

# PORTERVILLE COLLEGE

## COLLEGE COUNCIL

3:00 PM – 5:00 PM • Monday, October 19, 2020 • Zoom

Co-Chairs: Primavera Arvizu, Robert Simpkins, Vern Butler

### MINUTES

**Present:** Primavera Arvizu, Rebecca Baird, Kim Behrens, Elizabeth Buchanan, Sheri Burgess, Michael Carley, Jim Carson, Joe Cascio, Vickie Dugan, Chris Ebert, Lupe Guillen, Claudia Habib, Kendra Haney, Jay Hargis, Tiffany Haynes, Gerred Link, Melissa Long, Jay Navarrette, Frank Ramirez, Thad Russell, Patty Serrato, Bob Simpkins, Errin Sullivan-Arcos, James Thompson, Miles Vega, Kimanthi Warren, Arlitha Williams-Harmon, Erin Wingfield and John Word

**Absent:** ASPDC President, ASPC Vice President, Terry Crewse, Todd Dearmore, Johana Fisher, Michelle Miller-Galaz and Shauna Williams

**Guest:** Reagen Dozier, Felisa Hannah, Roger Perez and Al Solano

#### **I. Call to Order**

VP Arvizu called the meeting to order at 3:02 pm.

#### **II. Adoption of Agenda**

Not approved

#### **III. Approval of Minutes**

Tabled

#### **IV. Why?**

Meeting to discussed governance within CC and the sub-committee structure.

Is the process working?

What does the committee think about the current process?

Does the process need improving?

How does the sub-committee work, reporting back to CC?

Does the CC membership and agenda need changing?

Campuses have roughly three months to implement any variety of priorities. It takes time with communication within and among the different committees having clarity, having common language and knowing how to move forward; institutions were set up to be very slow-moving ships.

Within the structure all colleges are working under to get something accomplished its takes time. Dr. Solano stated to help the movement through the committees we can all work smarter, not harder.

#### **V. Survey Results**

A survey was sent out to sub-committee chairs asking what are some thoughts or support the sub-committee needs for moving forward. See some responses below.

- How to make the meetings more interactive
- Have members voice more feedback, share ideas and strategies (informed feedback within the sub-committees and CC)
- Do we follow Robert's Rule? What is that process?
- Clarify the difference between a governance committee and planning committee

- How do we integrate planning processes in decision making within the sub-committees work and channeling that process through CC.
- How do we support equity-minded practices through governance and committee work?

**VI. 10 Minute Break**

**VII. Work Smarter, Not Harder**

When the co-chairs of CC were thinking about working smarter, not harder what kept coming out or what was heard from the sub-committees is:

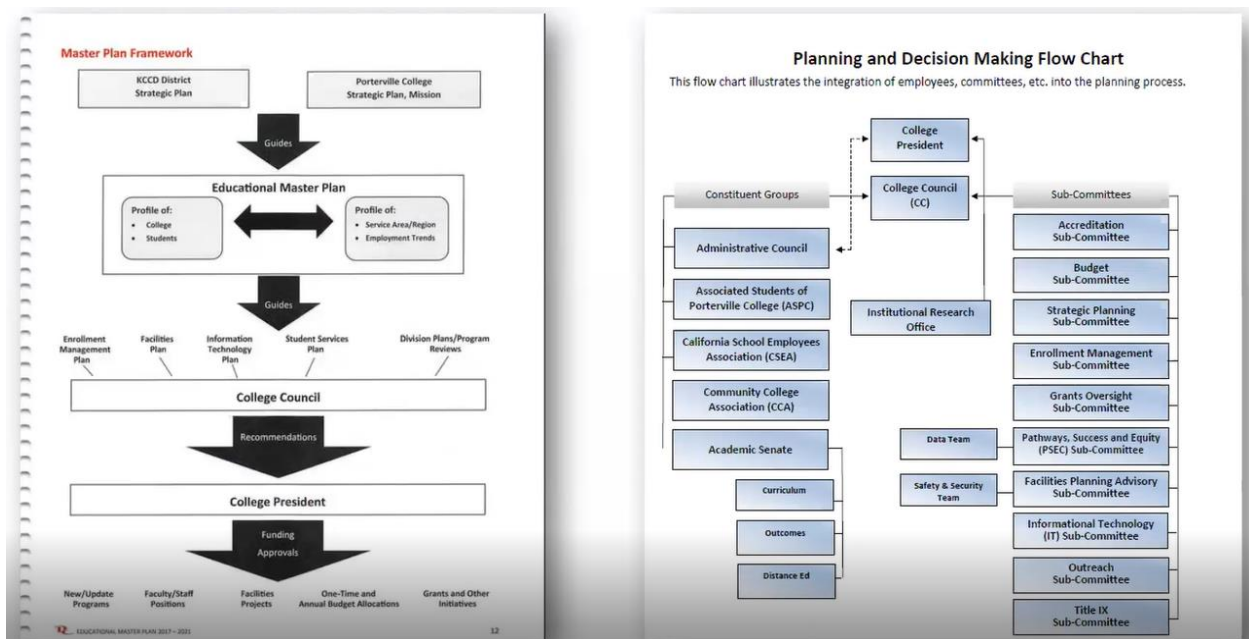
- Redundancy – same information shared among the different committees or the same people on multiple committees hearing the same thing over and over.
- Committee Bloat – the same people are not represented or too many represented making the committee very large.
- More participation between committee members – something is approved without questions or having courageous dialogue.
- Duplication in committee membership – same faculty on multiple committees/groups.
- Information gaps/flow

Same information is shared multiple times

**VIII. Existing Committee Structure**

Looking side-by-side at the Educational Mater Plan Framework, the flow of the governance structure and how decisions (left side) are to be made against the current structure (right side). Do the two align? Has there been any changes? Is the current sub-committee structure working adequately? Is the flow working from the Master planning process to the approval process?

Right now, we are only discussing the CC structure through governance, not the academic side.



Each committee has a committee's page, everybody should be updating their committees page. Where is the central depository for each committee? How does that work?

Dr. Simpkins created a spreadsheet of all committees and the members of those committees to look at information flow, networks of communication and who is more in the know by seeing who is present and absent from the committees. Some areas are represented more for some committees and less for other committees. *(the excel document will be sent to the members)*

When working on priorities we should always start with the discover stage, next is develop, then implement, on to evaluate and finally report. As educators we typically start at develop or even implement. Today the committee is at discover. The google document the committee is completing is to determine where to start our discussion and how to move into develop.



The committee took a few moments to complete the google document categories, see results below:

1. How are we working harder, not smarter?

- Meeting is too long
- Having every committee report out to CC
- The meetings can be organized in a different format
- Having too many committees with the same people and same information addressed.
- This is a share-out/informational meeting
- Some people work very hard, spend many hours in meetings, sometimes not much comes out of it due to a lack of clarity on goals, implementation, leadership
- I work hard, but do prefer to work smarter NOT harder.
- Often repeat the same topics at multiple meetings. There is significant time spent preparing the same information for different groups or committees
- Not having as much communication across the campus between different constituency groups.
- CC membership is large
- Many committee meetings repeat the same topics/conversations. Having repetition of people on committees

- Meeting management – how to stay on task and on time
- Sometimes it is difficult to find updated committee information
- Which items need to be approved by CC?
- Strategic Planning committee does not actually plan anything, it spends most of the time reviewing Program Reviews, those are 90% retrospective and 10% future plan.
- Facilities Planning committee should include a regular discussion about upcoming events on campus with key stakeholders in regular events (M&O, Security, Student Services, Athletics, Fine Arts, etc.) to ensure that we are not overtaxing any one area and that no one is ever blindsided by an event.
- Each division has members attend committee meetings
- We are working on numerous committees by information does not get shared at times, the communication stays within that particular committee.
- There is certainly overlap on the 3pm Monday meetings but I don't see a way around it, as enrollment management has specific and important purpose. I think engagement in meetings decreases with length and participants in a meeting, especially on Zoom. In this format, unless I have something critically important to add to the meeting, I'm not going to unmute myself. I think the crickets that are heard at some points are because others might feel the same way. Maybe utilizing breakout groups would help for things that require discussion?
- It seems like every division has a couple of people who are willing to do the work and those same people are on all of the committees. Unfortunately, I don't know how you change that because sticking someone who doesn't want to do the work on a committee isn't going to help the situation.
- There is not a clear guide to the committees (what each committee does and how it fits into the larger picture). I realize that the college has these types of documents, but to the best of my knowledge, they aren't shared or explained to new faculty. An easy to understand guide would help a great deal.
- How can we increase feedback from members?
- How can we effectively pass information along?
- Committee work is done in small circles of the same people.
- There is often little communication or coordinated work between groups on similar projects or goals until deadlines are very near.
- Committees are too large.
- We don't use sub-committees/workgroups enough.
- A lot of the same voices are heard throughout these committees. New employees are not always included.
- Often chose participants based on position rather than identified skills or experiences.
- Waiting until the next meeting to make decisions can sometimes unnecessarily slow down the process.

- There is a pattern of prioritizing tasks over strategic planning. As a result, we are not using our resources (i.e. time, funding, staff skills, etc.) efficiently. We often times work in clusters, replicating efforts by inventing and reinventing the same wheel rather than looking at what's needed to ask if having a wheel meets the need. There is a lot of available resource within our community, but we rely heavily on external resources. We could benefit from leveraging the skill we have on campus to support buy-in and expand our community knowledge. We are innovative in our approach. We use the same format over and over rather than assessing what did and did not work and using the feedback to create new opportunities to engage with our community. We do not use predictive analytics to forecast areas of opportunity, weaknesses and/or engagement trends. We are more responsive than proactive. We need more courageous discussions with diverse groups present.

2. How can we work smarter, not harder?

- Select items should come to this committee
- The sub-committees can submit update reports and those reports can be posted somewhere else
- Limit the number of committees which an individual is on and prioritize committees so that there is no overlap
- A few actionable items that we can work on during the meeting so the meeting is more meaningful.
- Reduce time spent in meetings, time in meetings spent reviewing things that can be done over email, outside of meetings, etc.
- Allowing sub-committees to do its job and then report to CC, instead of CC approving everything
- Diversify members of committees so none of the committees are heavy on Admin or Faculty or visa versa. Doing this in a manner that ensures the appropriate team members represent the committee.
- Encourage all stakeholders to view the committees' SharePoint pages instead of repeating information over and over on Zoom meetings.
- Clarity of committee or meeting purpose
- Contribute to the larger goal of the slightly larger committee and number of committees, have manageable agendas that can fit.
- Cut the meeting times, combine Monday meetings and meeting every other Monday.
- Understand the current process, look for gaps if they exist, duplication if it exists, constantly (re)evaluate.
- Have one representative from each area. For example, there could three representatives from Student Services instead of several (admin, faculty, and classified)
- Encourage dialogue, let's just not rubber stamp approve.
- Have each division review the committees their members are part of and make adjustments or changes as needed every term or academic year.

- Have more communication, work on trust and collaboration.
  - For CC in particular, I think that many of the reports at the end of a typical meeting could be delivered via email (either earlier than Monday or with the minutes and agenda) and if anyone has questions they can be asked during that time. I've thought for some time PC should have more of a regular email bulletin from the same account to highlight important information that would be easy to search and find in your email inbox. (Like the email address only sends campus bulletins) There could be separate ones for faculty/staff and students. That also might mitigate some of the redundancies in meetings and enable the communication to reach the campus as a whole.
  - Transparency: Show who is doing the work! Bob's spreadsheet is a good start, but only if something like that is distributed each semester and everyone sees who is doing what.
  - Eliminate redundancy: If two committees or work groups have similar purposes and many of the same members, can we combine the two?
  - I feel as though committee participation should be a part of a faculty member's evaluation process.
  - Having the right representation in the committees.
  - Smaller sub groups working on more specific actions that contribute to the larger goal of the slightly larger committee and in-turn contributes to the overall goal for each committee.
  - Clear expectations on what is needed in a CC meeting from each committee. How does it all contribute to the overall success of the committee structure system?
  - Make the structure wider and shallower, reduce the overall number of committees, have manageable agenda that can fit within the scheduled time, end a meeting early when the agenda is done.
3. What are the next steps?
- Review of why all documents need to come to this committee
  - All divisions can be represented by a selected individual. Those who then serve on CC report to their areas.
  - Review all committees and see if there is duplication of information and effort within two committees or more. Maybe combine those type of committees into one.
  - The issue isn't too many meetings; the issue is training – some committees have share-out/informational meetings rather than actionable items that can be completed during the meeting. Training should be given to committee chairs to make committee meetings more meaningful.
  - Reform committee organization, pre- and post-meeting expected actions, reporting back, sharing, reminders of where to find information.
  - Starting with "Discover" break down this process in separate meetings to address each specific category. Not a fan of meetings, but this should not be rushed.
  - Promote campus operational awareness through self-guided SharePoint exploration.

- Utilize the committee web pages to better communicate what happens in each committee; change up the membership of committees so more staff across campus are involved.
- Discuss whether meetings can be modified or combined.
- I really don't think the committee structure is the problem. We don't have too many committees or even that much duplication. It entirely makes sense for sub-committees to do the bulk of the work, then provide recommendations to CC, which recommends to the president. The problem is, we have too many new people in leadership positions who don't have the history or understanding of how this is supposed to work. And the bigger gaps are not in sub-committees, but in the CC process. CC should review an annual calendar, considering the budget, strategic planning and any other calendars or schedules, and plan its schedule accordingly. If there's a perception of either gaps or duplication, we should get specific about where we think that is.
- Provide an orientation once a year to all new committee members in regards to the planning process and how items are approved through CC.
- Evaluate the actual make up of the committees. Attempt to get more involvement from campus on issues that impact the entire campus community.
  - Create a tool kit of templates to help with meeting procedures
- Restructure CC Agenda and membership, maybe restructure the sub-committees who report to CC
- We should have an easy-to-locate set of master goals for the campus, built on the Vision for Success Goals framework, that inform every committee on campus. By having an over-arching set of goals, each committee immediately becomes more efficient, because we are all rowing in the same direction. Information is no longer repetitive, because the repeats make sense and reinforce which goal is particularly important at that time. Our mission statement should align with those goals and should be the backbone of everything we do on campus. The "lighthouse" should be With Students As Our Focus.
- Having established will also allow for each member of our team to feel like they are contributing to something bigger. I'm sure a lot of our folks feel like they are treading water to get from one day to the next. Published goals and open discussions about how tasks contribute to those goals will increase moral, employee effectiveness and ultimately, student success.
- Work with the union to make committee involvement a part of the evaluation process.
- Review membership, is it be constituency or role?
- Lower the attendance level of committees.
- More general access to data sharing between committees.
- Identify the gaps – who's not getting information and why?

- More collaborative discussions that includes equity and social justice. Expand the participation to include representation from all levels (i.e. Staff, Faculty, and Administration).

**IX. Next Steps**

The college should consider:

1. To take stock of its committees and see where they land on the Student Journey (Connection, Entry, Progress, Completion, Transition) or Guided Pathway Pillars (Clarify the Path, Enter the Path, Stay on the Path, Ensure Learning).
2. Framing conversation (student centered) around the Student Journey (Guided Pathways Pillars) creating common language throughout campus.
3. Using a logic model (Input/Resources, Activities, Outputs/Deliverables/Direct Results, Outcomes). The purpose of the committee drives the logic model. From the information from the logic model you can create an action plan.

*See sample below*

Sample of Logic Model:

A	B	C	D		E		F
Inputs / Resources	Activities	Outputs / Deliverables / Direct Results	Outcomes				
In order to accomplish our set of activities we will need the following:	To address/complete our project we will complete the following activities:	Once completed or underway, these activities will produce the following:	We expect that if completed or ongoing these activities will lead to the following changes over time.  (Outcomes should reflect or align with the goal of your project)				
			Short-term	Medium-term	Long-term		
Connection							
Entry							
Progress							

Sample of Action Plan:

OUTPUT/DELIVERABLE:						
Strategy:	Actions:	Responsible Person(s) or Group(s)	Status Report	Challenges?	Support Needed?	

The committee came to a consensus after a lengthy discussion on what the next steps are for CC. CC's next steps are:

- Review membership and set terms



- Term limits
- Update committee websites
- Review Participatory Document/develop a handbook/ incorporate into the planning documents
- Tutorials for new members

***Meeting adjourned at 5:01 pm.***