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

Committee Name: Consultation Council
Date: May 17, 2017
Members Present:
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?
   - There is broad representation
   - Planning process went more smoothly at Consultation Council this year than last.
   - The six plans cover all areas of campus as designed; there are no more gaps as we had prior to IEMP
   - Area updates at Consultation Council was helpful as a communication tool and to better understand impacts on planning across campus

2. What doesn't work in the planning process at Lassen College?
   - Program review process not adhered to – PRs for some programs were not completed yet funding was allocated/prioritized
   - Prioritization process isn't utilizing data, and what data is used is sometimes conflicting or inconsistent
   - We didn't do a good job of updating/reporting on prioritization quarterly as designed

3. What changes would you make in the process to improve efficiency and effectiveness?
   - Program reviews should be reviewed for relevancy and feasibility prior to approval at senate and cabinet and presentation at Consultation Council. Part of this should include an administrative comment page that doesn't change the content of the IPR but comments on it.

- There needs to be a mechanism to provide feedback regarding prioritization results/lack of prioritization to program authors
- Division chairs and academic services (VP) should be involved in the review of documents
- Annual updates need to be utilized to ensure currency of budget/planning requests and program recommendations
- Consider roundtables, forums, or subcommittees as a means to create discussion opportunities on larger issues/topics as well as to facilitate broader input and involvement in recommendations

4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
   - Administrative support is needed for Consultation Council – maintenance and communication of spreadsheets relative to planning
   - Verification of data and reporting systems is necessary prior to program review and planning process

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?
   - It depends on the issue. Not everyone understands the planning process and the need for prioritization, so not everyone values our input.
   - As a committee, we came to consensus more and were willing to have conversations to reach consensus

Governance Section

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

2. Identify results (products) of committee activities?
   Master plans, CIMP once finished, budget prioritization spreadsheet, recommendations to administration on many issues, approval of APs, recommendation of BPs to the Board

3. Provide suggestions to change or modify the committee charge.
   No. We need to perfect accomplishing our charge

4. Was the committee membership appropriate to implement its charge? If not what changes are needed?
   Yes. It was nice to have a student involved this year.

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.

6. How could communication between committees and others be improved with regards to governance?
   Portal should be used more for communications.
   Meeting schedules should be input on the master calendar and appear in the portal.
   All committees should also meet regularly according to established schedule.
   Members of all governance committees are representative; representatives need to actively communicate with those being represented. Additionally, campus employees have a responsibility for being engaged, knowing where to find information, and who to ask.

Lassen College Planning, Budgeting and Governance Process Review
Administration

Date: ?
Members Present: ?
Members Absent: ?

Planning Section

1. What works in the planning process at Lassen College?

The six planning committees effectively cover all areas of
campus. The format of the master plans works well.
The intention of being fair, inclusive, and transparent is
good. More data-driven decisions are being used. The IEPI has
provided us with improvements in data availability.

2. What doesn't work in the planning process at Lassen College?

Developing a CIMP every year
The timing of the IPR, NIPR and the planning committees are
still not fully understood by all constituents. No review and
relevancy check done in the IPRs. Only the members of the
Master Planning committees are providing input and many of
them are the same individuals, most are busy and do not have
the time to solicit input from their constituency groups.
Academic planning does not have a seat for students. No
effective way to deal with emergency expenditures that are in
the middle of the budget and planning processes.

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

A meeting is needed between planning committee chairs to keep
all committees informed of what other committees are
discussing. Each master planning committee could include an
open forum once the draft is completed.
Reducing the number of plans produced annually. All IPRs
reviewed for relevancy by that program's division chair. More
dialogue between the Division Chair, faculty, and VPAS.
Implement the Qlik data tool with training on all committees
and in every department

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

Hire a research analyst to assist with the implementation of
Qlik
Administrative assistance for each committee and Consultation
Council

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Data and dashboards: Enrollment numbers today and last year,
application numbers, admission numbers, how many have
enrolled, KPI in math and English
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<u>Governance Section</u>

1. What is working well in the Shared Governance and Collegial Consultation process?

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Having open forums for sharing information and engaging the
college community
The processes have improved
People are able to discuss their concerns regarding the
institution
Attendance is good, students need to be more engaged
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2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?

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Using the IEPI funds to provide training in the area of
Participatory Governance
Remaining on target throughout the meetings and not to focus
on matters not relevant to the agenda
Engaging more individuals in the process by incorporating our
strategic plans and vision with the entire organization
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3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?

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Incorporate our governance structure into staff/faculty
orientation
An emergency expenditure request process
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Lassen College Planning, Budgeting and Governance Process Review
Classified

Lassen College Planning, Budgeting and Governance Process Review
Faculty (Academic Senate)

Date: May 16, 2017
Members Present: Cheryl Aschenbach, Carrie Nyman, Barb Baston, Richard Swanson, Lisa Gardiner, Roxanna Haynes
Members Absent: Cory McClellan

<u>Planning Section</u>

5. What works in the planning process at Lassen College?
   - Academic Senate appreciates the attendance of Brian Murphy, Dean of Institutional Effectiveness and Research, at multiple senate meetings and for consulting with the senate regarding Qlik software for use with IPRs.
   - The efforts of Karissa Morehouse and members of the BEST (Basic Skills, Equity, Student Support and Success Program Team) reaching out for conversation at Curriculum, Senate, and Consultation is a proactive way to ensure integrated planning conversations have broad participation and ideas are vetted.

6. 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. The Senate President scheduled one IPR Orientation on a January flex day that was cancelled due to weather, but there was little to no administrative interest in scheduling an orientation. There were gaps in data: some missing (student employment outcome data) as well as unfamiliarity with analyzing data for some faculty.
   - Some IPRs were not done, yet recommendations were carried forward into the budgeting and planning process. No program should be eligible for funding unless the IPR is current. Administration needs to reinforce this as an incentive for faculty to get IPRs done on time.
   - The program review process is time-intensive and requires application and interpretation of data, so inconsistent formats make taking information forward difficult. The IPR Template has helped; if possible, data should be dropped into the template by Institutional Research in order to ensure analysis of consistent data and reference points and to make the process easier on the faculty. Institutional data should also be included to compare program performance to institutional performance.
   - It may be operational in addition to planning, but some program development and expansion is happening outside of the regular planning process. Examples are incarcerated student business program and adult education activities. ALL

institutional activities should be included in the planning and budgeting process regardless of how the activities are funded.

- The off-campus strategic planning retreat should have included broader campus participation rather than primarily community participation. To many, it was insulting and offensive that community members were driving the strategic plan of the college, and it served to create a divide between those campus members who did attend and those who were not invited. The IEPI grant money was intended to facilitate campus-wide relationship building; that is not how the money was spent.

7. What changes would you make in the process to improve efficiency and effectiveness?
   - Further develop the IPR template to include data visualizations inserted by Institutional Research and to include institutional data to facilitate comparison with program data.
   - When recommendations are made in IPRs, those recommendations need to be included on planning committee prioritization spreadsheets and feedback provided if the items are not forwarded for campus prioritization.
   - Better tracking of prioritized items needs to occur. There are multiple examples of items being prioritized for funding and then no funding provided or follow-up not happening (GSS container, Fitness Center improvements and regular maintenance are two examples).
   - More clear repair and maintenance schedules need to be developed for large items like roofs or IT infrastructure and smaller things like microscopes, desktop computers, and more.
   - A system for capturing initial prioritization by all Consultation Council members needs to be initiated so that all items have an initial prioritization that is then revised as necessary with dialog at CC (instead of relying entirely on CC dialog).
   - Data needs to be better utilized during the prioritization process; priorities are being set right now based on opinion and assertion.

8. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
   - Flex committee may need clerical support. Right now all work is being done by the committee and chair, yet LCFA contract states that classified assistance would be provided. Administration should support classified assistance with flex efforts.
   - IPR recommendations need to maintained on a spreadsheet and utilized by the planning committees much earlier in the process (thank you to Codi for compiling the spreadsheets!)
   - As pointed out in the past, clerical support is needed to support Consultation Council – development of agendas, preparation of minutes, maintenance and distribution of documents, etc.

Governance Section

4. What is working well in the Shared Governance and Collegial Consultation process?
   Faculty voices are heard on academic and professional matters. Faculty voice is also being heard through IPRs and committee involvement.

5. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
   Administrative participation in curriculum committee has been sporadic. Even with attendance, more input from the VP could be helpful.

6. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
   Include faculty representation in Cabinet. Institutional effectiveness and productive use of employee time could be enhanced by relying more on input from Consultation rather than large cabinet.

Lassen College Planning, Budgeting and Governance Process Review
Management

Date: 5/4/2017
Members Present: Paige Broglio, Francis Beaujon, Davis Murphy, Greg Collins, Fran Oberg, Barbara Theesfeld, Terry Bartley, Amy Langslet, Chrisdee Pelfrey, David Corley, Michell Williams
Members Absent: Julie Johnson, Vickie Ramsey,Nathan Jersey, Carol Growden, Glen Yonan, Eric Imrie

Planning Section

9. What works in the planning process at Lassen College?
   - Process was smoother,
   - Master plans are valuable just need to work on getting them more usable. Looking towards the future with a plan is good.
   - Setting a meeting date and calendar date agreed upon by the committee and keeping a consistent meeting time.
   - When the committee members could not show up for a meeting, the plans and information was emailed out to all members for responses so that each person could provide a response.

10. What doesn't work in the planning process at Lassen College?
    - Certain groups such as Facilities is cumbersome, members don't attend and then waiting for other plans to get finished then your plan is rushed because you waited for other plans.
    - More well defined and articulated items in the IPR and NIPR and the reality of the numbers are not correct.
    - Items requested in IPR and NIPR are not detailed enough to be able to provide information in the master plan. For example-more equipment needed… What specific equipment is needed?
    - Some NIPRs may be redundant for some master plans ex. Human Resources, IT, Facilities Master Plans. We would need to make sure all constituent groups had a voice without making it cumbersome to small groups of individuals that are responsible for both an NIPRs and a Master Plan which states the same goals.
    - If the NIPRs and IPRs were annual that you could make small updates to yearly it would be easier to keep up with current needs.

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

- Templates consistent between the NIPR, IPR, and master plans since so much of the information that is found in the NIPRs and IPRs are then moved into a master plan.

- Educating committee members prior to the meetings so they can understand how the planning process works. Training and education on what the committee charges are and what each committee is supposed do with the meeting minutes.

12. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
    - Using the portal more consistently for all the planning committees. Those members that are not assigned could still attend meetings.
    - Having the minutes on the portal or website so that all staff could read what was occurring in the meetings.
    - Sharing agendas so other groups can see what some are accomplishing or discussing.

Governance Section

7. What is working well in the Shared Governance and Collegial Consultation process?
    - We are a small group so lots get to participate.
    - Helps foster communication. Allows different constituent groups to sit down and communicate things.
    - Graphical and physical regions are represented on each group and have valuable input.

8. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
    - Some type of orientation for new members and committee chair persons.
    - Down side is you have a whole bunch of people with different ideas, having training for a facilitator to help organize the meeting and keep the group on task. Members would be more engaged if they understood what the process is and they can be a part of it.

9. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
    - Eliminate some of our planning that is redundant. Taking our limited resources and spreading them not so thin. Having a list that separates mandatory expenses health and safety or mandatory rising expenses of existing items. Identifying critical expenses that may only be prioritized in one plan because other groups are not aware of the problem. Creating another column for emergency funds needed and a column for justification. Some type of cutoff in date for items that have not been updated. Is that need still a need or has it been fulfilled or reprioritized.

- Make it a policy that items to be prioritized are not included unless there has been justification no older than two years. Items older are cut out and if it is still valid then you should be completing an update to your NIPR/ IPR annually or at least every two years and reprioritizing and including your needs.

Lassen College Planning, Budgeting and Governance Process Review
Associate Student Body

Members Present: Dominique Bannister, Haley Del Carlo, Jacob Hibbits, Randee, Connor Skudstad, Tatiana Ybarra
Members Absent: Julene Cote, Nathaniel Foisiaga, Andrew Smith

<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?
    a. Students are allowed to participate and have their voices heard.
    b. Good discussion is encouraged and fostered at meetings we have attended.

2. What doesn't work in the planning process at Lassen College?
    a.   There needs to be a better calendar that exists to allows students to know when open meetings are occurring so that any student can attend.

3. What changes would you make in the process to improve efficiency and effectiveness?
    a. Provide a training for students that is the same for staff on how shared governance works and the role on the students in the process.

4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
    a. More funds to operate ASB and sponsor events.
    b. More members to organize events and have our voice heard in shared governance.

5. Do you feel your contribution to the planning process is necessary?
    a. Yes. We are the students and planning should revolve around students and our success.
6. Do you feel your contribution to the planning process is valued?

    a. Yes

Governance Section

1. Did your committee perform during the preceding year as identified in the committee's charge?
    o Yes but there is room for improvement

2. Identify results (products) of committee activities?
    o Events, General Assembly, Annual Evaluation, Elections

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

4. Was the committee membership appropriate to implement its charge? If not what changes are needed?
    o More members are needed to fully implement our charge

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.
    o ASB was short on members for a lot of the year but added some great senators mid-way through the year.
    o The Student Trustee stopped attending the last half of the year.

6. How could communication between committees and others be improved with regards to governance?
    o Have ASB as part of the LCC everyone email list.
    o Use text messaging service to communicate with ASB members.

Lassen College Planning, Budgeting and Governance Process Review
Academic Planning

Date: May 8, 2017
Members Present: ?
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.

7. What works in the planning process at Lassen College?
   - Committees are meeting and completing their plans.

8. What doesn't work in the planning process at Lassen College?
   - Communication and collaboration between the plans is not happening, or it happens too late in the process.
   - We are not getting representation from all constituents.
   - Meeting dates are not being announced inviting participation from others.
   - We're using year old data and not being responsive to innovative and current ideas.

9. What changes would you make in the process to improve efficiency and effectiveness?
   - Get an earlier start on the process so that it isn't simply a last minute get it done for the final product with little to no thought.
   - Make it more collaborative.

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?
    - Everyone's input is needed.

12. Do you feel your contribution to the planning process is valued?
    - Yes, No, Maybe so

<u>Governance Section</u>

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

8. Identify results (products) of committee activities?
   - The Master Plan

9. Provide suggestions to change or modify the committee charge.
   - There needs to be more public forums inviting participation on every committee.

10. Was the committee membership appropriate to implement its charge? If not what changes are needed?
    - The immediate membership is not the issue. There needs to be broader input.
    - Lack of a student member leaves this group without input from an important population.

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.
    - Attendance was great!

12. How could communication between committees and others be improved with regards to governance?
    - Each master planning committee could arrange for a public forum sharing their rough draft and then take in feedback before releasing the final master plan.

Lassen College Planning, Budgeting and Governance Process Review
Consultation Council/Strategic Planning Committee

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

Lassen College Planning, Budgeting and Governance Process Review
HR Committee

Date:5/3/17
Members Present: Colleen Baker, Brenda Hoffman, Sue Kelley, Vickie Ramsey, Michell Williams
Members Absent: Tom Rogers, Sandy Beckwith

<u>Planning Section</u>
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13. What works in the planning process at Lassen College?
    - The committees are meeting.

14. What doesn't work in the planning process at Lassen College?
    - Duplicated efforts across committees as well as duplicated efforts within the same areas of evaluation. Athletic IPR and PE IPR or an Art IPR and Graphic Design IPR that virtually use the same information, resources, personnel with minor adjustments. Possibly making one IPR with a subfield for other areas. Have one whole campus IPR that would deal with improvements campus wide such as updated AC in a building, new desks and chairs in classrooms, handicap spaces for DSPS students around campus.
    - IPRs and NIPRs should just be specific program needs not campus wide needs.
    - Constantly repeating needs that aren't being met in IPRs and NIPRs which draws down moral and makes personnel believe that IPRs and NIPRs do not accomplish anything.
    - We are wasting time with the perception of little to no results.

15. What changes would you make in the process to improve efficiency and effectiveness?
    - Drop down list of things needed in plans.
    - Not enough communication, if you miss a consultation meeting things get lost in the shuffle. There are many on campus that cannot come to the meetings and therefore their items do not get discussed or prioritized because they are not around to champion for their item.

16. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
- We need professional development money campus wide!!!!! Correct direction for the committees. What does the committee need to accomplish. Training and universal format for IPR and NIPRs as well as committee plan. Having a universal format for our committee plans as we do with NIPR and IPRs so it is easier to pull information needed from NIPRs and IPRs.

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

18. Do you feel your contribution to the planning process is valued?
- No

Governance Section

13. Did your committee perform during the preceding year as identified in the committee's charge?
- Yes as we understand what our committee does but we do not know what our official charge is.
- What is our official committee's charge? In the initial assignment of the committee it would be extremely helpful if the individuals were notified of what the committee is supposed to accomplish.

14. Identify results (products) of committee activities?
- Made revisions to the Hiring Committee Handbook, Employee Handbook, HR and Personal Development Plan.

15. Provide suggestions to change or modify the committee charge.
- We are not totally sure what the committee charge is.

16. Was the committee membership appropriate to implement its charge? If not what changes are needed?
- The 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.
- We would like more student involvement.

18. How could communication between committees and others be improved with regards to governance?
- Having the plan and discussion of the plans during convocation. Have minutes of all committee meetings announced to all employees.

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

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

Date: 5/15/2017
Members Present: All members 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.

19. What works in the planning process at Lassen College?

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All constituent groups are represented. Most committees
email their minutes and agendas out to the whole campus to
keep everyone informed.
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20. What doesn't work in the planning process at Lassen College?

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The budget planning process seems cumbersome. "Non-urgent,
yet important" needs don't get met because new "urgent"
needs always take precedent and jump ahead in the budget
process.
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21. What changes would you make in the process to improve efficiency and effectiveness?

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Perhaps work more with the Annual Updates to see the most
current needs.
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22. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?

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Would like to see our committee use more research data in
the form of student surveys and user testing, to ensure IT
products and processes are student friendly.
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23. Do you feel your contribution to the planning process is necessary?

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Yes
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24. Do you feel your contribution to the planning process is valued?

Yes

Governance Section

19. Did your committee perform during the preceding year as identified in the committee's charge?

Yes

20. Identify results (products) of committee activities?

We discussed and approved the IT Master plan, revising priorities as IT items from IPRs and NIPRs are identified.

21. Provide suggestions to change or modify the committee charge.

None

22. Was the committee membership appropriate to implement its charge? If not what changes are needed?

Yes, but no students were on the committee.

23. 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 members participated, except no student representation.

24. How could communication between committees and others be improved with regards to governance?

Ensure all committees share the minutes of their meetings with the campus at large as soon after the meeting as possible – not just before the next meeting.

Lassen College Planning, Budgeting and Governance Process Review
Student Services Master Planning

2016-2017
Members Present: Andy Rupley, Barbara Baston, Adam Runyan, Jeff Owens, Heather Del Carlo, Davis Murphy, Nathan Jersey, Brian Murphy, Karissa Morehouse, Carol Montgomery, Patrick Walton
Members Absent:

Planning Section
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25. What works in the planning process at Lassen College?
    a. The process is procedural and brings together different departments on campus to work together to help determine what needs to be done.
    b. The planning process at LCC is very comprehensive. Almost all decisions made on campus are having at least three or four separate parties giving feedback, which does not include all the individuals that make up the parties.
    c.

26. What doesn't work in the planning process at Lassen College?
    a. Not enough communication between committees in order to reach common goals.
    b. Sometimes, the process feels overwhelming and confusing. More training on how the process should work and what are the desired outcomes/goals.

27. What changes would you make in the process to improve efficiency and effectiveness?
    a. Provide a list of what was completed in the plan, what is ongoing and what still needs to be addressed.
    b. At the start of the new academic year, if we had a general meeting to discuss the pros and the cons of this past planning year and then as a whole campus moved forward with a clear cut plan that was known and understood by all.

28. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
    a. Up to date data and figures that will help us know where we are at in the process.
    b. Administrative support for minutes, agendas, and other areas.
    c. More research help out of Institutional Effectiveness Office (more staff)

29. Do you feel your contribution to the planning process is necessary?
    a. Yes. Student Services is integral to LCC.

30. Do you feel your contribution to the planning process is valued?

    a. Yes

Governance Section

25. Did your committee perform during the preceding year as identified in the committee's charge?
    o Yes

26. Identify results (products) of committee activities?
    o SSMP, Organization of the BEST Committee, Development of New Positions, Guest Speakers

27. Provide suggestions to change or modify the committee charge.
    o None

28. Was the committee membership appropriate to implement its charge? If not what changes are needed?
    o Yes but the addition of the SSSP, Equity, and Basic Skills plan makes it pretty overwhelming.

29. 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.
    o This year the participation has been great and we have some successful meetings in which all members have come prepared to share their findings.

- All members were in attendance at least 50% of the time with the exception of a student who we lost early on because they were accepted into the nursing program.

30. How could communication between committees and others be improved with regards to governance?
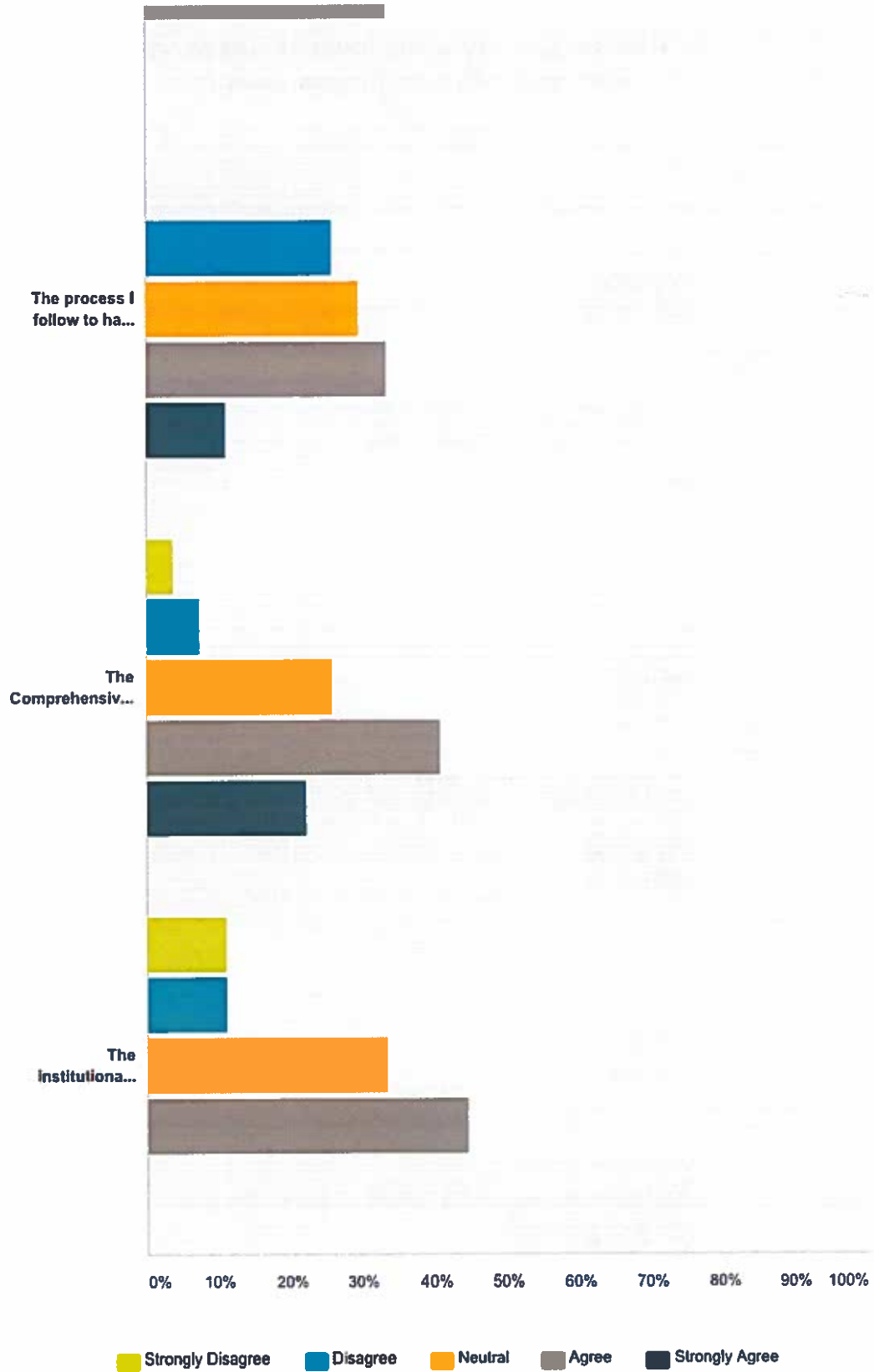   - The Head of our Committee has done a great job communicating what has been happening on our campus as a whole. I believe we still could use more information on what other committees are doing and trying to accomplish.

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

Answered: 27   Skipped: 0
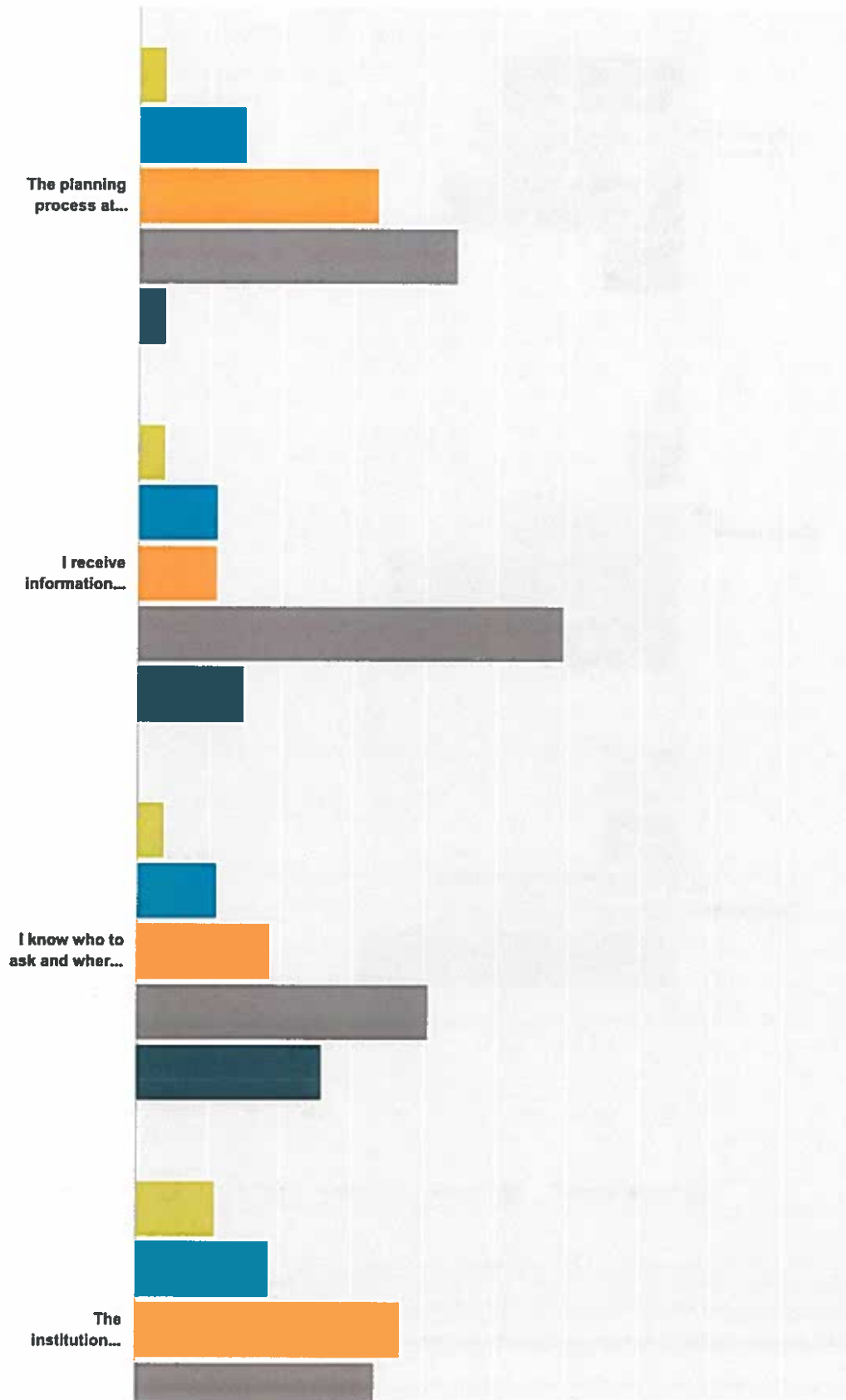
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The planning process at Lassen Community College works and produces appropriate institutional plans.	3.70% 1	14.81% 4	33.33% 9	44.44% 12	3.70% 1	27

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).	3.70% 1	11.11% 3	11.11% 3	59.26% 16	14.81% 4	27
I know who to ask and where to go for additional information about budgeting, planning, and governance.	3.70% 1	11.11% 3	18.52% 5	40.74% 11	25.93% 7	27
The institution plans in the correct areas.	11.11% 3	18.52% 5	37.04% 10	33.33% 9	0.00% 0	27
The process I follow to have my ideas heard (through open forums, through representatives, etc) is effective.	0.00% 0	25.93% 7	29.63% 8	33.33% 9	11.11% 3	27
The Comprehensive Institutional Master Plan is the appropriate vehicle for institutional planning.	3.70% 1	7.41% 2	25.93% 7	40.74% 11	22.22% 6	27
The institutional planning process is appropriately tied to the budget development process	11.11% 3	11.11% 3	33.33% 9	44.44% 12	0.00% 0	27

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: 16   Skipped: 11

#	Responses	Date
1	I believe that the CIMP ends up with too many objectives and takes too long to develop. Committees end up spending a lot of time developing the document and end up with relatively little time to implement the changes they identify in the plan. It seems like we spend more than 50 percent of our time in these committees planning. Shouldn't we spend about 10-20 percent of our time planning an 80-90 percent doing?	5/23/2017 3:29 AM
2	The institution, namely administration, seems to be only interested in planning and spending for athletics. There are other students served here.	5/16/2017 12:53 AM
3	The President only gives lip service to the planning process and has demonstrated his disrespect for the budgeting process. Athletics rules!	5/12/2017 7:05 AM
4	There are multiple items across campus that we are required by law to have in place such as trainings, handicap accessibility, safety measures etc. These items should not follow the normal budgeting process and should be placed on a separate list than the IPRs, NIPRs, and committee master plans. There should also be a list of facility items for the whole campus that should be placed on another list and decided on with items such as additional staff, equipment, etc. that is being requested. Some of the items that are requested and placed on the budget list are not clear or explained and that group does not attend consultation to make a case for their budgeting need. I think limiting each committee list to a certain number of items as well especially during tight budget times when we will not be able to fill most needs.	5/12/2017 1:11 AM
5	• Our ideas may be heard, but nothing is done with our suggestions • A few of the committees do not meet on a regular basis • 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 • Sometimes, it seems that administration makes decisions without following the planning process • 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	5/12/2017 12:28 AM
6	I haven't been here long enough to disagree with the process so I put a "neutral" response.	5/11/2017 1:35 AM
7	The process is not responsive to immediate needs in staffing and instruction. The President does not value or respect the input from the planning process and will approve of any expenditure for athletics regardless of the process or adherence to the process.	5/5/2017 1:57 AM
8	Lack of cohesive strategy There are too many levels that keep progress from occurring	5/4/2017 7:12 AM
9	>the planning process works when administration/management chooses to use it >the institution plans in administrative pet project areas not necessarily in the correct areas. "correct" is a subjective term	5/3/2017 6:25 AM
10	It is not clearly communicated to new faculty the entire budgeting, planning, and governance and how all of the committees work and how items are dealt with and ultimately in what order based on who makes the final decision?	5/3/2017 4:12 AM
11	No negativity intended, I believe that all involved in these processes do an incredible job and I am ecstatic to work in a place that actually develops and respects processes. My neutral responses are based on not knowing enough about the process in place and the planning that is happening. This is for two reasons, the first is that I am very new and the second is that since I began my position I have not received enough support to staffing my programs to step away long enough to involve myself in the bare minimum of the planning process. I want to be involved but am currently maintaining a load that should be divided amongst 3 full time people. Because I am so busy trying to meet all requirements and expectations of my programs I have no time to advocate for ourselves so we are no longer a priority regardless of increased expectations from administrations and the community. If you would like more information on my thoughts I am more than willing to chat and can be found in the new Nursing Center most any day of the week. My one disagree mark is due to the lack of new hire information or orientation, there is so much I still have to learn. I was told that I would be assigned a mentor but that has not happened. Again, sorry for the negativity, I want to involve myself and department in the process set up and intend to as soon as we can get our heads above water.	5/2/2017 1:03 PM
12	N/A	5/2/2017 12:42 AM

13	There are only two committees that consistently email minutes and agendas to the campus: the IT committee and Consultation Council. All other planning committees operate in a vacuum and it appears as though they don't want outside members attending their meetings.	4/27/2017 1:59 AM
14	The idea behind using the IPRs to address needs is reasonable and good; however it appears that some things never even get considered and remain in the IPRs for years. With so much weight being put on the completion of the IPRs which are frequently late, the students are the ones who suffer.	4/27/2017 1:42 AM
15	I agree generally with the budget process, I think we need to review how some are represented. I believe that Athletics should not be considered an instructional program and should be included in the Institutional Effectiveness plan rather than the EMP because it really is an auxiliary program with unique needs that are separate from an instructional program. I believe their needs would be better met represented in that Master Plan.	4/26/2017 7:57 AM
16	I don't think we are always heard	4/26/2017 7:43 AM

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

Answered: 17   Skipped: 10

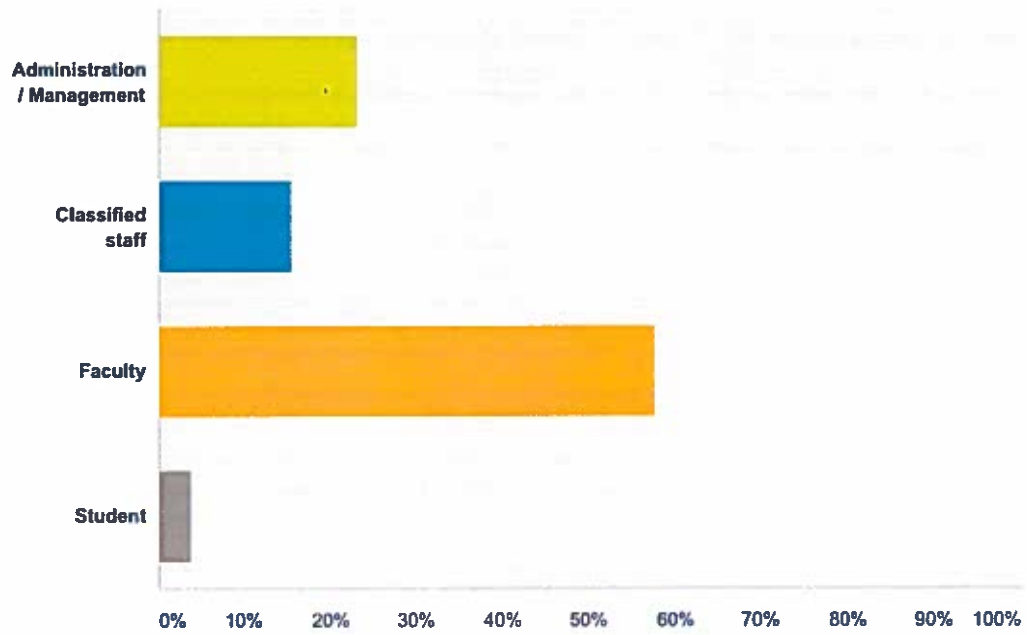| #	Responses	Date
1	I believe that the CIMP ends up with too many objectives and takes too long to develop. Committees end up spending a lot of time developing the document and end up with relatively little time to implement the changes they identify in the plan. It seems like we spend more than 50 percent of our time in these committees planning. Shouldn't we spend about 10-20 percent of our time planning an 80-90 percent doing?	5/23/2017 3:29 AM
2	1. Planning committees need to meet regularly instead of irregularly, and meetings need to be open meetings that are advertised via email or the portal with agendas in advance. 2. ALL items included as recommendations in each section of the program reviews need to be included in the appropriate planning committee discussions. If items are not forwarded further in the planning process with any priority, then the items still need to be included on the list and notes made regarding feasibility - without that feedback, most of us have no idea where our recommendations are in the planning process or why our items were not prioritized. 3. Annual updates are needed to ensure that the recommendations being discussed and prioritized within each planning committee are actually current, relevant, and still necessary. 4. Administration needs to honor the planning and budgeting process. Too many side deals are being made. There is a perception that those who are most insistent or cozy up most closely to the administration can get whatever they want while those who follow the process patiently get nothing for their programs or students. 5. Planning and budgeting needs to include ALL sources of income - SSSP, SEP, AEBG, or any other grant should not function outside the regular planning and budgeting process.	5/16/2017 12:53 AM
3	The budgeting process needs to be revised to provide a yearly cycle response. Dump the President and hire someone who can lead and make a decision.	5/12/2017 7:05 AM
4	More training and education for new employees on the process and what the role of each committee is. Too many people feel like their department isn't important and their voices are not heard. I think tours of the campus during a consultation meeting/convocation so everyone can see and understand some of the needs around campus as well as see the improvements and new things that have been implemented around campus.	5/12/2017 1:11 AM
5	· Hold administrators to the processes that have been developed and approved · Chairs need to notify all the members of the committee of scheduled meetings and also notify the campus. To allow the opportunity for other staff to attend if desired · 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 · 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	5/12/2017 12:28 AM
6	Although this is my first year, it is clear that during the process certain areas always get pushed down the list of importance (for valid reasons) but that means those areas are always passed up for improvement. For these areas there needs to be a rotation where they have to be included regardless of their "importance" compared to other areas. That way those areas do not continuously get overlooked and gives them a chance to improve with the decisions/money provided.	5/11/2017 1:35 AM
7	Replace the current President	5/5/2017 1:57 AM
8	A better laid out and easier to understand organizational chart There are too many committees	5/4/2017 7:12 AM
9	>follow and adhere to the planning process >obey all federal, state and local laws, rules and regulations when planning projects	5/3/2017 6:25 AM
10	Communication is clearly needed at LCC in all areas.	5/3/2017 4:12 AM
11	Support new programs and staff in the way that is promised upon hire from administration. Assign a mentor to new staff starting day 1.	5/2/2017 1:03 PM
12	N/A	5/2/2017 12:42 AM

| 13	I believe that budget prioritization needs improvement. There are items, especially faculty positions, that are prioritized just because they are or have been requested by a department without data justification to back up the request. The District should look at any faculty position being requested and then at student needs or numbers before agreeing to fund positions. Having your ideas heard is one thing, but having them dismissed is quite a problem here. There are only a few people at the top of the "food chain" who have the advantage with the administration to be trusted and heard. The rest of us are sometimes heard but rarely ever taken seriously to have our ideas implemented. Planning is not always geared toward what is most beneficial for students. Additional information about budget in particular is very hard to come by: the District releases what it wants to release and no more. When you ask for specifics, often the answer you get is: "I don't know" or" I'm not sure," and then you never hear back about your question again. Better budget transparency is needed. New faculty members are at a disadvantage here because they have no mentors to guide them through the processes; they are not sure who to go to for questions about our processes.	4/28/2017 5:24 AM
14	A master schedule to announce when planning committees are meeting.	4/27/2017 1:59 AM
15	There needs to be a mid-level management (maybe part-time) position that can take responsibility for the IPRs and NIPRs. Faculty and staff simply do not have the time. Someone needs to be able to look at the needs, confirm and prioritize the needs with the authors, update them annually, and develop a table to present to the master planning committees by December. Faculty frequently count the IPR development time as FLEX, but many don't need the FLEX time and do not have the time to do a thorough job.	4/27/2017 1:42 AM
16	I believe that the Human Resources, Facilities and IT departments should no longer produce an NIPR, Their entire function is already included within the scope of the Master Plans that their departments produce. The information, goals, objectives are really a part of the overall master plan. Our staffing resources are limited and better served concentrating on the needs of the district within the resources and staffing available to them. We need to eliminate redundancy. With facilities, they could hold meetings at the beginning of their master plan process to gather input from their staff on emerging needs that could be incorporated in the master plan for the district.	4/26/2017 7:57 AM
17	A method for emergency budget requests needs to be implemented into our process.	4/26/2017 7:48 AM

Q4 Which constituent group are you in?

Answered: 26   Skipped: 1

Answer Choices	Responses	
Administration / Management	23.08%	6
Classified staff	15.38%	4
Faculty	57.69%	15
Student	3.85%	1
Total		**26**

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

Answered: 27   Skipped: 0
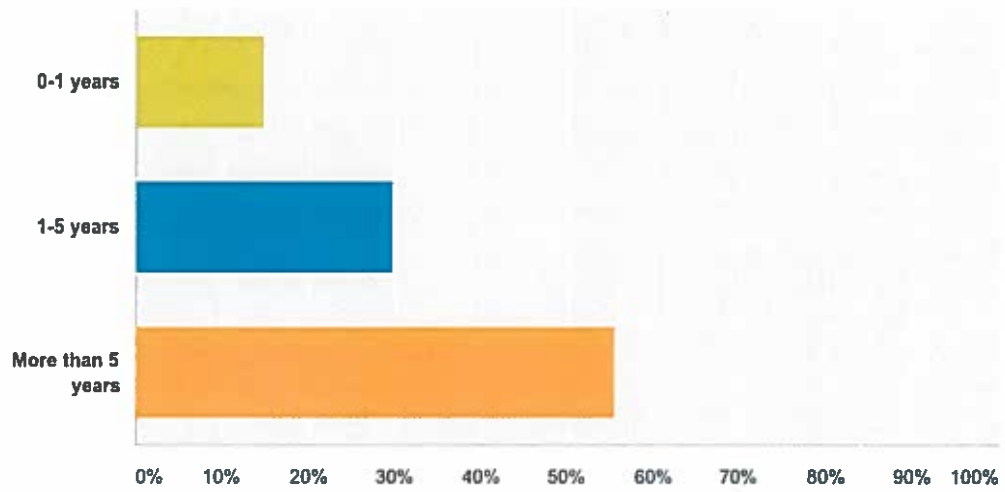
Answer Choices	Responses	
0-1 years	14.81%	4
1-5 years	29.63%	8
More than 5 years	55.56%	15
Total		**27**

Planning and Process Review Net Promoter Index*	Max = 2	Min = -2			Trend
	2013-14	2014-15	2015-16	2016-17	
The planning process at Lassen Community College works and produces appropriate institutional plans.	0.89	0.90	0.32	0.44	
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).	0.98	0.92	1.05	0.79	
I know who to ask and where to go for additional information about budgeting, planning, and governance.	0.63	0.77	0.94	0.91	
The institution plans in the correct areas.	0.46	0.72	0.17	-0.12	
The process I follow to have my ideas heard (through open forums, through representatives, etc) is effective.	0.46	0.58	0.38	0.42	
The Comprehensive Institutional Master Plan is the appropriate vehicle for institutional planning.	1.14	1.00	1.10	0.95	
The institutional planning process is appropriately tied to the budget development process	0.83	0.70	0.17	0.17	

*((n,strongly agree * 2) + (n,agree) - (n,disagree)-(n, strongly disagree *2)) / (n total - n, nuetral)