Assessment of Cañada College Decision Making Procedures, Process & Environment

Summary of Findings & Open Discussion

Office of Planning, Research & Student Success
August XX, 2010
1. 12 question online survey distributed to all faculty, staff & administration
2. Time in the field: 5 weeks (May 14 – June 16, 2010)
3. 101 responses from an email distribution list of 385 (26.2% response rate)
4. 89 fully completed surveys; 12 partially completed
5. Responses by employee category:
   - Full-time Faculty: 25
   - Part-time Faculty: 22
   - Classified Staff: 29
   - Hourly Staff: 19
   - Administrator: 6
1. Over the last year, Cañada College made some important decisions related to the core mission of the college. How would you describe your level of awareness as it relates to decisions made by Cañada College?

**Q1: Faculty Themes**

1. The college seems to be more aware of the importance of keeping true to our mission.
2. I tend to be totally focused on my work and to leave administrative concerns to others.
3. Good -- plenty of info available; sometime I do not take the time to absorb it all.
4. Minimal. What I know about the decisions made I learn during the short presentations administrators or the researcher gives from time to time.

**Q1: Staff Themes**

1. More aware than in the past; more time is being devoted to thinking about big picture issues.
2. Good level of awareness. Decision making processes weren’t perfect but there appears to be some effort to make them better.
3. Average. Most of what I learn I pick up over lunch or during breaks. Too little time to spend on these questions.
4. I would say average. Some issues seem to be rushed and others drag on forever and sometimes go nowhere.
2. How are you typically made aware of the decisions made by the college (check all that apply)?

- Division Meetings/Minutes: 76
- Academic or Classified Senate Meetings/Minutes: 34
- College Planning Council Meetings/Minutes: 29
- Email from President’s Office: 16
- College Website: 7
- Informal conversation with colleagues (Word of mouth): 82

N = 101

Other noteworthy findings:

* 64% of faculty (Full-time & Part-time) chose Division Meetings
* 78% of Part-time faculty chose Word of Mouth
* Together 82% of Classified Staff and Hourly Staff chose Word of Mouth
4. In Spring 2009 Cañada College made significant revisions to the college’s shared governance planning framework. The changes resulted in several new college planning bodies and processes. How would you characterize your familiarity with Cañada’s **College Planning Council**?

Other noteworthy findings:

* 42% of Part-time have never heard of the CPC
* Of the 18 that attend regularly, 6 are administrators & 8 are full-time faculty
5. In Spring 2009 Cañada College made significant revisions to the college’s shared governance planning framework. The changes resulted in several new college planning bodies and processes. How would you characterize your familiarity with Cañada’s **College Budget Committee**?

- Never heard of it: 10
- Vaguely Aware of it: 21
- Heard of it but rarely attend: 44
- Attend once in a while: 12
- Don't always attend but read minutes of meetings: 6
- Attend regularly: 6

*Other noteworthy findings:*

* there was little variation in findings across faculty & staff
6. In Spring 2009 Cañada College made significant revisions to the college’s shared governance planning framework. The changes resulted in several new college planning bodies and processes. How would you characterize your familiarity with Cañada’s **Instructional Planning Council**?

![Bar Chart]

- **Never heard of it**: 34
- **Vaguely Aware of it**: 19
- **Heard of it but rarely attend**: 22
- **Attend once in a while**: 14
- **Don't always attend but read minutes of meetings**: 5
- **Attend regularly**: 5

*N = 99*
6a. In Spring 2009 Cañada College made significant revisions to the college’s shared governance planning framework. The changes resulted in several new college planning bodies and processes. How would you characterize your familiarity with Cañada’s **Instructional Planning Council**?

<table>
<thead>
<tr>
<th>Option</th>
<th>Full-Time Faculty</th>
<th>Part-Time Faculty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never heard of it</td>
<td>1</td>
<td>9</td>
</tr>
<tr>
<td>Vaguely Aware of it</td>
<td>2</td>
<td>11</td>
</tr>
<tr>
<td>Heard of it but rarely attend</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Attend once in a while</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td>Don't always attend but read minutes of meetings</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>Attend regularly</td>
<td>1</td>
<td>5</td>
</tr>
</tbody>
</table>

N = 24, N = 22
7. In Spring 2009 Cañada College made significant revisions to the college’s shared governance planning framework. The changes resulted in several new college planning bodies and processes. How would you characterize your familiarity with Cañada’s **Student Services Planning Council**?

![Survey Bar Chart]

- **Never heard of it**: 26
- **Vaguely Aware of it**: 17
- **Heard of it but rarely attend**: 20
- **Attend once in a while**: 14
- **Don't always attend but read minutes of meetings**: 6
- **Attend regularly**: 9

*N = 92*
6a. In Spring 2009 Cañada College made significant revisions to the college’s shared governance planning framework. The changes resulted in several new college planning bodies and processes. How would you characterize your familiarity with Cañada’s *Instructional Planning Council*?

![Bar chart showing the levels of familiarity with the Instructional Planning Council among Classified Staff and Hourly Staff.]

- Never heard of it: 1 Classified Staff, 2 Hourly Staff
- Vaguely Aware of it: 4 Classified Staff, 4 Hourly Staff
- Heard of it but rarely attend: 5 Classified Staff, 4 Hourly Staff
- Attend once in a while: 8 Classified Staff, 5 Hourly Staff
- Don't always attend but read minutes of meetings: 2 Classified Staff, 2 Hourly Staff
- Attend regularly: 7 Classified Staff, 3 Hourly Staff

N = 28, N = 19
8. How would you rate Canada’s decision making processes in terms of openness to input from faculty, staff & students?

<table>
<thead>
<tr>
<th>Not Open at All</th>
<th>Mean Scores</th>
<th>Very Open</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time Faculty</td>
<td>3.6</td>
<td></td>
</tr>
<tr>
<td>Part-Time Faculty</td>
<td>3.3</td>
<td></td>
</tr>
<tr>
<td>Classified Staff</td>
<td>2.7</td>
<td></td>
</tr>
<tr>
<td>Hourly Staff</td>
<td>2.8</td>
<td></td>
</tr>
<tr>
<td>College Overall</td>
<td>3.4</td>
<td></td>
</tr>
</tbody>
</table>

N = 97
9. How would you rate Canada’s decision making processes in terms of **transparency** i.e. how visible is each stage of the decision making process to the college community?

<table>
<thead>
<tr>
<th></th>
<th>Mean Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Full-Time Faculty</strong></td>
<td>3.4</td>
</tr>
<tr>
<td><strong>Part-Time Faculty</strong></td>
<td>3.1</td>
</tr>
<tr>
<td><strong>Classified Staff</strong></td>
<td>2.9</td>
</tr>
<tr>
<td><strong>Hourly Staff</strong></td>
<td>2.1</td>
</tr>
<tr>
<td><strong>College Overall</strong></td>
<td>3.2</td>
</tr>
</tbody>
</table>

N = 99
10. How would you rate Canada’s decision making processes in terms of the *degree to which decisions are informed by data and research*?

![Bar chart showing mean scores for different categories of staff and college overall.]

- **Full-Time Faculty**: Mean Score = 3.2
- **Part-Time Faculty**: Mean Score = 2.2
- **Classified Staff**: Mean Score = 2.4
- **Hourly Staff**: Mean Score = 2.7
- **College Overall**: Mean Score = 3.1

*N = 99*
11. How would you rate Canada’s decision making processes in terms of the college’s \textit{adherence to established rules and processes}? 

\begin{figure}[h]
\centering
\includegraphics[width=\textwidth]{chart.png}
\caption{Mean Scores for decision making adherence by category.}
\end{figure}

- Full-Time Faculty: 3.8
- Part-Time Faculty: 4.2
- Classified Staff: 3.5
- Hourly Staff: 3.3
- College Overall: 3.8

\textit{N = 98}
12. As you consider the ideal decision making environment for a community college, what are some areas for improvement for Cañada College?

**Q1: Faculty Themes**

1. Getting more faculty to participate in the planning committee meetings.
2. Radically reduce the number of meetings and participation at those meetings.
3. Agendas and accompanying material needs to be send out much earlier so people and read and prepare for the meeting.
4. Advise implementation of changes with specifics on when, where, what, & how.

**Q1: Staff Themes**

1. More discussion across departments. There is still a big divide between faculty & staff.
2. Streamline processes so that they don’t crowd out the work we have to do.
3. Make sure that time is taken to work decisions through the process and not short circuited in the name of expediency.
4. Make it more bottom up than top down. The real knowledge is in those that work directly with students.
What characterizes a learning organization?

1. An attitude of wisdom (*knowing what you don’t know*)
2. Commitment to framing issues with data
3. Commitment to hearing & telling the truth
4. Adoption of an experimental mindset
5. Oriented toward action

Source: Jeffrey Pfeffer, Professor of Organizational Behavior at the Graduate School of Business, Stanford University.
Let’s discuss