2021 Assessment of UCC Shared Governance College Council Report to the Board of Education, Oct. 13, 2021

College Council has the responsibility to conduct an annual assessment of campus governance, share the results with the College and the Board of Education, and use the findings to refine and improve governance policy, procedures, and processes. (See Board Policy and Administrative Procedure 2510.)

GOALS

College Council established the following goals and success indicators during 2019-2020 for the 2020-2021 academic year. Language in bold explains how the success indicators were met or not met.

ACTION	SUCCESS INDICATORS
CLARITY. Create and implement an online shared governance component in the new employees' orientation and in a new Student Engagement Canvas shell that clarifies the governance roles of each governance body, including the College Council and the Senior Leadership Team. Provide clarification of which stages within the policy and procedure workflow that individuals can most effectively offer feedback.	• Output: Modules for employees and students are completed and implemented. **These were completed though later than desired.** • Output: 100% of new employees hired complete the online orientation **This is in place.** • Output: 80% of students accept the invitation to access the Canvas shell for shared governance **74% (1710 of 2310) of students accepted it.** • Outcome: Results of the end-of-year governance survey show an 80% satisfaction in clarity of governance roles **The survey did not directly assess this area. See Findings below.**

DEFINITION. Create mechanisms to continually remind campus constituents of the meaning of shared governance.	• Output: 100% of governance body meeting notes reflect that all governance bodies review charters and the definition of governance annually **These were completed and are up to date.** • Output: 100% of communications from governance councils and committees include as a footnote the definition of governance, emphasizing their advisory role and noting that decision-making generally belongs to administrative bodies **This still needs review.** • Outcome: Results of the end-of-year governance survey show that 80% of respondents understand the advisory role of governance **61% of staff and 35% of students indicated that they understood the advisory role of governance. See Findings below.**

STUDENT INVOLVEMENT Increase and diversify student participation in shared governance councils and committees	• Output: At least two students serve on each governance council or committee. **At least one student served on every council or committee.** • Output: At least 10 students in total serve on governance councils and committees. **7 total students participated.** • Output: All council and committee chairs receive and implement guidance to involve student members **This has not been fully implemented.** • Output: At least 150 students participate in end-of-year governance survey. **266 students participated in the survey. See Findings below.**

SURVEY. Revise the annual campus-wide survey to allow solicitation of meaningful feedback; use the survey to assess knowledge of shared governance, and to confirm council goals are being met; analyze survey results; utilize analysis to create an action plan for improvement.	• Output: Results of a focus group are used to modify/add to the annual survey of employees and students to allow them to provide what they perceived to be meaningful feedback about governance **The focus group met and modified the survey. See Findings below.** • Output: A methodology is developed to guide the annual analysis of the survey and the development of the following year's goals **A methodology was developed, and it may need further clarification and refinement.** • Outcome: The annual assessment report with the subsequent year's goals is in draft form prior to the end of the fiscal year to allow quick action in October 2021 **The report was in draft form at the end of the 2020-21 academic year and finalized in early October.**

DATA COLLECTION

For academic year 2020-2021, College Council's assessment of governance was informed by two sources:

- Survey of employees

- Survey of students

The questions on these surveys were nearly identical to those from the 2020-2021 survey, with the notable exception that information in parentheses was removed as some respondents indicated that the information was leading. The survey of Governance Advisory Councils and Committees was not performed this year due to COVID-19 impact on campus.

A. Survey of employees
A general survey for the employees was created by College Council to gauge the campus's understanding of and involvement in shared governance. The survey included the following statements:

1. I understand the advisory purpose of the UCC shared governance councils.
2. I know how to access communications from the UCC shared governance councils.
3. The voices of all constituents (students and employees) are represented within UCC shared governance councils.
4. The council members actively gather information and data from their constituents and those with the requisite expertise.
5. Our governance councils prioritize their work and give sufficient attention to matters at hand.
6. The UCC campus benefits from advisory work of the governance councils.
7. This survey allows me to give meaningful feedback on college governance.

B. Survey of students
A general survey for the students was created by College Council to gauge students' understanding of and involvement in shared governance. The survey included the following statements:

1. I understand the advisory purpose of the UCC shared governance councils.
2. I know how to access communications from the UCC shared governance councils.
3. The voices of all constituents (students and employees) are represented within UCC shared governance councils.
4. The council members actively gather information and data from their constituents and those with the requisite expertise.
5. Our governance councils prioritize their work and give sufficient attention to matters at hand.
6. The UCC campus benefits from advisory work of the governance councils.
7. This survey allows me to give meaningful feedback on college governance.

FINDINGS

Survey results were provided to College Council members for review and reflection. Findings show UCC is progressing positively in the implementation of a shared governance system. Employee surveys realized a 21% feedback rate with 110 responses; the student survey yielded a 26% feedback rate with 266 responses. Findings are a compilation of the responses and comments from the two surveys. The COVID-19 pandemic and the move to a remote campus may be reflected in the response rates and answers provided. The Council recognizes this and encourages the 2021-2022 Council to continue in bringing shared governance awareness and participation to campus constituents.

CLARITY

The portion of this goal related to the survey was to provide clarification of which stages within the policy and procedure workflow that individuals can most effectively offer feedback. The desired outcome was that the end-of-year governance survey show an 80% satisfaction in clarity of governance roles. While the survey did not ask a question that directly related to this outcome, 50% of employee and 46% of student responses indicated that the voices of all constituents are represented within UCC shared governance councils. Additionally, 49% of employee and 45% of student responses indicated that the council members actively gathered information and data from their constituents and those with the requisite expertise.

DEFINITION

The goal was to create mechanisms to continually remind campus constituents of the meaning of shared governance. One desired outcome was that the end-of-year governance survey show that 80% of respondents understood the advisory role of governance. The results of the survey showed that 61% of employees and 35% of students understood the advisory purpose of the UCC shared governance councils.

STUDENT INVOLVEMENT

The goal was to increase and diversify student participation in shared governance councils and committees. One desired outcome was that at least 150 students participate in end-of-year governance survey. The results of the survey showed that 266 students participated in the survey.

SURVEY

The goal was to revise the annual campus-wide survey to allow solicitation of meaningful feedback; use the survey to assess knowledge of shared governance, and to confirm council goals are being met; analyze survey results; utilize analysis to create an action plan for improvement. The outcome related to this goal was that a focus group be used to modify/add to the annual survey of employees and students to allow them to provide what they perceived to be meaningful feedback about governance. The survey was indeed revised and used to assess knowledge of governance and to confirm council goals were met. The results of the survey showed that 52% of employees and 54% of students indicated that the survey allowed them to give meaningful feedback on college governance. It is of note that just 7% of employees and 3% of students indicated that the survey did not allow them to give meaningful feedback, the remainder taking a neutral position on the question.

ANALYSIS

AREAS OF STRENGTH

a. CLARITY. Canvas modules for new employees and students with information about shared governance were created, and new employees now complete this online orientation. This should help new employees and students to have a better understanding of governance at the College.

b. DEFINITION. 100% of governance body meeting notes reflect that all governance bodies review charters and the definition of governance annually.

c. STUDENT INVOLVEMENT. The goal of the survey was for a minimum of 150 students to respond. 266 students responded, which was excellent.

d. SURVEY. A majority of employees and students indicated that the survey allowed them to give meaningful feedback on college governance.

e. COLLABORATION. The use of Zoom allowed for new ways of collaborating, including that policy and procedure authors were able to attend College Council meetings to address questions or concerns about their documents. This enabled greater efficiency, and the Council reviewed 108 policies/procedures.

AREAS OF WEAKNESS

a. CLARITY. The survey did not directly measure the respondents' perceptions of clarity of governance roles, including their understanding of the stages within the policy and procedure workflow that individuals can most effectively offer feedback.

b. DEFINITION. The goal that 80% of campus constituents understood the advisory purpose of governance was not met. While this appears to be a slight drop from the 2019-2020 survey results, it is of note that the potentially leading information from the question had been removed. Therefore, these results may represent a more accurate depiction of the understanding of governance.

c. STUDENT INVOLVEMENT. Only 7 students participated in governance councils and committees, so there is room for improvement in this area. Council and committee chairs have not yet received guidance on how to involve more students in their governance bodies. Additionally, there was no club involvement during the 2020-2021 year.

d. SURVEY. Some of the questions elicited a number of neutral responses, which were not particularly helpful. College Council recommended that the neutral option be removed.

ACTION PLAN FOR IMPROVEMENT OF GOVERNANCE

Based on the analysis of the survey results, College Council finalized the following action items for the academic year 2020-2021.

ACTION	RESPONSIBLE PARTY/ COLLABORATORS	DEADLINE	SUCCESS INDICATORS
CLARITY. Create standard language (template) to explain how feedback is used and the advisory role of committees. Use standard email to request feedback from constituents. Use Google docs feedback spreadsheet to compile anonymous feedback and record involvement of faculty, admins, and classified. Modify the survey to include a question directly relating to governance roles.	College Council reps	2/2021	• Output: Template complete and implemented in standard email • Output: Google docs spreadsheet complete and implemented • Output: Modified survey contains a question directly relating to clarity of governance roles • Outcome: Results of the end-of-year governance survey show an 80% satisfaction in clarity of governance roles

| DEFINITION. Create mechanisms to continually remind campus constituents of the meaning of shared governance. | College Council reps

Chairs of governance councils and committees | Monthly compliance checks | • Output: 100% of governance body meeting notes reflect that all governance bodies review charters and the definition of governance annually

• Output: 100% of communications from governance councils and committees include as a footnote the definition of governance, emphasizing their advisory role and noting that decision-making generally belongs to administrative bodies

• Outcome: Results of the end-of-year governance survey show that 80% of respondents understand the advisory role of governance |

| STUDENT INVOLVEMENT

Develop guidance for council and committee chairs on how to involve student members. Increase and diversify student participation in shared governance councils and committees. | College Council reps

ASUCC | Guidance provided to chairs by week 3 of the term

Member-ship solidified by week 5 of the term

Survey students in April | • Output: Club or activity fair to get students involved in councils

• Output: All council and committee chairs receive and implement guidance to involve student members

• Output: At least two students serve on each governance council or committee.

• Output: At least 10 students in total serve on governance councils and committees.

• Outcome: At least 150 students participate in end-of-year governance survey. |

| SURVEY. Revise the annual campus-wide survey to allow solicitation of meaningful feedback; use the survey to assess knowledge of shared governance, and to confirm council goals are being met; analyze survey results; utilize analysis to create an action plan for improvement. | College Council reps

Focus group facilitator from College Council

Faculty member to guide methodology development (someone with expertise in qualitative research)

Additional members of College Council to modify and administer survey, analyze results, and write report. | Focus group: February

Methodology: March

Survey: early May

Draft report: June 30, 2022 | • Output: Results of a focus group are used to modify the annual survey of employees, councils, and students to allow them to provide meaningful feedback about governance

• Output: Methodology is refinded to better guide the annual analysis of the survey and the development of the following year's goals

• Outcome: The annual assessment report with the subsequent year's goals is in draft form prior to the end of the fiscal year to allow quick action in October 2022 |