



**2020 ASSESSMENT OF UCC SHARED GOVERNANCE
COLLEGE COUNCIL REPORT TO THE BOARD OF EDUCATION
NOVEMBER 3, 2020**

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.)

DATA COLLECTION

For academic year 2019-2020, College Council's assessment of governance was informed by three sources:

- A. Survey of the governance councils
- B. Survey of employees
- C. Survey of students

A. Survey of Governance Advisory Councils and Committees

College Council created a survey based upon assessment criteria in the College Council charter, 2018-19 survey, and the assessment requirements in Administrative Procedure 2510. Council/committee members were asked to rate their council's performance on each item and provide comments. Surveys were sent to each governance body with instructions to complete one survey per council, preferably utilizing the input of all members of each council. An optional section was provided for additional comments.

Governance groups completing the survey in June 2020:

- Academic Council
- College Council
- Communications Advisory Council
- Facilities Advisory Council
- Inclusion, Diversity, and Equity Action Leadership Committee
- Institutional Effectiveness Committee
- Student Services Advisory Council
- Technology Advisory Council

Eight statements were presented in the survey:

1. We had full voting member participation at our meetings.
2. We held regular and consistent meetings throughout the year.
3. Goals were established at the beginning of the year. List goals.
4. Our council collaborated with other councils, departments, divisions, etc. to achieve set goals. Please list collaborations.
5. Describe the method of voting for the council members. i.e., electronic, in-person, call-in.
6. Students, faculty, staff, and administration participated regularly in meetings and discussions.
7. Action items were discussed with freedom and openness.
8. Please provide a specific suggestion for improvement in your government council.

B. 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. (Umpqua Updates and MyUCC for employees and ASCUCC board meetings/published meeting minutes for students.)
3. I am aware that the voices of all constituents (students and employees) are represented within UCC shared governance councils.
4. I am aware that the council members actively gather information and data for all council work and recommendations from those with requisite expertise.
5. I understand our governance councils prioritize their work and give sufficient attention to matters at hand.
6. I feel the UCC campus benefits from advisory work of the governance councils.
7. This survey allows me to give meaningful feedback on college governance.

C. 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. (Umpqua Updates and MyUCC for employees and ASCUCC board meetings/published meeting minutes for students.)
3. I am aware that the voices of all constituents (students and employees) are represented within UCC shared governance councils.
4. I am aware that the council members actively gather information and data for all council work and recommendations from those with requisite expertise.
5. I understand our governance councils prioritize their work and give sufficient attention to matters at hand.
6. I feel 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. COVID-19 had an impact on all councils for Spring Term 2020. Councils actively moved meetings to Zoom format and continued their work with diligence. The survey findings are presented in light of the feedback received from the April 2019 Northwest Commission on Colleges and Universities mid-cycle visit.

Employee surveys realized a 20% feedback rate with 93 responses; the student survey yielded a 6% feedback rate with 99 responses; and the survey of governance councils had a 100% completion rate. Findings are a compilation of the responses and comments from all three surveys.

1. Areas of strength

- a. COLLABORATION. Councils have improved collaboration across campus. Members are from all employee constituent groups and from various departments across campus. Council chairs strove for student representation with a majority of the councils having full representation of their charter membership.
- b. COMMUNICATION. Council agenda and minutes were posted to the Governance page of the MyUCC website. Posting and sharing of information continued to be developed with the employee and student accessibility at the forefront. 90% of employees agreed they knew where council information was located.
- c. DEFINITION. 65% of employee and student respondents agreed they understand the advisory purpose of the shared governance councils.
- d. FUNCTIONALITY. The councils responded they were able to collaborate with other councils, held meetings regularly throughout the year, and had full voting member participation at their meetings.
- e. IMPACT. Councils consistently established and worked toward the goals they established for the year. Examples of goals accomplished include:
 - i. Develop avenues for feedback to Facilities from campus and this team.
 - ii. Improve even the most mundane communications such as bills by including upbeat language and helpful information.
 - iii. Survey college staff for future technology needs.
- f. INVOLVEMENT. All areas of campus (faculty, classified staff, students, and administrators from multiple departments and areas of operation) were involved in governance. This was evident in council responses.
- g. PARTICIPATION. Council responses reported students, faculty, staff, and administration regularly participated in meetings and discussions.
- h. PERSPECTIVE. Council responses reported 100% engagement of freedom and openness during discussions. Employee and student responses were undecided or agreed voices of constituents are represented on the councils.
- i. STUDENT INVOLVEMENT AND GROWTH. Students were encouraged to participate on councils. Council charters state representation of student body is necessary.
- j. SURVEY. The use of technology, and EvalKit tool specifically, was considered a fairly good tool for gathering information.

2. Areas that need improvement

- a. CLARITY. Continue to clarify the roles of the various governance bodies. 40% of student responses indicated they do not understand the advisory purpose of the UCC shared governance councils.
- b. COMMUNICATION. Student respondents know the governance documents exist but are unsure how to locate them. The governance page of the UCC website is currently accessible via employees' MyUCC, which is available only to student leadership and not all students.
- c. DEFINITION. Though the majority of respondents understand shared governance, students, employees, and councils desire to better understand the shared governance system.
- d. SURVEY.

- i. Approximately 30% of those surveyed disagreed or were undecided if the survey allowed them to give meaningful feedback. The Council wanted 80% to feel that the survey allowed for meaningful feedback.
- ii. Survey questions may need to request different information and be stated in ways that do not inadvertently tell participants the “correct” response.

ACTION PLAN FOR IMPROVEMENT OF GOVERNANCE

College Council success indicators were met for the 2019-2020 academic year. The year-end report was submitted to the College President on October 21, 2020. 2019-2020 goals are attached.

Suggestions provided by the 2019 mid-cycle visit and NWCCU official recommendation continue to inform efforts to build an effective shared governance. The evaluators suggested that the campus: “Continue to implement and refine the new Shared Governance structure. At the same time, continue to educate the campus community on key concepts of how the structure is designed to work and build commonly understood definitions.” The NWCCU Recommendation in Need of Improvement from the July 2019 letter) stated: “Further formulate and implement plans to increase institutional stability through effective leadership and a widely understood governance structure (Standard 2.A.1).” It is worthwhile to note that the 2020 NWCCU standards have changed, with Standard 2.A.1 being replaced by 2.A.4: “The institution’s decision-making structures and processes, which are documented and publicly available, must include provisions for the consideration of the views of faculty, staff, administrators, and students on matters in which each has a direct and reasonable interest.” The requirement for a “widely understood governance structure” is no longer part of the standards, but UCC continues to strive for understanding of governance by all constituent groups.

Based on the analysis of the survey results, College Council, at its November 1, 2020 meeting, finalized the following action items for the academic year 2020-2021.

ACTION	RESPONSIBLE PARTY/ COLLABORATORS	DEADLINE	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.	<ul style="list-style-type: none"> • [Lead person from CC] • HR [Name of HR person] • SE [Name person from Student Engagement] • UCCOnline 	2/2021	<ul style="list-style-type: none"> • Output: Modules for employees and students are completed and implemented by [date – SE] • Output: 100% of new employees hired after [date - HR] complete the online orientation • Output: 80% of students accept the invitation to access the Canvas shell for shared governance • Outcome: Results of the end-of-year governance survey show an 80% satisfaction in clarity of governance roles

<p>DEFINITION. Create mechanisms to continually remind campus constituents of the meaning of shared governance.</p>	<ul style="list-style-type: none"> • [Lead person from CC] Chairs of governance councils and committees 	<p>Monthly compliance checks</p>	<ul style="list-style-type: none"> • 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
<p>STUDENT INVOLVEMENT Increase and diversify student participation in shared governance councils and committees</p>	<ul style="list-style-type: none"> • [Lead person from CC] ASUCC 	<ul style="list-style-type: none"> • Membership solidified by week 3 of each term • Guidance provided to chairs by week 3 of each term • Change to survey by April 	<ul style="list-style-type: none"> • 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. • Output: All council and committee chairs receive and implement guidance to involve student members • Output: At least 150 students participate in end-of-year governance survey. Outcome: Results of the end-of-year governance survey of councils show that 80% of student members felt their participation in governance was valued; note: this outcome will require disaggregation of employee and student feedback on the council survey.
<p>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.</p>	<ul style="list-style-type: none"> • [Lead person from CC] • Focus group facilitator? • Faculty member to guide methodology development (someone with expertise in qualitative research) • Additional members of CC to modify and administer survey 	<ul style="list-style-type: none"> • Focus group: February • Methodology: March • Survey: early May • Draft report: June 30, 2021 	<ul style="list-style-type: none"> • 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 • Output: A methodology is developed to 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 2021

	CC members to analyze results and write report		
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