

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

Date: May7, 2019

Members Present: Gregory Collins, Trevor Albertson, Randy Joslyn, Dr. Hall, Terry Bartley, Vickie Ramsey, Davis Murphy, David Corley, Karissa Morehouse, Julie Johnston, Glen Yonan
Members Absent: Vickie Ramsey, Bridget Gowin

Planning Section

1. What works in the planning process at Lassen College?
Broad diverse prospective on issues
2. What doesn't work in the planning process at Lassen College?
Lack of communication
3. What changes would you make in the process to improve efficiency and effectiveness?
Adding an administrative assistant to work with all master planning groups
4. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
Human (administrative assistant)

Governance Section

1. What is working well in the Shared Governance and Collegial Consultation process?
Having a process and diverse voices
2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
Lack of student representation, need for alternates when committee members are absent
Process of removal for non-participation
Term limits to give others the opportunity to serve
3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution? None

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

Committee Name: A.S.B

Date: 5/1/19

Members Present: Dakota Benjamin ^{Sean Serbit} Kayley Elliott ^{Jim Adams} Hendrika Linker
Members Absent: Gaby Sigala, Noah Lindeman

Planning Section

1. What works in the planning process at Lassen College?
unfamiliar with process
2. What doesn't work in the planning process at Lassen College?
same as above
3. What changes would you make in the process to improve efficiency and effectiveness?
same as above
4. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
same as above

Governance Section

1. What is working well in the Shared Governance and Collegial Consultation process?
same as above
2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
same as above
3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
same as above

Lassen College Planning, Budgeting and Governance Process Review Constituent Group Survey Classified Personnel (CSEA Classified Chapter #591)

Date: 5/28/2019 - Classified
Members Present: via email
Members Absent:

Planning Section

5. What works in the planning process at Lassen College?
 - Each Constituent Group Is Represented
 - We have the opportunity for input.
6. What doesn't work in the planning process at Lassen College?
 - Follow Through
 - Lack of Communication/Lack of Completion
 - Spending Without Going Through Proper Processes
7. What changes would you make in the process to improve efficiency and effectiveness?
 - Enforce The Same Rules for Everyone/Every Department
8. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
 - Research Data-
 - Support staff

Governance Section

4. What is working well in the Shared Governance and Collegial Consultation process?
 - All Groups Are Represented
 - All staff may attend meetings
5. Do you have any suggestions or comments to improve the function of the Shared Governance and Collegial Consultation Process?
 - Administration Needs to Show Up Prepared
 - Administration needs to be more transparent and follow the process.
 - List & Prioritize/Finish All Uncompleted Projects
6. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
 - Review All Unfinished Projects
 - Figure out what \$ amount it will take to finish all projects.

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

Date: May 21, 2019

Faculty Present: Anderson, Aschenbach, Camacho, Downing, Haynes, Nyman, Runyan, Rupley

Planning Section

1. What works in the planning process at Lassen College?
 - We have a process.
 - We have faculty, staff, managers, and new administrators with an interest in following the process.
 - Problems with the planning process exist, but the faculty acknowledge and are encouraged by the increase of collaboration with some managers and administrators.
2. What doesn't work in the planning process at Lassen College?
 - Process isn't necessarily followed, particularly once program reviews and master plans are completed – recommendations from program level are often ignored or disregarded
 - Broad faculty voice isn't being heard by the president, or his actions often seem to be in complete contrast to recommendations made by faculty and other stakeholder groups – again, it seems that lowest level recommendations are ignored when they aren't in alignment with the president's personal goals.
 - There is no accountability when process isn't followed, whether it's because of timelines not being met or recommendations not being honored.
 - Annual integration of new administrators makes developing plans and following processes difficult
3. What changes would you make in the process to improve efficiency and effectiveness?
 - Establish accountability, adhere to established timelines, and honor recommendations from campus committees
 - Increase student participation in committees – this starts with establishing stronger leadership of ASB and increasing the engagement of students with ASB
 - Solidify processes, clarify supporting documents, and provide more training and support to integrate new faculty, staff, managers, and administrators into established processes and planning committees more effectively
4. What additional resources (human, research data, additional information, etc.) do you feel the planning committees need to perform their assigned tasks?
 - Onboarding of new employees is needed, which may include HR generally but also should include the position manager and departmental representatives or peer mentors

Governance Section

5. What is working well in the Shared Governance and Collegial Consultation process?
 - a. Collaboration is increasing between faculty and administration – the all-faculty meetings are helpful and faculty are increasingly feeling supported by the Deans of Instruction
 - b. Faculty are represented at Consultation Council and have an opportunity to express the faculty voice

6. Do you have any suggestions or comments to improve the function of the Shared Governance and Collegial Consultation Process?
 - a. Increase standardization of reporting of information at Consultation Council – use data and objective information for decision making and prioritization, especially as it relates to the budget process
 - b. Improve the environment at Consultation Council so that all have an opportunity to express themselves openly as group representatives without fear of retribution or retaliation
 - c. Establish collaborative norms to help create a safer space for dialog at Consultation Council
 - d. Utilize Consultation Council more for dialog, recommendation and input than for reporting, which is the current practice

7. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
 - a. Reconsider the utility and role of the Distance Education Review committee – in its current form it cannot create change in distance education courses and has a workload that is beyond what is expected of other committees
 - b. Continue to utilize workgroups to turn committee ideas into action and deliverables – we did that better this year but can continue to improve
 - c. Capture lessons learned as an institution and move forward to improve

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

Date: 4/23/19

Members Present:

Members Absent:

Planning Section

8. What works in the planning process at Lassen College?
 - Participation by all constituent groups.
 - Meetings by Master Planning Chairs in order to streamline the process.

9. What doesn't work in the planning process at Lassen College?
 - Training on NIPR's for those responsible for filling out.
 - The fillable template needs an overhaul that is more detailed oriented to assist Master Planning committees.
 - Providing appropriate/accurate dollar amounts for needs/wants.
 - The time it takes to get a NIPR or IPR approved so they can be included in planning.
 - A plan created 3 years ago is not as relevant as one that is created with annual updates.
 - Creating a way for opportunity to find its way into the planning process when the idea may not have occurred during the last NIPR or IPR was written.
 - Planning deadlines are not being met creates a rush and Budgeting sometimes is not well thought out.

10. What changes would you make in the process to improve efficiency and effectiveness?
 - Simplify the templates and provide more directions on how to fill out.
 - Replace employees that are habitual non-attendees with alternates.
 - Yearly training about how the process works so everyone is on the same page and everyone is aware of the planning deadlines. It should be maybe mandatory training for all employees to better educate the campus and not just those on a committee.

11. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
 - Timely submissions from all groups so that there aren't any bottlenecks due to waiting on other committees or groups.
 - Replacing non-attenders so the committees can be more dynamic.

Governance Section

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

- Constantly improving communication.
- .
13. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
- Buy in from all groups across campus.
 - I do believe there should be some term limits so additional staff can be part of this process
14. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
- Outline a process to incorporate emergency needs as they occur.
 - Prioritize items appropriately across all groups.

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

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

Date: April 22, 2019

Members Present: Dr. Hall, Dr. Joslin, Terry Bartley, Brenda Hoffman, Michell Williams, Chad Lewis, Greg Collins, Andy Rupley, Matt Montgomery, Tara Bias, Cheryl Aschenbach, Karissa Morehouse, Alison Somerville, Amy Langslet, Dana Armeson, Carrie Nyman

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?
 - Transparency
 - Planning Chairs meeting occasionally,
2. What doesn't work in the planning process at Lassen College?
 - Movement of information from IPR/NIPR's to Master Plans to prioritization spreadsheet
 - Ensuring that ideas are brought to Consultation Council and not only discussed in other meetings
 - We have not been holding town hall meetings to update individuals/campus and allow for feedback
 - Not doing long term planning (only annual updates)
 - Timing is not working – EMP consistently late.
 - Notification of Master Planning Committee meetings is not timely or provided across campus
3. What changes would you make in the process to improve efficiency and effectiveness?
 - Create the budget prioritization spreadsheets in each of the Master Plans as a living document.
 - Need a form for submitting emergency and emerging needs.
 - Close the communication loop by communicating out to campus what was prioritized and the reason why the decisions were made.
 - Ensure reports for various areas of campus are given at Consultation Council

4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
 - All planning committees have a consistent administrative assistant to facilitate agendas, minutes, notification, budget updates, scheduling (utilizing our Budget Handbook)
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?
 - Depends on group. Those present at meetings feel valued, but those who do not attend do not receive feedback to understand or have their contributions valued.

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?
 - Governance Handbook
 - Information sharing: NIPR's and IPR's and general updates and announcements
 - Budget prioritization
 - Organization charts
 - AP's approved
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?

No Changes Needed
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.
 - Need the student voice and stronger coordination with ASB
6. How could communication between committees and others be improved with regards to governance?
 - Hiring of the Administration Assistant position
 - Timely and more strategy focused EMP
 - Remember to report back to our constituent groups outcomes of the meetings

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

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

Date:

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.

7. What works in the planning process at Lassen College?
 - -the planning committees we have in place cover all the areas on campus
 - -having the master planning chairs in place makes the budgeting process go smoother
8. What doesn't work in the planning process at Lassen College?
 - -EMP wasn't completed in time. Other master plans were held “hostage” because of this.
 - -IPR and NIPRs are not completed on time. Program Review process should be time sensitive and data driven.
 - -Committee members seem to be the same every year. Consistency is good, but it can also lead to burn out and rubber stamping.
 - A clear direction, asking for more than can be achieved in a document is not an effective plan. document of this importance. Making sure that new chairs (new people to the college) are well informed as to purpose
9. What changes would you make in the process to improve efficiency and effectiveness?
 - -At the start of the academic year - set the tone – hold a meeting to discuss the pros and cons of the past planning year and then move forward w/ a clear plan.
 - -Steady leadership. Consistent leadership in Academic Services (i.e. we need an Administrator to stick around for more than 1 planning process). The EMP, in addition to Program Reviews, drive our planning process.
 - -Evaluating past practice to determine relevancy
10. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
 - I can't think of any additional resources

11. Do you feel your contribution to the planning process is necessary?
• -yes, everyone's input is needed

12. Do you feel your contribution to the planning process is valued?
• I hope so

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?
The Master Plan

9. Provide suggestions to change or modify the committee charge.
This is more of an observation than a suggestion to modify. It was really difficult to schedule our meetings because the days Robert & Brian could attend Cheryl couldn't attend or vice versa. We were limited to a certain day at a certain time only.

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.
• -Cheryl (sorry) ☹ I know you're super busy!
• -Bridget

12. How could communication between committees and others be improved with regards to governance?
I still think we need someone in place whose sole job is to drive this process along...(track IPRs and NIPRs and make sure the items listed are being included in Master Plans, attend all the Master Planning meetings, take minutes, put out agendas, compile the info needed for the budget prioritization and CIMP, & then make sure the website is updated w/ the current documents). A Governance Administrative Assistant or Research Analyst could easily handle this task (50%).

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

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

Date: 5/2/2019

Members Present: Adam Runyan, Heather DelCarlo, Tara Harkema, Jennifer Tupper, Dr. Randy Joslin, Davis Murphy

Members Absent: Janet Marinoni, Laura Greer, Christi Myers, Eloy Rodriguez, Andrew Rupley, Karissa Morehouse, Carol Montgomery

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?
 - All constituent groups are present.
 - Meeting times and location work well.

14. What doesn't work in the planning process at Lassen College?
 - Irregular meetings
 - Inconsistent communication
 - New employees are not oriented well into how shared governance works and affects them.
 - We have issues with execution. We plan well but lack follow through.
 - We should not have a yearly plan. The priorities are also not followed through on the administrative side.

15. What changes would you make in the process to improve efficiency and effectiveness?
 - Orientation needs to occur for new employees regarding shared governance.
 - Removing outdated items on the prioritization list. Need a live spreadsheet to actually track the progress of items.
 - Should create a five year master plan with yearly updates. We should also try to schedule dual meetings with other committees to get opinions outside of our own group think.

16. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
- Hiring a research analyst to support the Director of Institutional Effectiveness in order to make data informed decisions
 - Access to real-time data in order to make informed decisions
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?
- Yes, within our planning committee

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?
- SSMP
 - Equity Report
 - End of the Year Evaluation
 - SEA Plan, LCC Integrated Plan
15. Provide suggestions to change or modify the committee charge.
- N/A
16. Was the committee membership appropriate to implement its charge? If not what changes are needed?
- Have a student attending the committee meetings.
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.
- Classified: Carol Montgomery
 - Faculty: Janet Marinoni, Christi Myers, Laura Greer, Eloy Rodriguez
 - Student
18. How could communication between committees and others be improved with regards to governance?
- Continue with Master Planning Chairs meetings
 - Members appointed to Master Planning Committees need better avenues for reporting back to constituency groups. More frequent meetings between faculty and management groups specifically.

- Get updates from all of the planning committees and provide explanations as to why certain items are not prioritized.
- Combine multiple committees for meetings for external opinions. We could also have members in our committee sit in on another committee or get info from another committee.