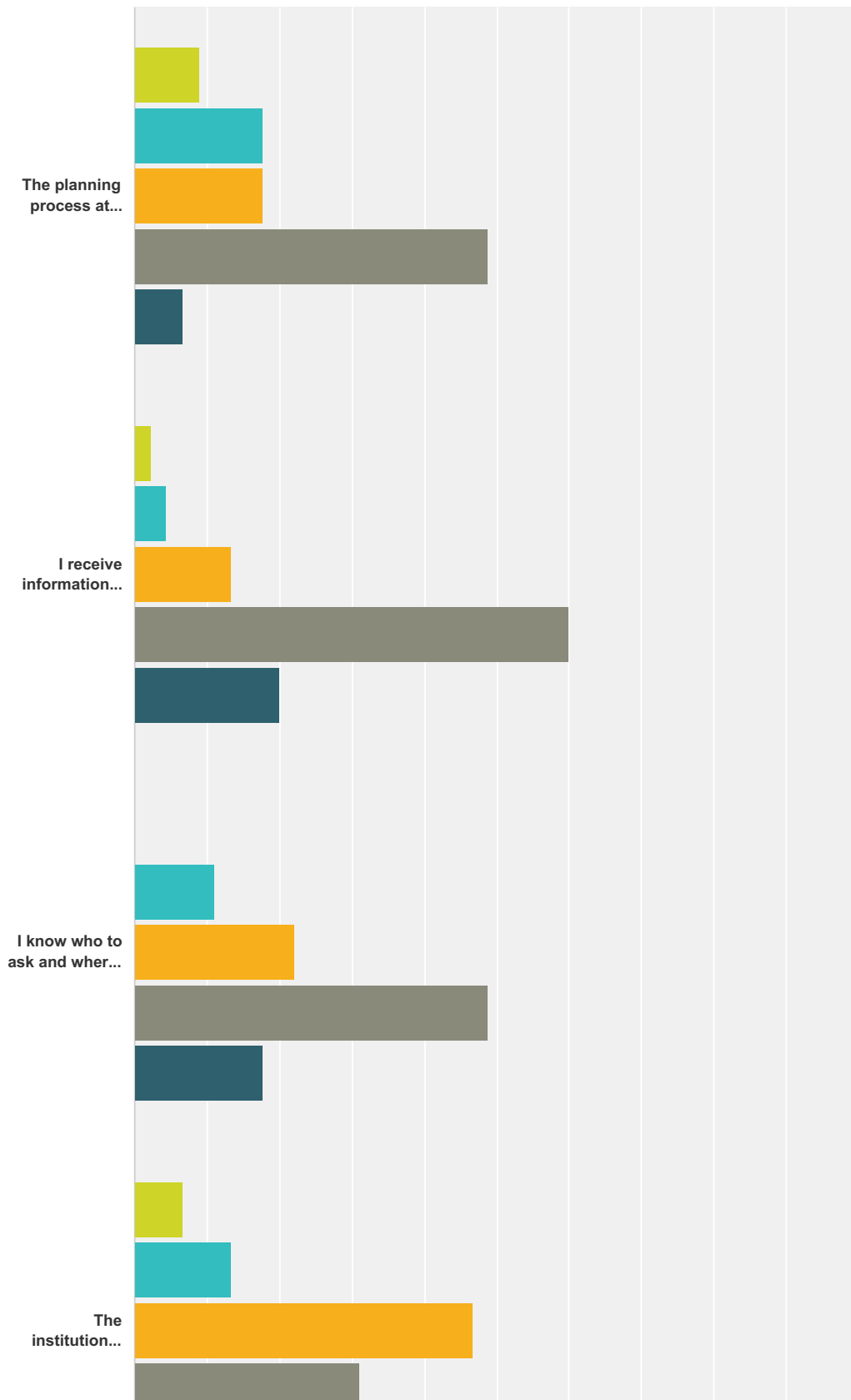
Legend: Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree
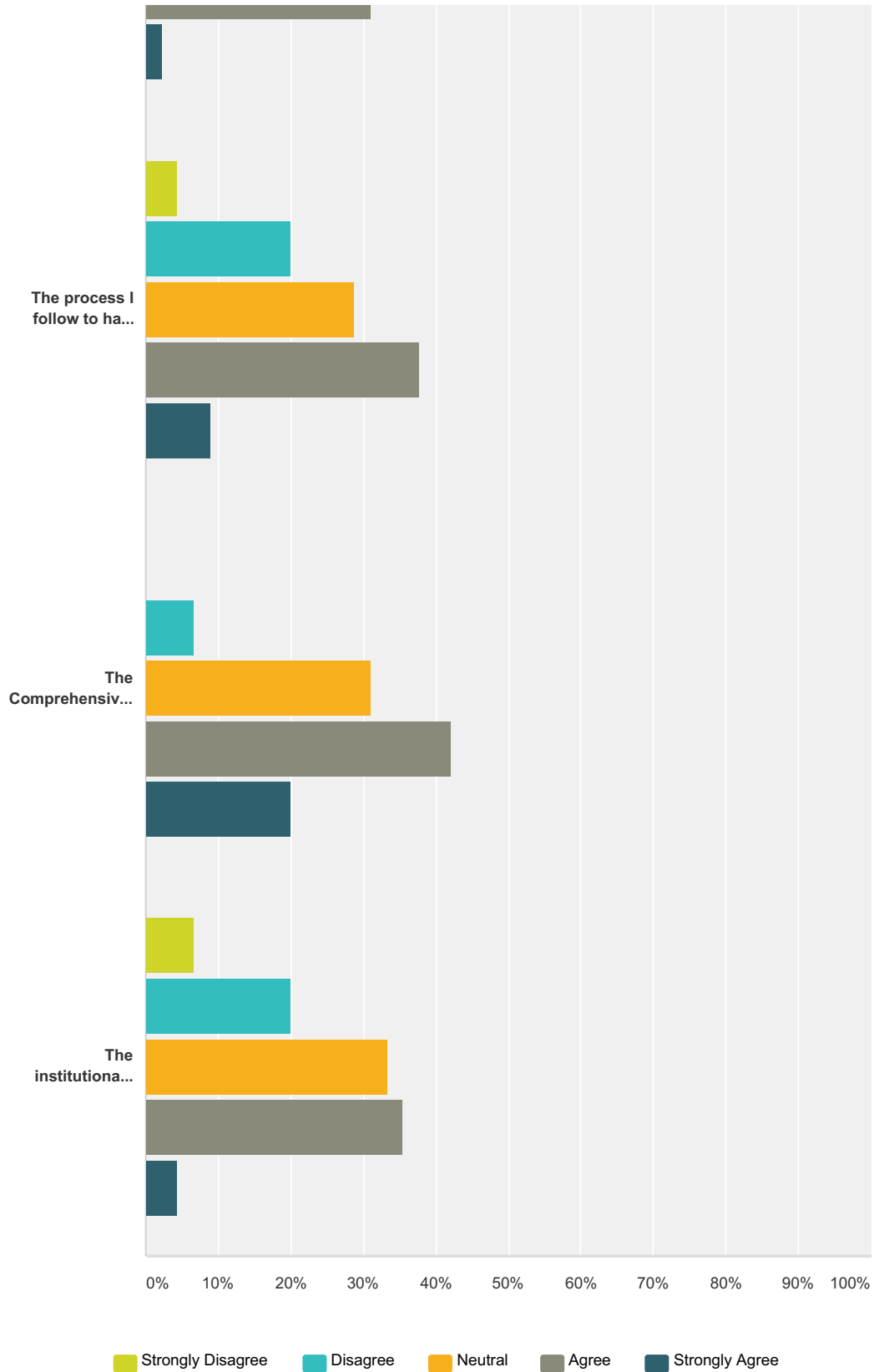
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The planning process at Lassen Community College works and produces appropriate institutional plans.	**8.89%** 4	**17.78%** 8	**17.78%** 8	**48.89%** 22	**6.67%** 3	45

I receive information about institutional planning through a variety of ways (by receiving committee minutes, through committee membership, through my group's representatives on various committees, through open forums).	**2.22%** 1	**4.44%** 2	**13.33%** 6	**60.00%** 27	**20.00%** 9	45
I know who to ask and where to go for additional information about budgeting, planning, and governance.	**0.00%** 0	**11.11%** 5	**22.22%** 10	**48.89%** 22	**17.78%** 8	45
The institution plans in the correct areas.	**6.67%** 3	**13.33%** 6	**46.67%** 21	**31.11%** 14	**2.22%** 1	45
The process I follow to have my ideas heard (through open forums, through representatives, etc) is effective.	**4.44%** 2	**20.00%** 9	**28.89%** 13	**37.78%** 17	**8.89%** 4	45
The Comprehensive Institutional Master Plan is the appropriate vehicle for institutional planning.	**0.00%** 0	**6.67%** 3	**31.11%** 14	**42.22%** 19	**20.00%** 9	45
The institutional planning process is appropriately tied to the budget development process	**6.67%** 3	**20.00%** 9	**33.33%** 15	**35.56%** 16	**4.44%** 2	45

Q2 If you disagree with any of the above statements, please provide comment as why you believe the planning process needs improvement in that area.

Answered: 20   Skipped: 25

#	Responses	Date
1	Tend to be reactive rather than proactive due to years of deferred maintenance. Process is time consuming and overall campus priorities are skewed with IPR and NIPR's not being updated annually. The sequence of various master plans that make up the comprehensive plan don't allow adequate time for proper analysis, budgeting etc. so that value conscious informed decision can be made with confidence. I believe our plans have been appropriate because we have so much low hanging fruit critical to keeping us in operation whether that be FTE generating projects or maintenance backload.	5/18/2016 1:44 PM
2	To me it feels like there are several subgroups at this institution that don't know what the other is doing. Such as the people in charge of the Lassen College Foundation not knowing what is going on with the financial aid department although in my opinion they are very closely related. Another example is I have worked at Lassen for 7 years and have never met the financial administrator who seems to make a lot of decisions for the College but is never at any public events introducing who he is and what he does.	5/18/2016 7:10 AM
3	Administrators don't return important emails from adjuncts	5/17/2016 2:57 PM
4	The President and other administrators do not know the planning process.	5/17/2016 11:26 AM
5	*The institution plans in the "correct" areas - "correct" is very subjective *Although there is a "process" to have my ideas heard, I question if it is "effective" *Planning process vs budget development process - lately it seems like if something is "deemed" by certain administrators to be taking too long, they seem to feel like they don't need to follow the process. *Sometimes it seems like we are digressing to making things up as we go along again *I have heard there are administrators who have the opinion that recommendations that come from SG committees and consultation council are merely "suggestions" that can be followed - or not	5/17/2016 9:34 AM
6	The planning process at Lassen Community College seems to be redundant. We have too many planning committees, they should be combined and some eliminated. It is not clear who to go to for additional information about budgeting, planning and governance. I do not agree that the institution plans in the correct areas all the time. I have heard of a process being voted on and someone else bringing in another process to vote on instead, totally circumventing the original process. I agree with the process to have my ideas heard to a certain extent works. It is a way to express my ideas although they are rarely ever utilized.	5/17/2016 9:17 AM
7	Planning for maintenance needs to done better: We need to improve the roads in front and around campus. The front circle is looking awful with pits and holes! More maintenance needs to be done to improve sidewalks and roads. Sweep up the dirt and gravel! All of the buildings should have AC, it is warmer every year and students are uncomfortable, it is impossible to take a class in the upstairs of CA or HU buildings. it is warmer every year, let's make it better here, not unbearable!	5/17/2016 8:45 AM
8	While appropriate plans are developed using the planning process, this year the planning and budgeting processes have not been used. CTE faculty were asked to turn in budget request forms rather than utilizing recommendations from IPRs as has been expected in the past, administration has asked faculty and staff to make budget requests directly to the VP, and administration has been promoting ideas like painting hallway walls with instructional money as more important that the items generated from program reviews. There is a strong perception that administration is not utilizing the planning and budgeting process. People who spend time promoting themselves, their programs and their needs to administration are funded regardless of whether they've gone through the designated process. There have not been any open forums for at least two years where we can express our support for, concerns about, or present alternate ideas for funding priorities. Budgeting and funding has not been transparent. The planning process is appropriately tied to budget development, but the two haven't been linked together this year as was noted above.	5/17/2016 8:01 AM
9	I am not sure if the planning process needs to be adjusted because I have seen the planning process work at LCC. For some reason we are having a difficult time following the process this year.	5/12/2016 3:22 PM
10	Depending upon the position of the employee, ideas are sometimes made a joke out of instead of an intelligent response.	5/11/2016 3:09 PM

11	We seem to get caught up too much on details and don't have a way of navigating past the black and white into something that is more productive. We create our own barriers. We sometimes diverge discussions that allow platforms rather than productive and meaningful discussions with the idea of completing some tasks. We need to have clear roles in a meeting that remove personal agendas and focus on the goals and objectives for the College.	5/10/2016 12:48 PM
12	1: Technically the planing process works, but it is not efficient. The process at times can take too long when resources of what ever type (staffing, equipment, supplies, etc...) are needed sooner than in the time frame the process would take. There are plans that bi-pass the process with the explanation that it is needed now and can't wait. I 2: Information about certain projects and plans are not given out to the campus in a transparent manner. A: Example, we have the programs from Credence returning to campus. There has been no justification why part of student services has to be moved to the CA building other than to have categoricals' in one place, yet this eliminates our one stop student services area we were commended for in our accreditation. This also could possibly double the cost of the move when two area's have to be remodeled verses just one if say fire science was moved directly into CA. 1: I can see were there would be a benefit to student for categoricals' to be together but is it a bigger benefit for the one stop area. Have the student been asked what their thoughts are? They are the reason we are here. B: So much effort is being put into program/s that do not appear to be viable when at the same time others seem to be ignored. 3. Most times the appearance of employees opinions being taken is all that there is, just the appearance.	5/9/2016 11:09 AM
13	Planning in the past was not linked to budgets. Since it takes 2 years for anything planned to even be available to a budget conversation, it will take many years until the planning and budgeting process are balanced and pro-active. Categorical funds violate the planning process. We need public accountability and transparency on how we spend all our categorical funds. I'm on the SSSP committee, and we met only 1 time this spring, never discussed money, while last fall we discussed that the college needed to spend $300,000 this year. What happened?	5/9/2016 10:29 AM
14	Things get approved outside the budget planning. Some committee meetings do not happen on a regular basis. The budget process is too time consuming and complicated. NIPR/IPR are sometimes outdated.	5/6/2016 10:49 AM
15	The College receives no leadership in the planning process from the Superintendent/President or his administrators. The President does not understand the process nor does he intend to follow the recommendations from the Consultation Council. The Process functioned because of the endless hours provided by its author. The administration does not understand the commitment necessary to achieve success.	5/6/2016 9:10 AM
16	I believe that in some circumstances, the college does not necessary plan appropriately and instead plans for board member's personal agendas, like the futile, ongoing plan to restart the very expensive LVN program. While I do believe that we have a very good budget planning process, I also believe that sometimes the college by-passes the budget development process in order to forward new/pet projects through the priority lists.	5/5/2016 10:46 AM
17	I do not feel that there is transparency and input from all groups.	5/4/2016 4:22 PM
18	This past year the planning process wasn't followed. NIPRs and IPRs were not submitted on time or not at all. Were any NIPRs even submitted to Cabinet in September? We have a planning process in place that works when area administrators and faculty submit their program reviews on time. The master plans that have been submitted to C.C. thus far have been a disaster. For example, the EMP was supposed to be adopted back in October and it was still being revised and discussed at C.C. a month ago! The IEMP hasn't been adopted yet and the SSMP was just adopted a month ago (according to our planning process both were supposed to be adopted by C.C. by November). The only master planning committee agenda and minutes that have been presented to campus on a consistent basis is from the HRMP. ITMP committee sent a couple, never saw any EMP, IEMP emails, FMP or SSMP agendas or minutes.	5/4/2016 4:03 PM
19	The educational master plan does not reflect current / contemporary workforce needs and future job growth industries. The planning process does not appear open to broad-based input or to consider information on programs other than what the college currently offers. I don't see where comprehensive input would enter when the planning process is focused on updating existing IPRs. The planning process seems reactive to existing information, rather than proactively scanning for national industry and entrepreneurial developments for emerging opportunities.	5/4/2016 3:39 PM
20	The open forums that we have had have become gripe session and go of topics. Maybe that is why there are so few. CSEA leadership is closed to ideas if it is not theirs, hard to be heard	5/4/2016 3:08 PM

Q3 Please provide suggestions for improving the planning and/or governance processes at Lassen Community College:
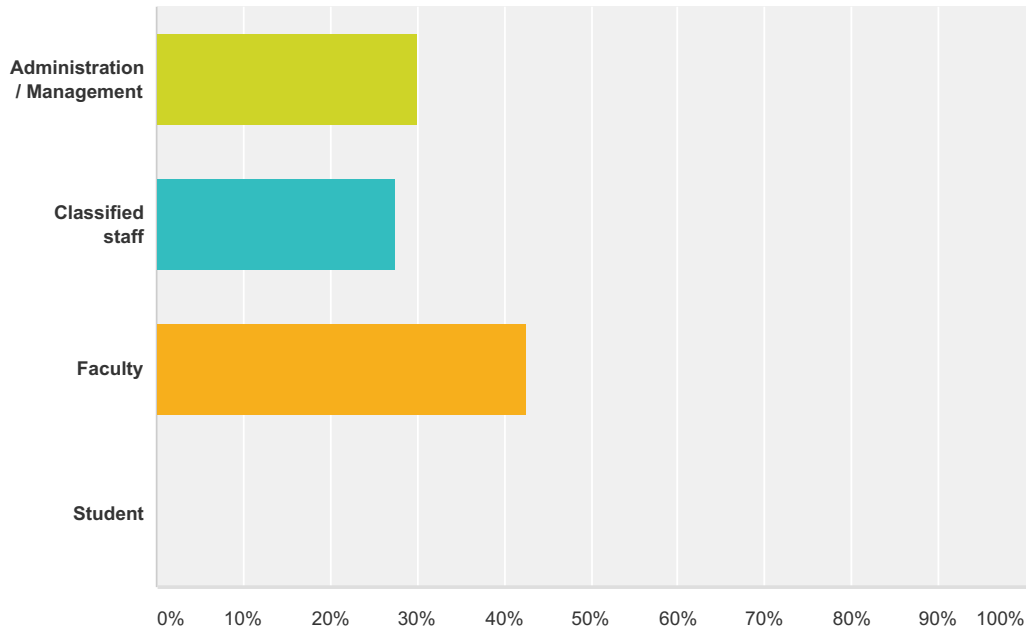
Answered: 24   Skipped: 21

#	Responses	Date
1	Master plans completed earlier or their major parts which impact budget so design and budgeting can be more realistic. Need to move forward with master planning studies of various focused programs to determine campus impacts and costs related to development. Proper planning, design, sequencing of projects and identification the potential obstacles prior to launch.	5/18/2016 1:44 PM
2	At the beginning of the year each employee should have a worksheet with every employees name on it. Each person should be responsible to get every person to sign their worksheet so they would have to meet face to face and tell them a little about what they do. This would help with cohesion.	5/18/2016 7:10 AM
3	Get administrators that can build a team	5/17/2016 11:26 AM
4	Better communication/more transparent	5/17/2016 10:37 AM
5	Hold administration to the process and standards that have been developed. If a process isn't working then it needs to be changed not ignored	5/17/2016 9:34 AM
6	Combine redundant or similar committees Streamline processes	5/17/2016 9:17 AM
7	The safety committee needs to be more up to date. They are not moving fast enough to improve campus safety. We need text alert ASAP! We need fire and active shooter drills, earthquake/fire safety. We need new signage for directions on campus.	5/17/2016 8:45 AM
8	Follow the established process. It's been used before, and when reinforced and supported by administration, it worked. When administration promotes their own special interests or the special interests of selected self-promoters who do not ever follow established process, the established process is undermined and there is no incentive for others to continue to follow the process.	5/17/2016 8:01 AM
9	It would be helpful if there was 1 person that can go through all the IPRs and NIPRs and consolidate the items and then distribute the information to the various planning committees.	5/17/2016 7:58 AM
10	Transparency when it comes to accounting, budgeting, and purchasing.	5/17/2016 7:56 AM
11	Annual plans would help keep items in the budget process more current.	5/12/2016 3:22 PM
12	There should be a time limit on decision making. Some things are on future meeting agendas for years.	5/11/2016 3:09 PM
13	I believe we would benefit greatly from training on conducting meetings in a manner that helps to facilitate processes to move through. Refresher trainings there after. Some of our planning can be streamlined to include the information that is truly of benefit to the programs without being quite so large. By streamlining the plans down, there may be more willingness to complete them instead of being looked at as a daunting task. An area of narrative and the balance as tables or data that comes from the research and then a bit more narrative on what the data is saying with an emphasis on how to improve. Annual addendums to the IPR/NIPR to address current changes, completed by September so the most current information can be included in planning.	5/10/2016 12:48 PM
14	Transparency is one of the biggest parts that needs improvement. Communication with the campus is a piece of being transparent, this is to put it (nicely) lacking. Student need to be involved more in decisions that will have an impact on their time here. They are stakeholders in almost every project that happens here. A revamp of the planning/ governance process is needed. The two to almost three months that there is limited faculty on campus during the summer shuts down our shared governance process in that time.	5/9/2016 11:09 AM
15	Until we can shorten the timeline between a request for funding and a decision, I don't know how to be successful. Too many people are invested in the status quo, or don't see the value of change. Not enough effort is happening by a broad enough group of employees to make the necessary changes possible. New ideas are often unwelcome. It isn't that those who are working aren't doing enough. It is that there are not enough people wanting to make things better. How often are committee agendas late, (some with serious commitments of time to understand the goals: for example last Thursday's prioritization itemization being distributed 2 hours before the committee meeting to discuss them) how many committee reports, IPRs, NIPRs and management instructions are created on a last minute "rush" timeline, without adequate thought or broad communication?	5/9/2016 10:29 AM

| 16	Provide all new employees with orientation to the planning and governance processes at LCC including newly hired administrators.	5/9/2016 9:43 AM
17	Work off of annual updates form most current needs. Develop an easier plan that is easily managed and followed.	5/6/2016 10:49 AM
18	With the probable retirement of the process author, with less than 110 employees, the College has too many committees. In any organization, 20% of that group will do 80% of the work. At LCC, the 20% is over-committed. The process should be reevaluated with the goal to reduce the number of committees, the number of meetings to bring a plan or plans to completion for the big prize - the allocation of resources in the budget.	5/6/2016 9:10 AM
19	Some budget requests from departments are outdated and no longer supported by data and should be removed instead of just rolled over into the next budget cycle. Since we cannot find LVN faculty members for the program, nor can we find a director, it makes more sense to use our resources for viable new programs, such as dental assisting, pre-physical therapy, etc. Pet projects should not be allowed, or maybe the administration needs to have a percentage of the new budget funds dedicated for pet or new projects that pop up.	5/5/2016 10:46 AM
20	The planning process doesn't need to be improved. It just needs to be adhered to. President's Cabinet needs to get their NIPRs to C.C. and faculty need to get their IPRs to Senate and C.C. Does the Research Office need an assistant? Or does the campus need a governance assistant to keep all groups/committees on track? It is obvious that Sue Mouck is no longer handling this on campus.	5/4/2016 4:03 PM
21	Put all IPR updates on the same schedule so a comparison can be made comprehensively. Use national labor force and industry data to identify CTE programs. For example, TMCC put three new programs in place so the graduates will be ready when Tesla starts hiring. Take a leadership position in the community with data collection and analysis using research methodologies and data from external sources, such as USDA Rural Development. Set measurable objectives for annual improvement in success measures and collect fresh, internal data rather than relying on national clearinghouse sources that are years behind. Then hold programs accountable in the IPR process if objectives are not met.	5/4/2016 3:39 PM
22	In the last few years there has been endless rounds of discussions without decisions being made for critical items that need a decisive timely answer to that is slowing down the operations at LCC	5/4/2016 3:18 PM
23	I don't think it needs improving, the process needs to be followed as it is. Some of the administrators try to go around the process.	5/4/2016 3:08 PM
24	Move to a Student Services Council and Academic Services Council	5/4/2016 3:00 PM

Q4 Which constituent group are you in?

Answered: 40   Skipped: 5

Answer Choices	Responses	
Administration / Management	**30.00%**	12
Classified staff	**27.50%**	11
Faculty	**42.50%**	17
Student	**0.00%**	0
Total		**40**

Q5 If you work for LCC, how long have you been working for the college?

Answered: 45   Skipped: 0
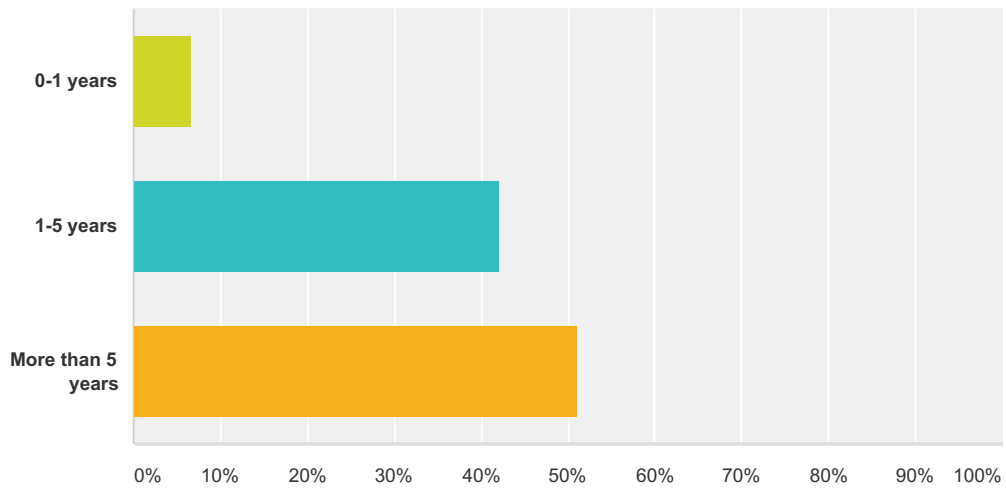
Answer Choices	Responses	
0-1 years	**6.67%**	3
1-5 years	**42.22%**	19
More than 5 years	**51.11%**	23
Total		**45**