

# Lassen Community College Planning, Budgeting and Governance Process Review

## Constituent Group Survey

**Committee Name:** Academic Senate (Faculty)

**Date:** April 28, 2015

**Members Present:** Richard Swanson, Carrie Nyman, Lisa Gardiner, Cory McClellan, Cheryl Aschenbach, Barb Baston

**Members Absent:** None

### Planning Section

1. What works in the planning process at Lassen Community College?
  - *Faculty within some departments meet regularly and recommend changes that are acted upon within the powers of the faculty or input into the planning process via IPRs.*
  - *There is an established process for making changes that can be understood by everyone.*
  - *IPRs no longer are sitting unused and unread on shelves but instead faculty see program recommendations moving into planning committees and then budget prioritization.*
  
2. What doesn't work in the planning process at Lassen Community College?
  - *Some departments don't regularly meet or communicate to collaborate on planning recommendations, budget expenditures, and input into program reviews.*
  - *Some newer plans that may have recommendations worthy of inclusion in the established planning process felt rushed without adequate opportunities for discussion. Some of the problem may have been tight timelines for new plans like Student Equity and Student Planning, while some of the problem may have been lack of participation by entire committees or lack of broader discussion.*
  - *There has been frustration with budgets and the ability to spend funds that have been prioritized and released. Some of the frustration also stems from lack of transparency on the part of budget managers while some comes from lack of communication from budget managers.*
  
3. What changes would you make in the process to improve efficiency and effectiveness?

- *An internal system should be developed to ensure Academic Services and Institutional Effectiveness/Research work with faculty as outlined in the IPR Handbook to gather program evaluation data from students as is required for IPRs.*
  - *Make program review data more easily available to faculty completing IPRs. As it is now, even those faculty who attended an IPR orientation were only shown data for GSS, and that data had the heading “Math and Natural Science Program Selections.” Make sure faculty are provided the data they need in a form that is useful for IPRs.*
  - *Better communication and transparency between budget managers and programs or departments.*
  - *Regular meetings for departments (smaller than divisions). Perhaps on flex days with decision making driven by those willing to be in attendance.*
  - *Allow for more time to develop plans like Student Equity, Student Success, and AB86 with more communication with potential participants. Help generate a better understanding of what’s included in different plans in order to encourage participation by those outside of the committees central to the discussion.*
4. What additional resources (human, research data, additional information, etc.) do you feel the planning committees need to perform their assigned tasks?
- *Consider feasibility of a one-stop shop to go to within the portal that houses information and resources central to planning and administration relative to faculty (to replace the information housed throughout the website that is difficult to find using the current organizational structure).*
5. Do you feel that additional planning committees are necessary in order for the process to work?
- No. Faculty have an opportunity to participate in planning committees by being a member of a committee or by visiting and participating as a guest.*

#### Governance Section

1. What is working well in the Shared Governance and Collegial Consultation process?
- *Everyone has an opportunity for input, and input is listened to and considered.*
  - *There is collegiality between groups.*
  - *The Board agendas are being distributed earlier which allows for constituent group review and awareness.*
2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
- *Better communicate movement within employee ranks – new hires, new positions, etc.*
  - *More timely announcement emails to keep the rest of campus informed.*

3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?  
*None at this time.*

# Lassen Community College Planning, Budgeting and Governance Process Review

## Planning Committee Survey

**Committee Name:** Administration

**Date:** May 12, 2015

**Members Present:** Dr. Marlon Hall, Dave Clausen, Patrick Walton, and Brian Murphy

**Members Absent:** none

### Planning Section

When answering these questions consider the “planning process” the process used to create the Comprehensive Institutional Master Plan; including but not limited too the work of planning committees (Institutional Effectiveness Plan, Institutional Technology Plan, Facility Master Plan, Student Services Plan, Educational Master Plan, etc) as well as the recommendations from IPR and NIPRs.

1. What works in the planning process at Lassen Community College?
  - *The involvement of all constituent groups in the process*
  - *Informing the campus on pending decisions and directions*
  - *The planning process including the NIPR and IPR feeding into the Master Plans is working well*
  
2. What doesn't work in the planning process at Lassen Community College?
  - *When planning documents such as program reviews are not turned in on time and slows up the process*
  - *Annual updates are still not occurring by all departments and programs each year*
  - *The timing of the process leaves current issues a year away from being included in the budget process, annual updates should help this.*
  - *There are too many crossover projects that affect multiple master plans, this becomes confusing during prioritization.*
  
3. What changes would you make in the process to improve efficiency and effectiveness?
  - *Program review documents turned in on time*
  - *Administrative input section on the program review document*

- *The institutional effectiveness master plan could oversee the individual plan prioritizations and have a comprehensive priority list that can be brought to Consultation Council*
  - *Mandatory training needs to occur (possible Convocation) to educate all on how to write an IPR/NIPR and training needs to occur for the Master Planning Chairs to make sure all are following the same guidelines for completion of their respective plans.*
4. What additional resources (human, research data, additional information, etc) does your committee need to perform your assigned tasks?
    - *Additional quantitative data is needed for decision making*
    - *Top priorities are priced appropriately and those dollars confirmed through those on campus that can provide this data*
  5. Do you feel the committee's contribution to the planning process is necessary?
    - *Absolutely*
  6. Do you feel the committee's contribution to the planning process is valued? *Yes*
  7. Do you feel additional planning committees are necessary for the process to work? *No*

#### Governance Section

1. Did the committee perform during the preceding year as identified in the committee's charge? *Yes*
2. Identify results (products) of committee activities?
  - *Improved communication*
  - *Improve our grant culture*
  - *Timely decision making*
3. Provide suggestions to change or modify the committee charge. *None*
4. Was the committee membership appropriate to implement its charge? If not what changes are needed? *None*
5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
  - *Excellent attendance*
6. How could communication between committees and others be improved with regards to governance?
  - *We need to continue to work on being transparent and communicating decisions made while following the policies and procedures of the district*

# Lassen Community College Planning, Budgeting and Governance Process Review

## Constituent Group Survey

**Constituent Group Name:** CLASSIFIED STAFF

**Date:** Spring 2015

**Members Present:** Responses solicited by email.  
Document reviewed at 5/14 Chapter meeting

**Members Absent:**

### Planning Section

1. What works in the planning process at Lassen Community College?
  - *Plans are submitted in a logical sequence leading up to the creation of the CIMP.*
  - *This annual review allows us to confirm what works and what needs adjusting in the planning process.*
  - *The people that volunteer their time to the various committees on campus help to improve the college campus environment.*
  - *The collaboration of the governance committee's when used.*
  - *Most departments and discipline areas include members in their area when writing/reviewing IPR and NIPRs.*
  - *The IPR and NIPRs are a good source for budget development and prioritization.*
  - *The minutes of all the committees are shared so it feels like there is more communication*
  - *All constituent groups are represented*
2. What doesn't work in the planning process at Lassen Community College?
  - *Staff input seems not to be valued*
  - *Sometimes students know pertinent information before Staff, which then makes staff look like they don't know what they are doing.*
  - *Detailed information about projects on campus not always provided*
  - *Details of changes in plans to projects not provided*
  - *Some areas could do a better job of budget planning and following the plan instead of crisis management*
  - *Sometimes, it seems that administration makes decisions without using the planning process*

- *Although communication is better regarding policies and procedures, there is still a lack of communication regarding new hires and people who are leaving*
  - *Some planning committees do not meet often enough. It seems as though the main focus is on updating the master plans. Regular input or suggestions are not solicited from members on committee related issues or problems. Some committee's seem to be in existence to operate more as a "rubber stamp" rather than a committee where thoughts and suggestions are sought from members.*
  - *Administrative representatives are often not present at committee meetings*
  - *I only know what works and what doesn't work in my committee*
  - *Sometimes planning happens too late*
  - *Reading all the information in emails is a challenge especially when unrealistic timelines are given*
  - *Master plans are often updated at the last minute without the deeper thought they deserve.*
3. What changes would you make in the process to improve efficiency and effectiveness?
- *Take everyone's ideas into consideration*
  - *Provide regular updates regarding new projects or revisions to existing projects on campus*
  - *When groups like Consultation Council discuss many, many items in one setting, it might be easier to understand what was approved and what was not approved, if a chart with those headings was provided, including the next steps*
  - *Bring groups together in fun ways. It makes people feel more involved and appreciated*
  - *We should be reviewing our plans throughout the year, noting completed and new strategies. Then the updates would be much easier to write.*
  - *Solicit more requests for input from the campus on issues related to the various committee functions. Because the committee membership is just a small sample of people, getting a sense of campus-wide concerns would be helpful in creating an agenda for the year.*
  - *As committee members, we should be bringing the concerns and issues of our constituent group to our various committee meetings. It would be helpful if committee members asked their constituent groups for input on issues to bring before the meeting, rather than just reporting what happened afterwards*
  - *See what works in other colleges*
  - *Instead of worrying so much about how much a system costs, think about how much it will save in the long run.*
  - *Some planning committees might consider meeting more often. It seems as though the main focus is on updating the master plans. Regular input or suggestions should be solicited from constituent group members on committee related issues or problems.*

4. What additional resources (human, research data, additional information, etc.) do you feel the planning committees need to perform their assigned tasks?
  - *At times the committees need more information; this goes back to better communication.*
  - *Paid classified clerical support*
  - *Paid clerical support for all committees*
  - *Research data -student and employee survey results to identify related issues*
  - *More human related data; what is going to be a big pull to attract students in the future, especially in vocational fields*
  
5. Do you feel that additional planning committees are necessary in order for the process to work?
  - *Staff Development*
  - *No - too much planning and not enough doing*

#### Governance Section

1. What is working well in the Shared Governance and Collegial Consultation process?
  - *Information is being disseminated to all groups on the campus*
  - *Most constituent groups hold regular meetings and provide minutes from those meetings, in a timely manner*
  - *The consultation council had good representation from across the campus and is a good venue to discuss items that affect the whole institution*
  - *Groups are working better together*
  - *Consultation council provides the opportunity for all constituency groups to stay informed and provide feedback. The meetings are open to all.*
  - *Getting everyone's input is helping – not just upper management's input. At least if our input is not heeded it is at least heard.*
  
2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
  - *Not at this time*
  - *Respect the suggestions presented by Classified Staff*
  
3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
  - *No*



# Lassen Community College Planning, Budgeting and Governance Process Review

## Planning Committee Survey

**Committee Name:** Facilities Planning Committee

**Date:** April 28, 2015

**Members Present:** Greg Collins, Shawn Hubbard, Francis Beaujon, Jeff Owens, Nancy Lounsbury.

**Members Absent:** Dave Clausen, Brian Wolfe, Glen Yonan

### Planning Section

When answering these questions consider the “planning process” the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Institutional Effectiveness Plan, Institutional Technology Plan, Facility Master Plan, Student Services Plan, Educational Master Plan, etc.) as well as the recommendations from IPR and NIPRs.

1. What works in the planning process at Lassen Community College?
  - *The integration process works well as the committees work in a collegial manner across campus.*
  - *Transparency of the committee meetings being open for anyone who wishes to attend, most committee minutes are sent out to via LCC email, helping to disseminate information to all constituents.*
  - *Meeting our timelines.*
2. What doesn't work in the planning process at Lassen Community College?
  - *Inconsistent use of communication channels.*
  - *IPR/NIPR reviewed more often, as crises arise.*
3. What changes would you make in the **process** to improve efficiency and effectiveness?
  - *Have all the Chairs from all planning committees sit in on a monthly Chair Meeting to discuss/share in collegiate planning, with the minutes from that group coming back to the different constituents. We could call the committee-Comprehensive Institutional Effectiveness. The committee will most likely need admin support.*
  - *Budget support for NIPR/IPR needs to be calendared appropriately.*
  - *NIPR/IPR reprioritized on a yearly basis.*

4. What additional resources (human, research data, additional information, etc) does your committee need to perform your assigned tasks?
  - *Need more data to support the effectiveness of the revitalization and ongoing maintenance of LCC.*
  - *New Physical Master Plan and a new Utility Master Plan that adequately represents the CIMP with specific set of architectural building standards and guidelines.*
  - *We need the Institutional Effectiveness member to be active on our committee, as indicated in our charge.*
  - *Need Master List for needs.*
  
5. Do you feel the committee's contribution to the planning process is necessary?
  - *Yes, absolutely.*
  
6. Do you feel the committee's contribution to the planning process is valued?
  - *Yes.*
  
7. Do you feel additional planning committees are necessary for the process to work?
  - *Once again, we would like to see Comprehensive Institutional Effectiveness, chairs from all planning committees meeting monthly and reporting back to their constituents to increase collaboration for enhanced effectiveness.*

#### Governance Section

1. Did the committee perform during the preceding year as identified in the committee's charge? *Yes.*
  
2. Identify results (products) of committee activities?
  - *FMP*
  - *Prioritized scheduled*
  - *Reviewed and approved the 5 year Institutional Support Plan.*
  - *Established additional sets of standards for types of projects and methodologies.*
  
3. Provide suggestions to change or modify the committee charge.
  - *No changes at this time.*
  
4. Was the committee membership appropriate to implement its charge? If not what changes are needed?
  - *We feel that we still need Institutional Effectiveness and Comptroller added to our committee.*

5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
  - *All groups represented 50%.*
  
6. How could communication between committees and others be improved with regards to governance?
  - *There would be improved communication between constituents/committees with the Comprehensive Institutional Effectiveness with Chairs meeting, discussing and disseminating information (as stated above in planning section #3, both this year and last year).*

# Lassen Community College Planning, Budgeting and Governance Process Review

## Planning Committee Survey

**Committee Name:** Human Resources Planning Committee

**Date:** May 12, 2015

Members Present: Members were solicited via email.

### **Members Absent:**

#### Planning Section

When answering these questions consider the “planning process” the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Institutional Effectiveness Plan, Institutional Technology Plan, Facility Master Plan, Student Services Plan, Educational Master Plan, etc.) as well as the recommendations from IPR and NIPRs.

1. What works in the planning process at Lassen Community College?
  - *Plans are submitted in a logical sequence.*
  - *Every constituent group is invited and encouraged to participate in planning*
2. What doesn't work in the planning process at Lassen Community College?
  - *It seems that many plans are completed at the last minute and might not be as well developed as they could be. Perhaps planning committees should meet on a regular basis, paying special attention to their master plan, so that adjustments could be made if strategies are not being implemented or need to be changed.*
  - *Sometimes decisions are made outside of the scope of the planning process. It's understandable when it is important to act quickly to not lose an opportunity, however, it is important to then bring the information about the decision to the groups, with explanation.*
3. What changes would you make in the process to improve efficiency and effectiveness?
  - *Continue to make information available electronically. If we are interested in having input in planning we need to keep informed and this is the best way*
4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?

*None. Less is more.*

5. Do you feel the committee's contribution to the planning process is necessary?  
*Yes. Definitely. Good to have multiple perspectives*
6. Do you feel the committee's contribution to the planning process is valued?  
*Yes*
7. Do you feel additional planning committees are necessary for the process to work?  
*No. More meetings is the antithesis of being productive.*

### Governance Section

1. Did the committee perform during the preceding year as identified in the committee's charge? *Yes*
2. Identify results (products) of committee activities?
  - *An updated Human Resources Master Plan*
  - *An updated Professional Development Master Plan*
  - *Finished plans forwarded to consultation for review*
3. Provide suggestions to change or modify the committee charge.  
*None*
4. Was the committee membership appropriate to implement its charge? If not what changes are needed? *Yes*
5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
  - *No student attendance at any meetings.*
  - *The time of the meetings didn't always fit into member's schedules.*
6. How could communication between committees and others be improved with regards to governance?
  - *Provide meeting agendas and minutes to the campus at large via email. It's good that the minutes (some anyway) are posted on the website, but it's not a place that folks visit on a regular basis especially now that the portal has been implemented.*

# Lassen Community College Planning, Budgeting and Governance Process Review Planning Committee Survey

**Committee Name:** Institutional Effectiveness Planning Committee

**Date:** May 5, 2015

**Members Present:** Cheryl Aschenbach, Terry Bartley, Codi Mortell, Sue Mouck, Brian Murphy, John Taylor, Elaine Theobald

**Members Absent:** None

**Guests:** Paige Broglio, Ember Greenman

## Planning Section

When answering these questions consider the “planning process” the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Institutional Effectiveness Plan, Institutional Technology Plan, Facility Master Plan, Student Services Plan, Educational Master Plan, etc.) as well as the recommendations from IPR and NIPRs.

1. What works in the planning process at Lassen Community College?
  - *Inclusiveness among constituent groups.*
  - *An opportunity and expectation of participation.*
  - *Coordination of information between plans.*
  - *In most cases, recommendations from IPRs and NIPRs are generally moved through plans and into the final budget process.*
  - *Re-evaluating and correcting processes that are not working well.*
  - *Collegiality and respect are strengthening.*
  - *Master plans timing is working.*
  - *Master plans are submitted on time.*
  
2. What doesn't work in the planning process at Lassen Community College?
  - *Lacking a feedback mechanism for those items that are not advancing from IPR/NIPRs into budget. Program staff may not know why items that were submitted were not funded or proposed for funding.*
  - *A better mechanism for tracking items that are funded through the budget prioritization process throughout the year.*
  - *Program review authors could provide more justification for budget requests to make the request more relevant to the institution as a whole*
  - *Provision for more current and detailed information about program needs*

- *Program review recommendations and related budget information have not been compiled and distributed to appropriate decision making areas in a timely manner.*
3. What changes would you make in the process to improve efficiency and effectiveness?
    - *Clarification/Negotiation of an annual update process for program review and budget prioritization.*
    - *Quarterly updates of the prioritization spreadsheet brought to consultation council.*
  4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks? *None*
  5. Do you feel the committee's contribution to the planning process is necessary? *Yes*
  6. Do you feel the committee's contribution to the planning process is valued?
    - *Yes, we brought a voice to some of the missing areas (planning, governance, accreditation, and budget process, etc.) in the planning process.*
  7. Do you feel additional planning committees are necessary for the process to work? *No*

#### Governance Section

1. Did the committee perform during the preceding year as identified in the committee's charge? *Yes*
2. Identify results (products) of committee activities?
  - *Institutional Effectiveness Master Plan*
  - *IEPI goal recommendations*
3. Provide suggestions to change or modify the committee charge. *None*
4. Was the committee membership appropriate to implement its charge? If not what changes are needed? *Yes*
5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
  - *We've had full participation*
6. How could communication between committees and others be improved with regards to governance?
  - *Improve communication by having all planning committee meeting minutes posted to website and e-mailed.*

# Lassen Community College Planning, Budgeting and Governance Process Review

## Planning Committee Survey

**Committee Name:** Institutional Technology Planning Committee

**Date:** May 7, 2015

**Members Present:** David Corley, Logan Merchant, Jacob Freitas, Kam Vento, Elaine Theobald, Julie Johnston, Adam Runyan, Cathy Harrison

**Members Absent:** Jackson Ng, Michael Giampaoli, Garrett Taylor

### Planning Section

When answering these questions consider the “planning process” the process used to create the Comprehensive Institutional Master Plan; including but not limited too the work of planning committees (Institutional Effectiveness Plan, Institutional Technology Plan, Facility Master Plan, Student Services Plan, Educational Master Plan, etc) as well as the recommendations from IPR and NIPRs.

1. What works in the planning process at Lassen Community College?
  - *The sharing of ideas and needs*
  - *The staggered due dates of master plans*
  - *The representation of all constituency groups*
2. What doesn't work in the planning process at Lassen Community College?
  - *No recommended changes*
3. What changes would you make in the process to improve efficiency and effectiveness?
  - *Leverage existing technology to improve communication.*
4. What additional resources (human, research data, additional information, etc) does your committee need to perform your assigned tasks?
  - *Research data on effectiveness of new technologies implemented*
5. Do you feel the committee's contribution to the planning process is necessary? *Yes*
6. Do you feel the committee's contribution to the planning process is valued? *Yes*
7. Do you feel additional planning committees are necessary for the process to work? *No*



## Governance Section

1. Did the committee perform during the preceding year as identified in the committee's charge? *Yes*
2. Identify results (products) of committee activities?
  - *ITMP updated*
3. Provide suggestions to change or modify the committee charge. *None*
4. Was the committee membership appropriate to implement its charge? If not what changes are needed? *Yes*
5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
  - *No Student representation*
6. How could communication between committees and others be improved with regards to governance?
  - *Committee members soliciting input from co-workers prior to ITPC meetings to bring any additional information/input.*
  - *Implement portal Team sites committees*
  - *Utilize portal Employee calendar for all committee meeting dates.*

# Lassen Community College Planning, Budgeting and Governance Process Review

## Constituent Group Survey

**Committee Name:** Management Group

**Date:** May 8, 2015

**Members Present:** Terry Bartley, Gregg Collins, David Corley, Carol Growdon, Daniel Harr, Matt Levine, John Larrivee, Davis Murphy, Fran Oberg, Vickie Ramsey, Bobbie Theesfeld

**Members Absent:** Francis Beaujon, Julie Johnston, Lori Pearce, Denise Stevenson

### Planning Section

1. What works in the planning process at Lassen Community College?
  - *Transparency of communication*
  - *Established, staggered due dates for planning documents to allow information to flow into each planning document*
2. What doesn't work in the planning process at Lassen Community College?
  - *Not everyone understands the process especially if you are fairly new to the college*
3. What changes would you make in the process to improve efficiency and effectiveness?
  - *Executive summary along with dates, deadlines, contacts, to facilitate new employee understanding.*
  - *An acronym definition so new individuals can understand what we are talking about*
  - *Committee chairs meeting to explain the direction each one is going in to give a heads up for the planning needs as the process is flowing.*
  - *More outreach to the community to communicate what our goals as well as our timelines and accomplishments are so that when fund raising to support the college is done, the community is aware of our direction. Miss information is definitely out there because we sometimes discuss ideas but abandon them without explaining why, (performing arts center)*

4. What additional resources (human, research data, additional information, etc) do you feel the planning committees need to perform their assigned tasks?
  - *Public relations resources to assist the community in our messages for support of our plans. Could just be communicating with faculty and staff the most up to date information to communicate in daily lives and contacts with the community.*
5. Do you feel that additional planning committees are necessary in order for the process to work? *No*

#### Governance Section

1. What is working well in the Shared Governance and Collegial Consultation process?
  - *People know they can show up to any planning committee and give their input and know they are being heard.*
  - *Sometimes the information is cumbersome to access but only because there is so much information available*
2. Do you have any suggestions or comments to improve the function of the Share Governance and Collegial Consultation Process?
  - *No*
3. Do you have any suggestions for modifying, adding, or deleting any components of the governance and/or organizational structures of the institution?
  - *No*

# Lassen Community College Planning, Budgeting and Governance Process Review

## Planning Committee Survey

**Committee Name:** Strategic Planning Committee

**Date:** May 7, 2015

**Members Present:** Terry Bartley, Kim Clain, Dave Clausen, Greg Collins, David Corley, Marlon Hall, Jeff Lang, Carol Montgomery, Sue Mouck, Brian Murphy, Robert Schofield, Alison Somerville, Ross Stevenson, Patrick Walton

**Members Absent:** Cheryl Aschenbach, Carie Camacho, Vickie Ramsey

**Guests:** Paige Broglio, Daniel Harr, Brenda Hoffman, Matt Montgomery, KC Mesloh, John Taylor

### Planning Section

When answering these questions consider the “planning process” the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Institutional Effectiveness Plan, Institutional Technology Plan, Facility Master Plan, Student Services Plan, Educational Master Plan, etc.) as well as the recommendations from IPR and NIPRs.

1. What works in the planning process at Lassen Community College?
  - *A regular meeting schedule works well*
  - *Open participation*
  - *Timeliness on the planning process*
  - *Budget and plans tied together*
  - *Employee groups are well represented in the process*
  - *When oversights have been recognized they have generally been corrected*
  
2. What doesn't work in the planning process at Lassen Community College?
  - *Student representation continues to be a challenge*
  - *Challenge of recognizing the intent of budget requests – insufficient information about some requests to make informed decisions*
  - *Facilities changes need to be identified and planned for earlier (i.e. Credence)*
  - *Options to address facility needs should be developed and vetted earlier*

3. What changes would you make in the process to improve efficiency and effectiveness?
  - *Continue to bring planning and budget decisions through the process avoiding unilaterally decisions (i.e. library remodel)*
  - *Provide opportunity to clarify budget requests prior to or during Consultation Council review*
  - *Publish program review requests earlier*
  - *Limit the recommendations – make them realistic*
  - *Suggest that the planning committee chairs meet regularly to minimize the redundancies in the plans*
  - *Suggestion that planning committees serve as filters for recommendations to be moved forward*
  - *Suggestion that the Institutional Effectiveness Planning Committee function to funnel requests to appropriate planning committees to reduce redundancies*
  - *Continue mentoring of staff completing program reviews (omission of small budget requests, provision of justification for recommendations, etc.)*
4. What additional resources (human, research data, additional information, etc.) does your committee need to perform your assigned tasks?
  - *Additional quantitative data (i.e. expected FTE generation)*
5. Do you feel the committee's contribution to the planning process is necessary? *Yes*
6. Do you feel the committee's contribution to the planning process is valued? *Yes*
7. Do you feel additional planning committees are necessary for the process to work? *No*

#### Governance Section

1. Did the committee perform during the preceding year as identified in the committee's charge? *Yes*
2. Identify results (products) of committee activities?
  - *Budget Prioritization*
  - *Comprehensive Institutional Master Plan*
  - *Incorporation of the new Institutional Effectiveness Planning Committee into the process*
  - *Accreditation Follow-up Report*
  - *Recommendations for Board policies and acceptance of Administrative Procedures*
3. Provide suggestions to change or modify the committee charge. *No*

4. Was the committee membership appropriate to implement its charge? If not what changes are needed? *Yes*
5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings. *Excellent participation by all groups except students. Guests frequently attended*
6. How could communication between committees and others be improved with regards to governance?
  - *Suggest that the planning committee chairs meet regularly to minimize the redundancies in the plans*

# Lassen Community College Planning, Budgeting and Governance Process Review

## Planning Committee Survey

**Committee Name:** Student Services Master Planning Committee

**Date:** April 29, 2015

**Members Present:** Denise Stevenson, Tom Rogers, Heather Del Carlo, Davis Murphy, Noelle Eckley, Barbara Baston, Brian Murphy, Patrick Walton

**Members Absent:** Cecelia Frohrib, Michael McDonald, Buck Bauer

### Planning Section

When answering these questions consider the “planning process” the process used to create the Comprehensive Institutional Master Plan; including but not limited to the work of planning committees (Institutional Effectiveness Plan, Institutional Technology Plan, Facility Master Plan, Student Services Plan, Educational Master Plan, etc) as well as the recommendations from IPR and NIPRs.

1. What works in the planning process at Lassen Community College?
  - *Input is allowed and encouraged from all constituency groups including students.*
  - *The planning process for Student Services is followed from the start of the program review process through the adoption of the CIMP.*
2. What doesn't work in the planning process at Lassen Community College?
  - *No recommended changes*
3. What changes would you make in the process to improve efficiency and effectiveness?
  - *The chair needs to improve communication back to the committee regarding outcomes and decisions made at Consultation Council during SSMP meetings.*
4. What additional resources (human, research data, additional information, etc) does your committee need to perform your assigned tasks?
  - *Ample time to review materials for meetings in advance of the set meeting date.*
5. Do you feel the committee's contribution to the planning process is necessary?
  - *Absolutely*

6. Do you feel the committee's contribution to the planning process is valued?
  - *Yes, for the most part*
7. Do you feel additional planning committees are necessary for the process to work? *NO*

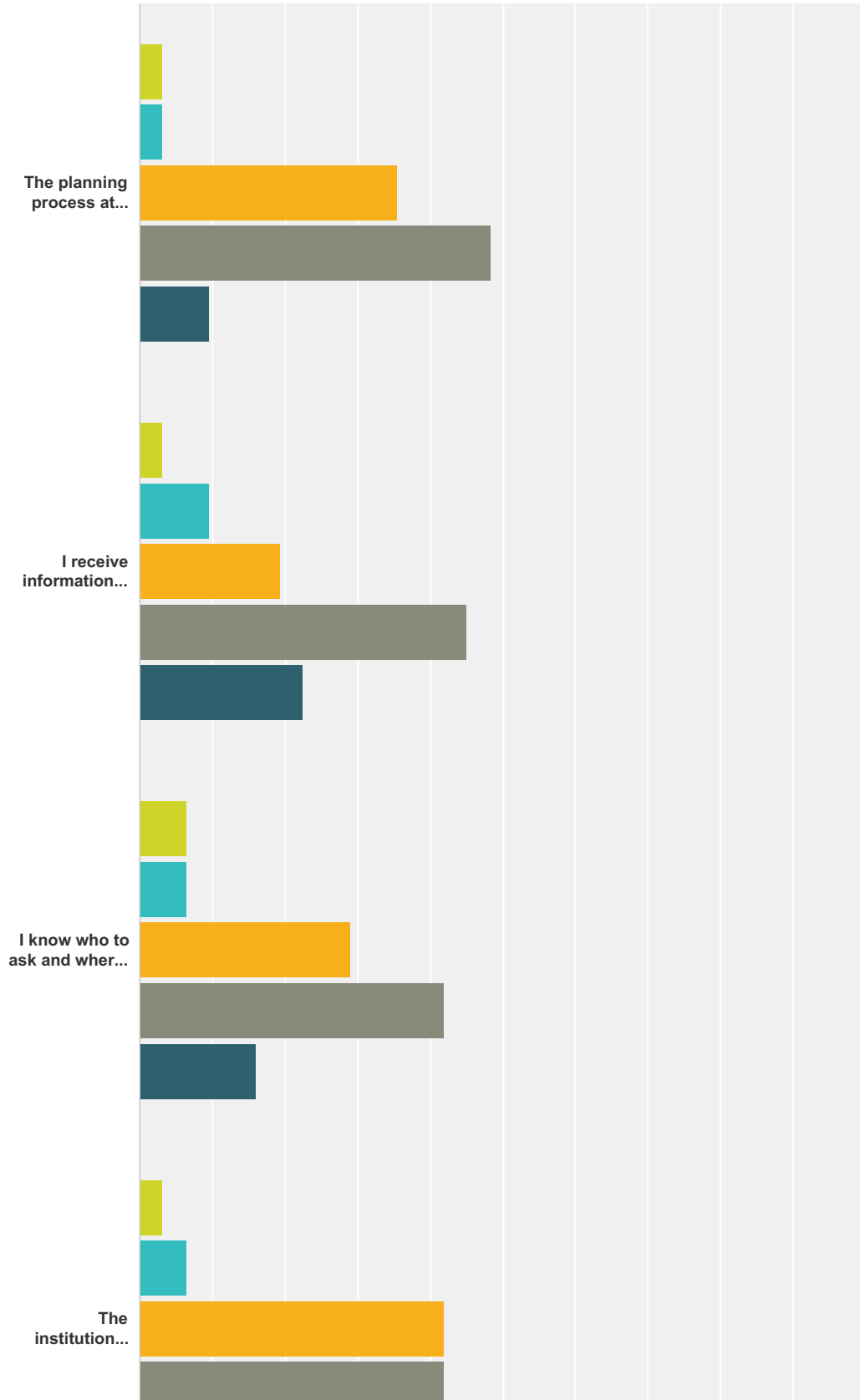
#### Governance Section

1. Did the committee perform during the preceding year as identified in the committee's charge? *Yes*
2. Identify results (products) of committee activities?
  - *SSMP*
  - *Student Equity Plan*
  - *Student Success and Support Plan*
3. Provide suggestions to change or modify the committee charge. *No*
4. Was the committee membership appropriate to implement its charge? If not what changes are needed?
  - *The committee would like to add to the committee membership the Associate Dean of Institutional Effectiveness and Research.*
5. Provide an analysis of the participation of the membership. Identify any individual or constituent group representation not in attendance more than fifty percent of the meetings.
  - *All constituency groups were represented at least fifty percent of the time.*
6. How could communication between committees and others be improved with regards to governance?
  - *The master planning chairs should meet on a regular basis to discuss the plans.*
  - *Improved communication and transparency between faculty members and faculty departments so that all share in decision making, planning and other pertinent information throughout the planning process*

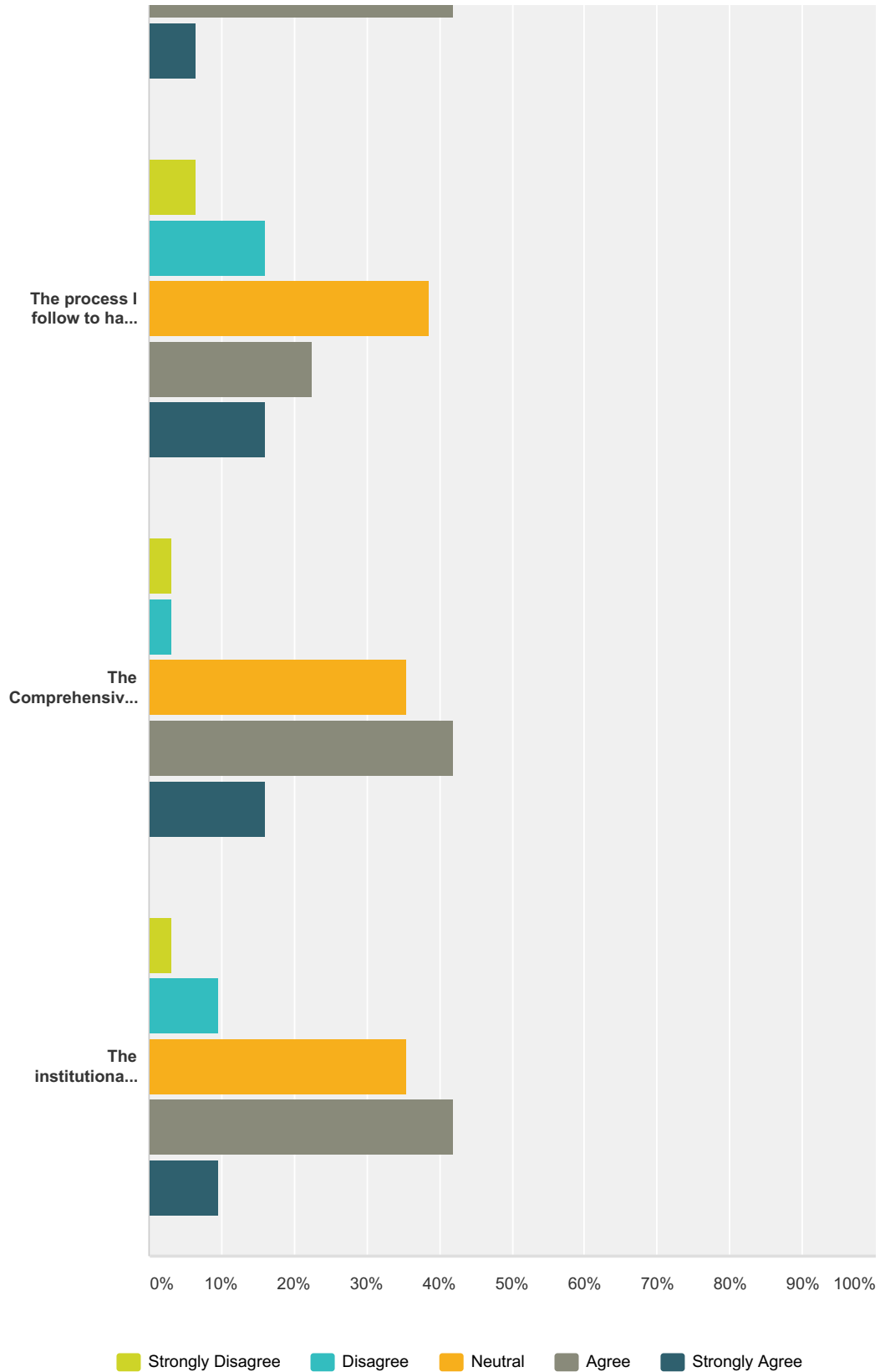


**Q1 Please specify your level of agreement with the following statements.**

Answered: 31 Skipped: 0



## 2014-2015 Planning Process Review



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total
The planning process at Lassen Community College works and produces appropriate institutional plans.	3.23% 1	3.23% 1	35.48% 11	48.39% 15	9.68% 3	31

## 2014-2015 Planning Process Review

I receive information about institutional planning through a variety of ways (by receiving committee minutes, through committee membership, through my group's representatives on various committees, through open forums).	<b>3.23%</b> 1	<b>9.68%</b> 3	<b>19.35%</b> 6	<b>45.16%</b> 14	<b>22.58%</b> 7	31
I know who to ask and where to go for additional information about budgeting, planning, and governance.	<b>6.45%</b> 2	<b>6.45%</b> 2	<b>29.03%</b> 9	<b>41.94%</b> 13	<b>16.13%</b> 5	31
The institution plans in the correct areas.	<b>3.23%</b> 1	<b>6.45%</b> 2	<b>41.94%</b> 13	<b>41.94%</b> 13	<b>6.45%</b> 2	31
The process I follow to have my ideas heard (through open forums, through representatives, etc) is effective.	<b>6.45%</b> 2	<b>16.13%</b> 5	<b>38.71%</b> 12	<b>22.58%</b> 7	<b>16.13%</b> 5	31
The Comprehensive Institutional Master Plan is the appropriate vehicle for institutional planning.	<b>3.23%</b> 1	<b>3.23%</b> 1	<b>35.48%</b> 11	<b>41.94%</b> 13	<b>16.13%</b> 5	31
The institutional planning process is appropriately tied to the budget development process	<b>3.23%</b> 1	<b>9.68%</b> 3	<b>35.48%</b> 11	<b>41.94%</b> 13	<b>9.68%</b> 3	31

## 2014-2015 Planning Process Review

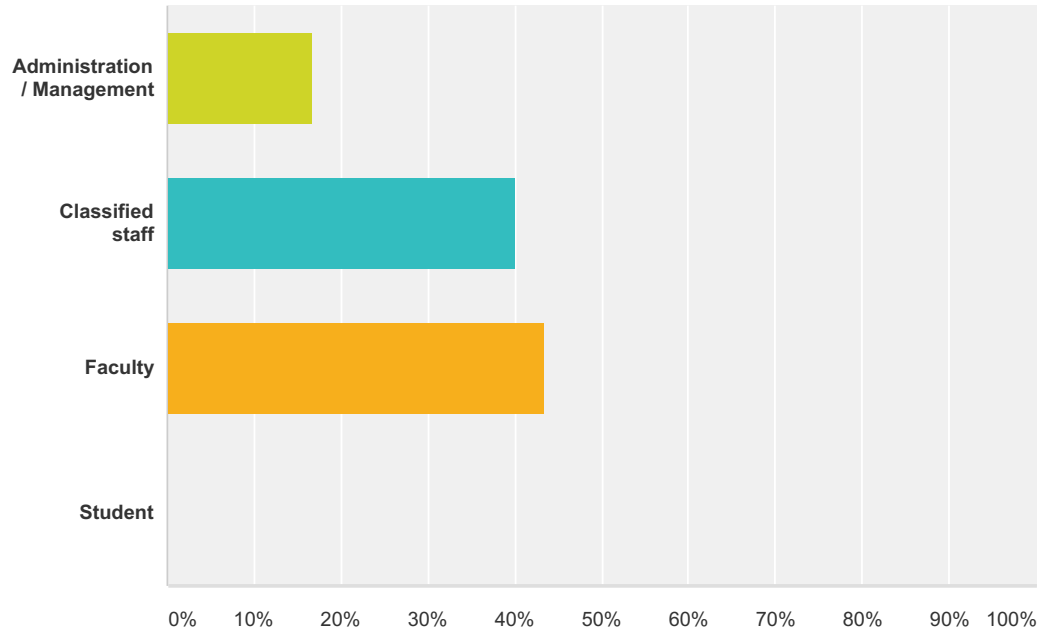
### Q2 Please provide suggestions for improving the planning and/or governance processes at Lassen Community College:

Answered: 10 Skipped: 21

#	Responses	Date
1	Individual programs do a good job of planning one to five years out. Our Strategic Plan while it does a good job of identifying goals, doesn't provide much of a plan. We could use more direction from the top on what areas to expand and those to contract over the long haul. Generally, we are on a year-to-year planning cycle which is pretty good and a whole lot better than nothing, but could be more effective with a guiding direction from the top. Our CMIP lacks direction on how we are going to reach FTES targets, what those targets should be.	5/18/2015 5:15 PM
2	Maybe bulleted points specifying what has been approved in a committee and where it goes from there.	5/5/2015 11:33 AM
3	Look at IPR's there have been things in the IPR's that are never brought forward Planning should also look at safety issues that have not been resolved Maintaining equipment is always ignored instead of putting it on a rotational schedule ISS should have input from their direct supervisor and not someone who does not directly work with them and observe the work they are doing in programs Administrators need to stop spending so much time off campus and if they do report on what they are doing and how it will contribute to the growth at LCC	4/27/2015 3:30 PM
4	I have found that division chair representatives and administrators often do not respond in a timely and relevant manner to questions. The same standards for expedient response do not seem to apply. Further, division chair reps often fail to notify faculty -- especially adjunct -- of major decisions regarding their respective departments. Suggestion -- return to a department chair model, as opposed to a division chair, and state specific responsibilities regarding communication and keeping the department informed. Presently the division chair often knows little about the course s/he is assigning to faculty, and errors/miscommunication are more common than necessary.	4/27/2015 12:59 PM
5	Have more open forums, or even online forums similar to forums on moodle to get feedback on certain topics. Create a process where others can be leaders on campus, who might find hidden strengths through the active participation in the processes at LCC, instead of the same few people dominating in the leadership field.	4/27/2015 11:09 AM
6	Sometimes I feel that the institution does not use data when developing the budget; they just roll-over budget requests from several years ago and prioritize without checking on whether the current data supports the old request. Sometimes, budget priorities get changed without any reason or new things get added without supporting documentation, but the college is getting a little better about this. I think if we had proper funding, these issues would not be so bothersome, but when only a few requests get funded in a year, the employees who don't get funding feel left out. A better way might be to rotate funding to departments when it is available, so each department gets some funding in a 2 or 3 year cycle.	4/27/2015 10:49 AM
7	Lack of communication is a huge problem.	4/27/2015 10:17 AM
8	I feel that we have a pretty good planning governance processes in place. We still have a few glitches with unplanned spending that isn't in any kind of plan, I think specifically in facilities and hiring. I understand sometimes an emergency needs immediate attention.	4/27/2015 9:38 AM
9	I don't understand why the library remodel did not participate in the planning and budgeting process. I appreciate that the college is working hard to integrate the planning process into the budgeting process, but think we have much work to do. The only suggestion would be to improve communication when a project proceeds outside the planning / budget process to explain why the project received special dispensation.	4/27/2015 9:24 AM
10	The administration should let everyone know what direction the institution is going.	4/27/2015 9:16 AM

### Q3 Which constituent group are you in?

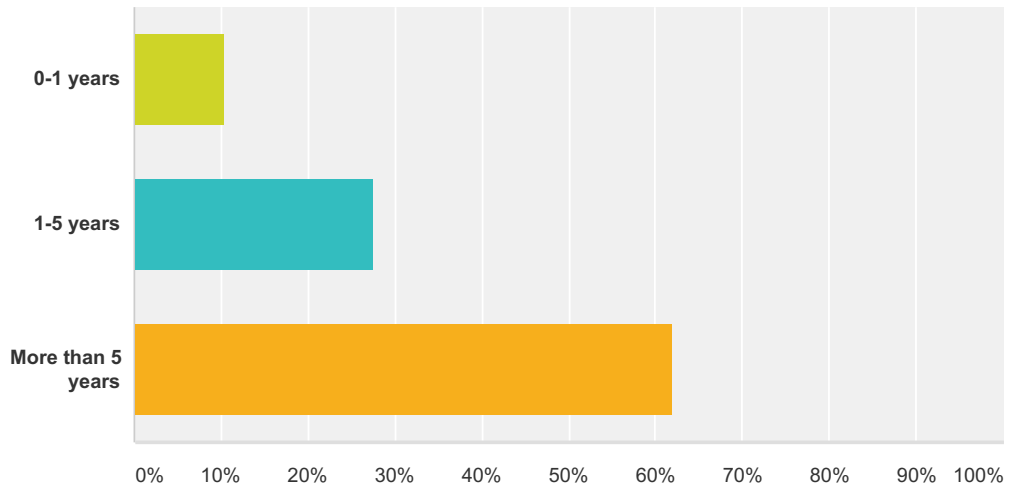
Answered: 30 Skipped: 1



Answer Choices	Responses
Administration / Management	16.67% 5
Classified staff	40.00% 12
Faculty	43.33% 13
Student	0.00% 0
<b>Total</b>	<b>30</b>

### Q4 If you work for LCC, how long have you been working for the college?

Answered: 29 Skipped: 2



Answer Choices	Responses
0-1 years	10.34% 3
1-5 years	27.59% 8
More than 5 years	62.07% 18
<b>Total</b>	<b>29</b>