President’s Council/Shared Governance Survey

Office of Institutional Research

February, 2010
Introduction

The study was designed to:

- Assess the knowledge of and attitudes about the workings of the President's Council;
- Compare this data to previous survey results;
- Collect additional data on attitudes about Shared Governance;
- Provide specific suggestions on how to improve President's Council communication and Shared Governance in general.

Methods:

In 2007, the original survey was developed by representatives of the President’s Council and the Office of Institutional Research. The survey assessed the knowledge and attitudes of respondents, as well as prompted respondents for specific suggestions. In this year’s administration (Fall 09), new items were added by a Shared Governance sub-committee led by the VP of Instruction (see Appendix A for the actual survey). The survey was administered via email to all staff and all ASB representatives using the same procedures as the previous administration. Since many of the facilities staff did not have access or readily use email, the survey was administered to these staff in-person.

Of the 87 people who responded to the request for participation, 84 chose to participate in the study (96.6%). The sample represents 23.02% of the combined number of total staff (378) and student representatives (10). Table 1 shows how respondents identified themselves.

Based on the Fall 08 staffing levels[4], the following represents the approximate participation levels of the respective groups: Administrators 26.6% (15 total), Full-time faculty 32.5% (80 total), Part-time faculty 6.49% (154 total), ASB representatives 20% (10 total), Supervisors/Confidentials 60% (15 total), and Professional Support staff 23.7% (114 total).

<table>
<thead>
<tr>
<th>Table 1: Respondents’ group</th>
<th>Count</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td>4</td>
<td>4.4%</td>
</tr>
<tr>
<td>Full-Time Faculty</td>
<td>26</td>
<td>28.9%</td>
</tr>
<tr>
<td>Part-time faculty</td>
<td>10</td>
<td>11.1%</td>
</tr>
<tr>
<td>ASB representative</td>
<td>2</td>
<td>2.2%</td>
</tr>
<tr>
<td>Supervisor/Confidential</td>
<td>9</td>
<td>10.0%</td>
</tr>
<tr>
<td>Professional Support Staff</td>
<td>35</td>
<td>38.9%</td>
</tr>
<tr>
<td>I don’t know</td>
<td>4</td>
<td>4.4%</td>
</tr>
</tbody>
</table>

* Staff figures were taken from the ’08/’09 CCCO report and some categories were different from the categories used in the survey item.
Findings:

Below are the findings from the survey:

### Table 2: Knowledge of President’s Council.

<table>
<thead>
<tr>
<th>Knowledge of the President’s Council</th>
<th>Nothing</th>
<th>A little</th>
<th>Much</th>
<th>Very Much</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>%</td>
<td>Count</td>
<td>%</td>
<td>Count</td>
</tr>
<tr>
<td>The purpose of the President’s Council</td>
<td>23</td>
<td>25.6%</td>
<td>39</td>
<td>43.3%</td>
</tr>
<tr>
<td>How the President’s Council operates</td>
<td>31</td>
<td>34.8%</td>
<td>33</td>
<td>37.1%</td>
</tr>
<tr>
<td>How you can bring an issue to the President’s Council</td>
<td>37</td>
<td>41.1%</td>
<td>27</td>
<td>30.0%</td>
</tr>
<tr>
<td>How the President’s Council fits into College decision-making</td>
<td>29</td>
<td>32.2%</td>
<td>36</td>
<td>40.0%</td>
</tr>
<tr>
<td>Who your representative is</td>
<td>36</td>
<td>40.0%</td>
<td>18</td>
<td>20.0%</td>
</tr>
<tr>
<td>The information reported at the President’s Council</td>
<td>36</td>
<td>40.4%</td>
<td>32</td>
<td>36.0%</td>
</tr>
<tr>
<td>The decisions made at the President’s Council</td>
<td>36</td>
<td>40.0%</td>
<td>33</td>
<td>36.7%</td>
</tr>
</tbody>
</table>

### Table 3: Knowledge Mean (average) Comparison (Fall 07 to Fall 09)

<table>
<thead>
<tr>
<th>Knowledge of the President’s Council</th>
<th>Fall 07</th>
<th>Fall 09</th>
</tr>
</thead>
<tbody>
<tr>
<td>The purpose of the President’s Council</td>
<td>2.29</td>
<td>2.19</td>
</tr>
<tr>
<td>How the President’s Council operates</td>
<td>2.14</td>
<td>2.06</td>
</tr>
<tr>
<td>How you can bring an issue to the President’s Council</td>
<td>2.07</td>
<td>2.00</td>
</tr>
<tr>
<td>How the President’s Council fits into College decision-making</td>
<td>2.21</td>
<td>2.10</td>
</tr>
<tr>
<td>Who your representative is</td>
<td>2.26</td>
<td>2.28</td>
</tr>
<tr>
<td>The information reported at the President’s Council</td>
<td>1.98</td>
<td>1.97</td>
</tr>
<tr>
<td>The decisions made at the President’s Council</td>
<td>1.93</td>
<td>1.97</td>
</tr>
</tbody>
</table>
Table 4: Attitudes about Shared Governance.

<table>
<thead>
<tr>
<th></th>
<th>Not at all</th>
<th>Slightly</th>
<th>Much</th>
<th>Very much</th>
</tr>
</thead>
<tbody>
<tr>
<td>How well do you feel your group is</td>
<td>24 14.5%</td>
<td>69 41.6%</td>
<td>56 33.7%</td>
<td>17 10.2%</td>
</tr>
<tr>
<td>represented at the President's Council?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How much do you think College decision-making is shared by all groups?</td>
<td>27 15.7%</td>
<td>98 57.0%</td>
<td>41 23.8%</td>
<td>6 3.5%</td>
</tr>
<tr>
<td>How much have you participated in shared governance?</td>
<td>24 28.6%</td>
<td>18 21.4%</td>
<td>25 29.8%</td>
<td>17 20.2%</td>
</tr>
</tbody>
</table>

Table 5: Attitudes about Shared Governance Mean Comparison (Fall 07 to Fall 09).

<table>
<thead>
<tr>
<th></th>
<th>Fall 07</th>
<th>Fall 09</th>
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<tbody>
<tr>
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<td></td>
<td></td>
</tr>
<tr>
<td>How much do you think College decision-making is shared by all groups?</td>
<td>2.23</td>
<td>2.06</td>
</tr>
</tbody>
</table>

Table 6: Attitudes about Shared Governance.

<table>
<thead>
<tr>
<th></th>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>Count</td>
<td>%</td>
<td>Count</td>
</tr>
<tr>
<td>Would you like to be more involved in shared governance?</td>
<td>50  62.5%</td>
<td>30 37.5%</td>
</tr>
</tbody>
</table>

Specific suggestions

For the item, suggested improvements of information dissemination (42 responses), below were the clustered themes (See Appendix B for actual responses):

- Email out a summary of upcoming agenda items and results from the meeting in an easy-to-understand format.
- President’s Council representatives need to get more information consistently out to their constituencies.
- Have periodic open College discussions on President’s Council topics.

For the item, suggested improvements of operation (35 responses), below were the clustered themes (See Appendix B):

- Don’t know enough about the process to say.
- Wider participation is needed.
Provide simple diagrams of committees and their workflow.
More actively invite staff and faculty to participate in Shared Governance committees including the President’s Council.
Some respondents questioned the President’s Council decision-making influence.
Increased communication/feedback is needed on the Instructional side.

**Summary:**

**Survey Participation:**
There was a relatively good participation rate in the survey. Approximately, 23% of the staff and student representative population participated in the study. As expected, part-time faculty were not as well represented as other groups. Participation in this survey was similar to the previous administration in Fall 07. Any interpretation of the findings must include the understanding that survey respondents represented only a proportion of the total staff and student population, thus others who did not participate may have distinctly different attitudes and/or opinions.

**Communication:**
There is clearly a continued lack of knowledge about the President’s Council and how it operates. A majority of respondents reported knowing “nothing” or “a little” about most aspects of the President’s Council (percentages ranged from 60-77%). These reported knowledge rates were similar to the previous survey, with most averages dropping slightly.

Several suggestions were made to improve communication, such as send out a summary before and after the President’s Council meetings. Email was cited most often as an important way to communicate information.

**Shared Governance:**
Most survey participants reportedly had at least some participation in shared governance, with only 29% reporting no participation at all. Nevertheless, most respondents (73%) reported that College decision making is shared by all groups “Not at all” or “slightly”. Most respondents also did not seem to think that their group is represented at the President’s Council with 56% reporting either “not at all” or only “slightly”. These responses were nearly identical to the previous year except the perceived sharing of decision-making went down slightly. These findings were echoed in the open-ended comments.

These results aside, most respondents wanted to be more involved in shared-governance (62.5%). Additionally, respondents offered some specific suggestions on how to improve participation. For example, one user suggested the development of a simple shared governance diagram that was widely distributed.
In sum, this survey was only a sampling of overall staff and faculty knowledge and attitudes. It is clear that most participating in this study are unclear about the President's Council, its processes, and its role in College decision-making. Moreover, most respondents did not seem to feel very satisfied with the current level of Shared Governance. Respondents mostly wanted to get more involved and some offered specific suggestions as to how to increase involvement and improve Shared Governance.
Appendix A: Survey

President's Council Survey

Please help us learn more about your opinions and suggestions for the President's Council and Shared Governance. Participation in this survey is voluntary and your decision of whether or not to participate will not affect your status as a faculty or staff-person. Your responses will be anonymous and the survey should take approximately 5 minutes. Thanks for your assistance.

1. Do you want to participate?
   - Yes
   - No

2. What group best describes you?
   - Administrator
   - Full-time Faculty
   - Part-time Faculty
   - Associated Student Body representative
   - Supervisors/Confidential Staff
   - Professional Support Staff
   - I don't know

2. How much do you know about the following:

<table>
<thead>
<tr>
<th></th>
<th>Nothing</th>
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<th>Much</th>
<th>Very much</th>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
1. How well do you feel your group (Administration, Faculty, ASB, Supervisors/Confidential, and Professional Support Staff) is represented at the President’s Council?
- Not at all
- Slightly
- Well
- Very Well

2. How much do you think College decision-making is shared by all groups?
- Not at all
- Slightly
- Much
- Very Much

3. Over the past year, how much have you participated in Shared Governance (e.g. participation in College committees, involvement in discussions and/or decision-making)
- Not at all
- Slightly
- Much
- Very much

4. Would you like to be more involved in Shared Governance?
- Yes
- No

5. What could be done to improve the dissemination of information about the President’s Council?

6. Do you have any other suggestions to help the President’s Council operate more effectively?

Thanks
Thank you for your time.
Appendix B: Comments

What could be done to improve the dissemination of information about the President's Council?

“dissemination of information” is fine in my group...but actually reading the information is up to the reader. No suggestions on the later comment.
1) minutes can be sent to all Gavilan members via email; 2) a summary of key decisions and how they affect different groups should accompany said email; 3) President Council members should be held accountable for seeking/delivering input to their constituencies; 4) agendas and minutes should be sent to all.
Actually the PSS rep's do not disseminate monthly info - this would help keep professional support staff in the “know”.
Agendas, minutes, key decisions posted on the intranet.
An email with a link to the minutes
Better reporting out
Better training opportunities for supervisors.
By having monthly meetings designated to discuss President Council meetings (which has been done and is trying to be restarted.
Communication is key to the functioning of any institution. There is too little of that at Gavilan. The fact that different people participate in one or more committees (or not) shouldn't be taken as having a voice in shared governance because some groups can't take action; others are just representing their program and don't feel the committee furthers their program; others participate actively but aren't around when the issues finally rise to the top for action. This college gets a bad grade on communication from the top to the bottom. The lower you are in hierarchy, the more removed you are from decision making by the President and the Board of Trustees.
Email information about it as is done with school board.
Emails to Entire Staff By Prez Council Minutes taker. Post minutes to Website
Emails to staff with a brief summary of minutes or discussion items. Maybe a brief description of who is on it, how it functions, etc.
Find out who our Faculty representative is? Is it our Academic Senate president? or our Union president?
I know it's out there on our intranet, but I don't have a lot of spare time to seek it out. Summaries at CSEA meetings are insufficient and don't really give me a sense of knowing what happens there.
Incorporate it into the news letter. Declare a college “hour” for this and all committee's and organizations to meet once per week.
Link to electronic newsletter, news bites sent out via email from president.
Make all minutes from the various committees available in one format at one web site
Maybe just better & more consistent email habits by the representatives. I've never heard or read anything from my rep, whoever that is
Minutes? agenda?
Monthly newsletter summarizing each committees progress, ideas, projects, etc.
More direct communication from the reps. Those participating in the President's Council should be supported and encouraged in sharing their views. Reps must also do a much better job of communicating with their constituents.
More fulltime faculty positions would facilitate more involvement from instructors who, as part-timers, are marginalized and do not enjoy full-fledged status as respected members of the faculty.
More in person communication - too many emails. A better understanding of what committees do and some evidence that they actually influence college governance.
Perhaps at the beg. of each semester an e-mail letting all know who the reps. are. 1/yr. an e-mail letting all know the process (for getting suggestions to Pres. Council).
perhaps have meeting updates emailed.
Post minutes on the intranet sooner, so that people can stay informed. Current minutes posted are old.
Post via email that latest minutes are now on via intranet.
Posting minutes
Posting of minutes in mail room, email to the different groups and posting on college web page
Provide summary info of actions- put on website in area that is easily accessible.
Remove e-mail conferences or meetings.
Representatives from constituent groups should send, each month, a short summary of updates/issues/request for input
Send minutes and agendas to all, not just on intranet. Invite people to the meeting to observe.
send some info through e-mail
Since I don't really know what the President's Council structure really is there is no way to suggest how to improve information dissemination. One possibility is to have the Council meeting in an open format with comments from the floor.
That is already occurring.
The minutes could be published
through the email at the staff
timely minute distribution
We receive our information about President's Council at our CSEA meetings. However, we rarely have more than 5-10 minutes to devote to what went on at President's Council. By the time it gets to us it is so condensed that we don't really have a good grasp of what's going on. Are minutes taken? Can the minutes be posted on the Intranet?
What is the President's Council???? I have not heard of it. Are you sure it is wise to add another layer of bureaucracy to the decision making process? Will the President's Council do anything to help the students?
Do you have any other suggestions to help the President's Council operate more effectively?

1) This survey is a start. 2) Roadmap/diagram/flowchart of how all of the committees relate to each other (for our visual learners). We have several committee's on campus. Ultimately, the President's Council is on top of the pyramid (or is it?). 3) Listing of our current issues. Maybe develop a workflow diagram of our current issues, and which committee is reviewing the issue at the time. Show the recommendations of that committee, then depict which committee is next to receive the recommendations. For instance (hypothetical): Problem: Lighting on campus (which is done). 1st Committee: Health/Safety/Facilities Committee recommends improve lighting on campus. 2nd Committee: Budget Committee agrees with HSF Committee to fund via Measure E. 3rd Committee: President's Council agrees with HSF and Budget committees. Goes to Board. See the visual workflow...just an idea. Some of the problems of the above workflow include: inputting the content, and issues being reviewed at the same time by multiple committees (parallel).

Access blog page for input? Use twitter for receiving updates?

Attendance of reps to ASB meetings on a regular basis.

Change the committee structure so that there are fewer committees. The President's Council should be conducted like most "city councils", that is, in an open forum format with comment from the floor.

Communication

Complete more surveys like this one!

Email Communication from Chair of Prez Council to ALL staff with an Update at Beg and End of the Semester of Things that will happen and Have Happened

Have it be a true shared process, not one that predetermined by the administration. We go through the motions to give the appearance of shared governance process yet it most instances there is nothing "shared" about it.

I cannot suggest any possible improvements until I see what has been proposed.

I have no idea how it operates, so no.

I really didn't know we had a president's council. I thought it was the board of trustees.

I think by having the Professional Support Staff be compensated for their time if they are members of President's Council. I think most of the decisions are made by the president.

if I knew more about it, perhaps I could make some suggestions

Invite observers or subject matter experts to attend.

Invite people to meetings to observe.

Involvement by the various groups.

make sure faculty have a chance to discuss all major issues and initiatives before they show up at President's Council!

No.

No.

Open meetings

President's Council should seek agenda items from its members.

Rumor's abound on this small campus, i.e., we (PSS) hear it doesn't matter which items from each group go forward to President's Council for discussion because the college president has the last say!

See above. Also, 1) make sure the current VP of Instruction stays to ensure continuance of instructional issues; 2) compel the deans to have constant communication/feedback from the programs they represent --this isn't getting done and issues/concerns don't often rise to the top because deans don't know and they don't ask.

Start a blog page for college-wide input on important issues taken forth to Pres Council

The President and Board of Trustees could actually listen and follow recommendations.

These are chaotic times. Times that we might want the bureaucracy to move fast while still keeping everyone in the loop. There's no silver bullet except for communication skills. Meetings, phones, emails, and web. Let's use 'em.

transparency breeds trust

We keep hearing about the "portal" that is supposed to make dissemination of information easier. When is that going to happen?

Who makes up the Council? Is it a broad spectrum of the staff?

wider participation