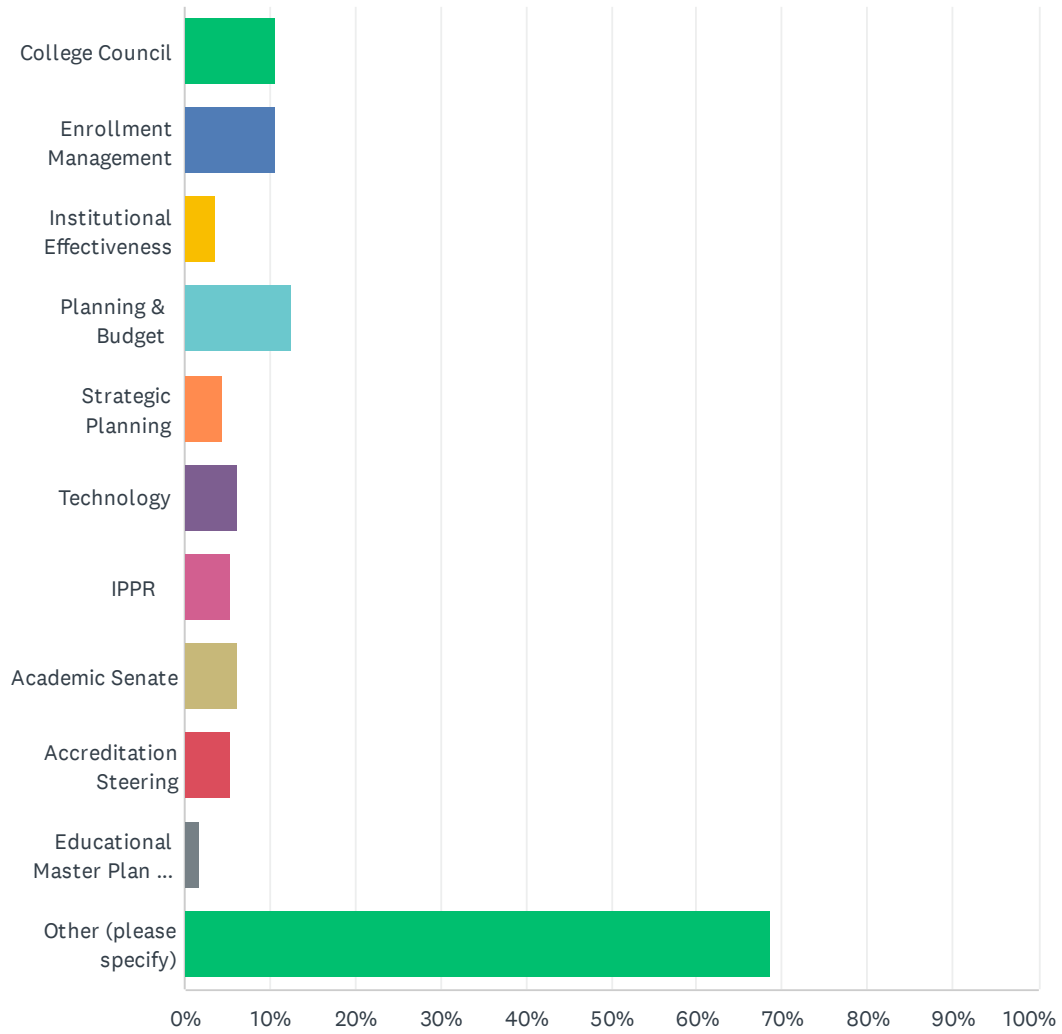


Q1 Please select each committee in which you are a member.

Answered: 112 Skipped: 57



2021 Planning and Decision Making Process Assessment

ANSWER CHOICES	RESPONSES	
College Council	10.71%	12
Enrollment Management	10.71%	12
Institutional Effectiveness	3.57%	4
Planning & Budget	12.50%	14
Strategic Planning	4.46%	5
Technology	6.25%	7
IPPR	5.36%	6
Academic Senate	6.25%	7
Accreditation Steering	5.36%	6
Educational Master Plan Ad Hoc Committee	1.79%	2
Other (please specify)	68.75%	77
Total Respondents: 112		

#	OTHER (PLEASE SPECIFY)	DATE
1	MPDC	2/4/2021 7:30 AM
2	Curriculum	2/3/2021 9:48 AM
3	Cuesta Scholarship	1/28/2021 9:04 AM
4	NA	1/27/2021 1:47 PM
5	CCMS Initiative	1/27/2021 10:44 AM
6	Online Education	1/22/2021 2:07 PM
7	none	1/21/2021 2:56 PM
8	Book of the Year	1/21/2021 1:19 PM
9	Sabbatical Committee	1/21/2021 11:10 AM
10	none	1/20/2021 9:05 AM
11	I am not on a committee (PT)	1/20/2021 8:04 AM
12	safety	1/19/2021 6:00 PM
13	Safety	1/19/2021 3:35 PM
14	I am PT and I have participated on Academic Senate, and the Student Learning Outcome committee several years ago.	1/19/2021 2:01 PM
15	Curriculum	1/19/2021 1:41 PM
16	Workload. Guided Pathways Implementation	1/19/2021 11:53 AM
17	retired	1/19/2021 11:44 AM
18	Curriculum	1/19/2021 10:51 AM
19	curriculum	1/19/2021 10:34 AM
20	Benefits	1/19/2021 9:54 AM
21	Ag advisory	1/19/2021 9:34 AM

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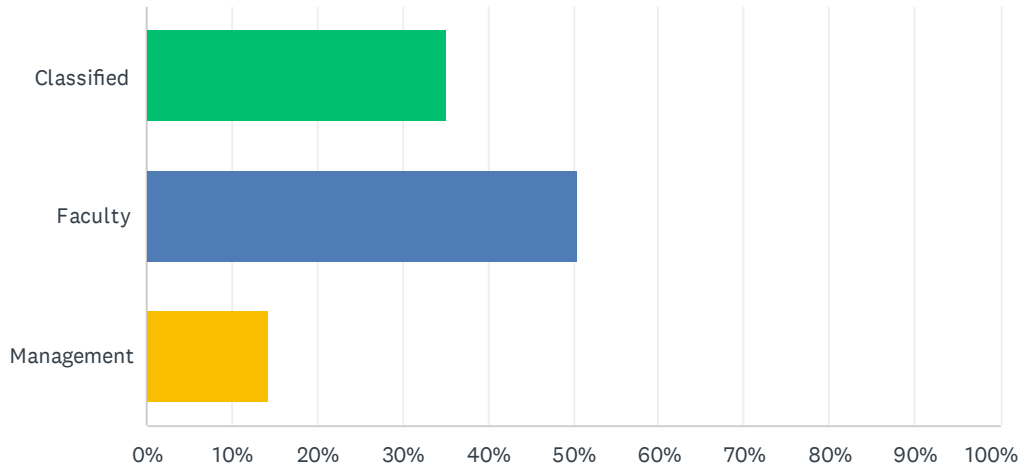
22	Calendar Committee	1/19/2021 9:31 AM
23	Online Education; Staff Professional Development	1/19/2021 9:29 AM
24	CCFT	1/19/2021 9:23 AM
25	None	1/19/2021 9:16 AM
26	Equity & Student Success; Online Education; Faculty Professional Development	1/19/2021 9:15 AM
27	ITRC	1/19/2021 9:14 AM
28	Public Safety	1/19/2021 9:11 AM
29	Professional Development, CCFT	1/19/2021 9:11 AM
30	Faculty Professional Development and GPIT. I have previously been on College Council, Planning & Budget, Ed Master Plan Ad Hoc, Accreditation Steering, and Academic Senate	1/19/2021 9:07 AM
31	Cabinet, past Educational Master Plan Ad Hoc Committee	1/19/2021 9:06 AM
32	Campus Safety and Environmental Committee	1/19/2021 9:01 AM
33	Equivalency	1/19/2021 9:00 AM
34	Book of the Year Committee	1/19/2021 9:00 AM
35	CCFT Council of Reps	12/14/2020 9:35 AM
36	Management Senate	12/13/2020 6:04 PM
37	ccft council of reps	12/10/2020 12:36 PM
38	COR	12/9/2020 8:54 PM
39	Basic Needs Taskforce.	12/8/2020 1:12 PM
40	Safety Committee	12/7/2020 12:15 PM
41	SIRT	12/7/2020 11:37 AM
42	Equity and Student Success	12/4/2020 12:11 PM
43	None	12/4/2020 10:34 AM
44	Benefits, MPDC	12/4/2020 8:54 AM
45	Equity & Student Success	12/4/2020 7:53 AM
46	none	12/4/2020 1:07 AM
47	Wellness	12/3/2020 6:37 PM
48	Safety	12/3/2020 5:09 PM
49	Classified Professional Development	12/3/2020 4:51 PM
50	I am new to Cuesta and the committee selection process is confusing.	12/3/2020 4:43 PM
51	NA	12/3/2020 2:57 PM
52	none	12/3/2020 2:53 PM
53	Council of representatives	12/3/2020 2:22 PM
54	Equity and Student Success, GPIT, Workload,	12/3/2020 2:08 PM
55	bh	12/3/2020 2:06 PM
56	Council of Representatives	12/3/2020 1:58 PM
57	Campus Safety and Environmental	12/3/2020 1:50 PM
58	CCFT COR and Reopening Task Force	12/3/2020 1:49 PM
59	Not on a committee	12/3/2020 1:47 PM

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60	None	12/3/2020 1:41 PM
61	Equity and Student Success Committee	12/3/2020 1:36 PM
62	Equity and Student Success Committe & GPIT	12/3/2020 1:34 PM
63	task force, safety	12/3/2020 1:28 PM
64	N/A	12/3/2020 1:26 PM
65	Wellness Committee	12/3/2020 1:25 PM
66	Ccft	12/3/2020 1:20 PM
67	Benefits	12/3/2020 1:16 PM
68	Distance Education	12/3/2020 1:15 PM
69	Scholarship	12/3/2020 1:10 PM
70	departmental	12/3/2020 1:08 PM
71	Health and wellness	12/3/2020 1:07 PM
72	MPDC, Scholarship	12/3/2020 1:07 PM
73	Facility Use Committee	12/3/2020 1:05 PM
74	None, My job does not allow time for outside activities.	12/3/2020 1:04 PM
75	Cuesta Foundation Board	12/3/2020 1:04 PM
76	JLMC	12/3/2020 1:04 PM
77	Professional Development Committee	12/3/2020 1:03 PM

Q2 Please select your employee group.

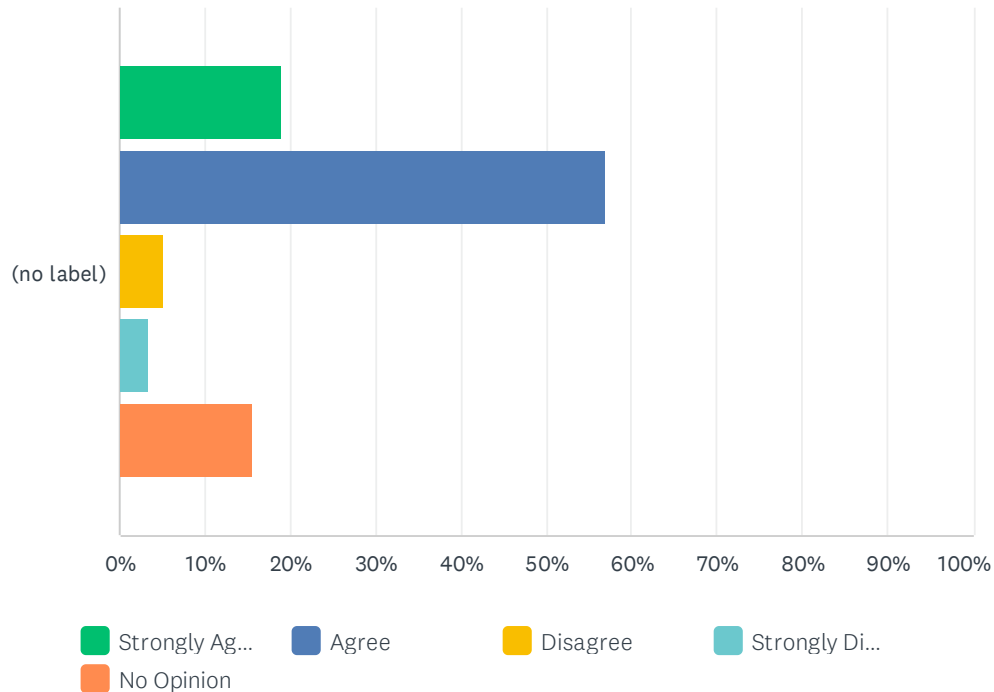
Answered: 168 Skipped: 1



ANSWER CHOICES	RESPONSES
Classified	35.12% 59
Faculty	50.60% 85
Management	14.29% 24
TOTAL	168

Q3 The 2019 Cuesta College Participatory Governance: Decision-Making and Committee Handbook clearly describes the role and responsibilities, and authority of committees and stakeholder groups.

Answered: 58 Skipped: 111

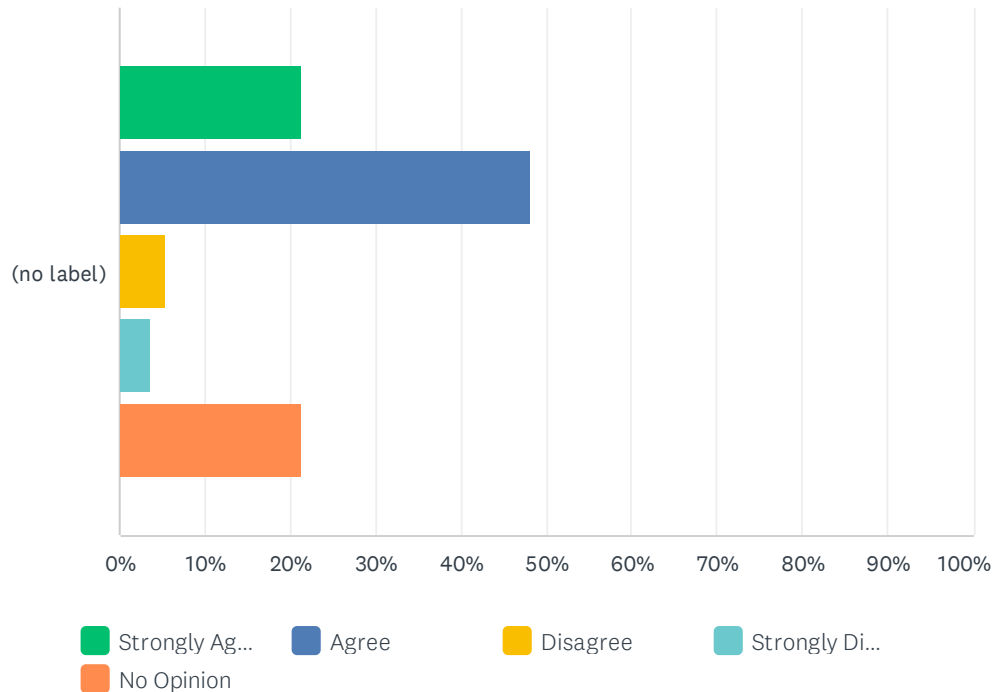


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	18.97%	56.90%	5.17%		3.45%	15.52%	
	11	33	3		2	9	58
							3.08

#	COMMENTS:	DATE
1	there seem to be redundant committees and the membership make-up should be reviewed and updated	12/13/2020 6:05 PM
2	Committees tend to not adhere to their scope.	12/4/2020 8:59 AM
3	Its confusing and does not seem to allow non union members to be on a committee.	12/3/2020 4:44 PM
4	The word 'inclusion' appears at least once. Suggest recognizing Cuesta is tolerant and works towards equity and social injustices.	12/3/2020 2:29 PM
5	There could be a page on the role of Academic Senate in making decisions that go directly to the Board of Trustees	12/3/2020 1:29 PM

Q4 The 2019 Cuesta College Participatory Governance: Decision-Making and Committee Handbook effectively describes the relationships and workflow between committees and stakeholder groups.

Answered: 56 Skipped: 113

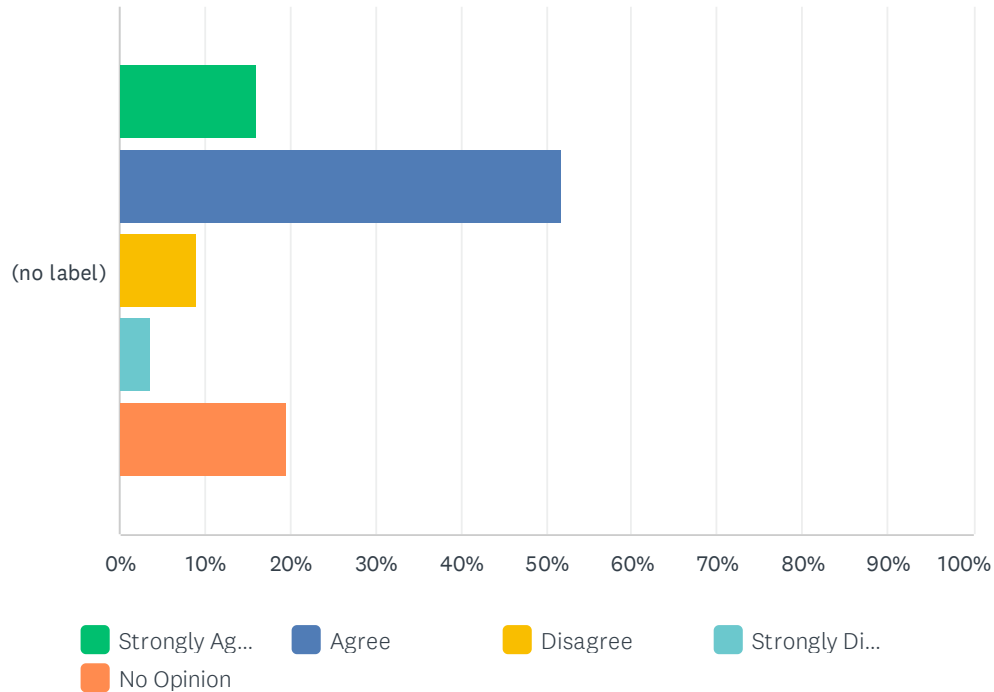


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	21.43%	48.21%	5.36%		3.57%	21.43%	
	12	27	3		2	12	56
							3.11

#	COMMENTS:	DATE
1	It is a little unclear how the Academic Senate fits in. When does ASC have final authority and when do they consult with College Council? When should something go to College Council first and when should it go to Academic Senate Council first.	1/19/2021 4:09 PM
2	There could be more clarity on the process of College Council co-chairs and Academic Senate leadership determining which body has final approval for which types of documents, etc.	12/3/2020 1:29 PM

Q5 The 2019 Cuesta College Participatory Governance: Decision-Making and Committee Handbook clearly describes how decisions are made.

Answered: 56 Skipped: 113

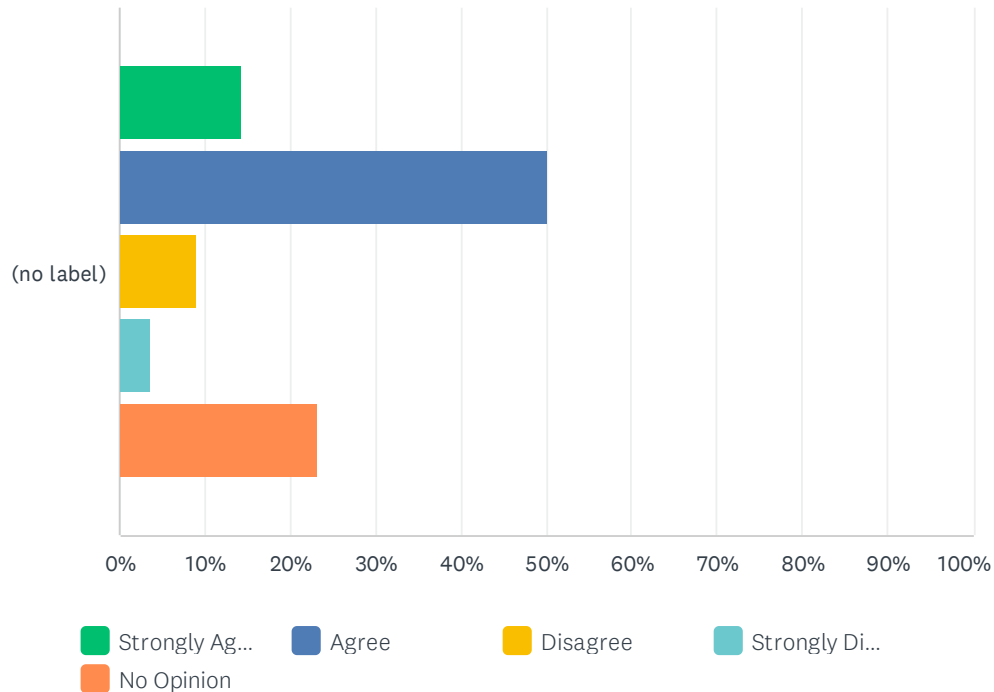


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	16.07%	51.79%	8.93%	3.57%	19.64%	56	3.00
	9	29	5	2	11		

#	COMMENTS:	DATE
1	The Handbook describes some decisions accurately and not others, which seem to be driven by opportunity and other needs and then follows a process outside of the Participatory Governance process.	1/26/2021 4:41 PM
2	See comment to previous question regarding Academic Senate and College Council relationship.	1/19/2021 4:09 PM
3	Vague explanation of board process that will leave others wondering how consensus is made on decisions	1/19/2021 4:00 PM
4	See above	12/3/2020 1:29 PM

Q6 The 2019 Cuesta College Participatory Governance: Decision-Making and Committee Handbook effectively describes the process to initiate a new idea, plan or policy proposal.

Answered: 56 Skipped: 113

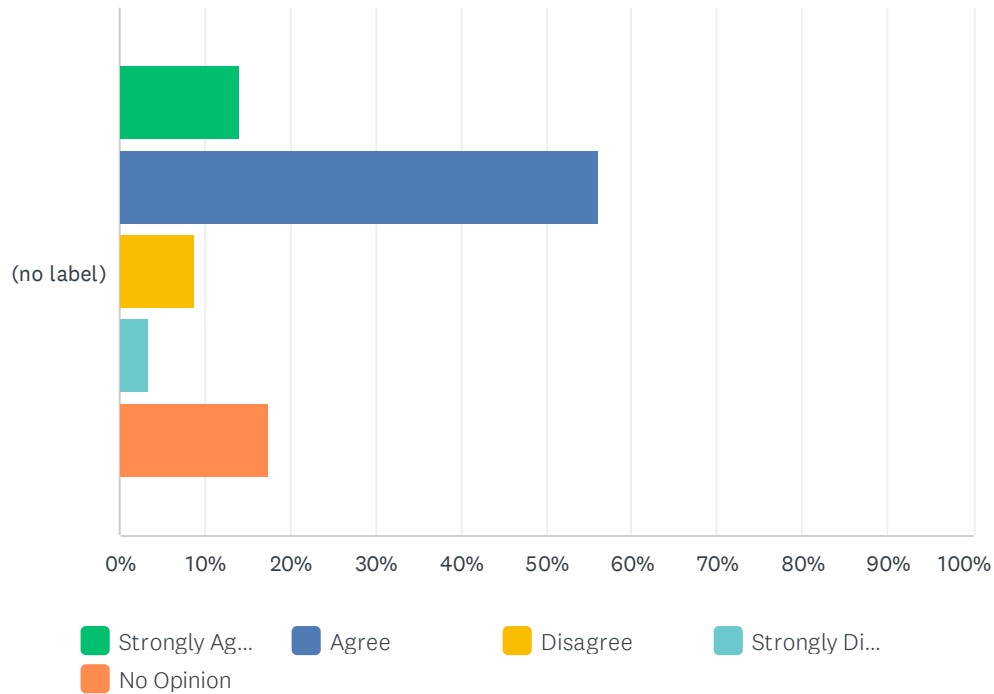


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	14.29%	50.00%	8.93%		3.57%	23.21%	
	8	28	5		2	13	56
							2.98

#	COMMENTS:	DATE
1	I could not find anything about how to initiate a new idea, plan or policy proposal outside of what occurs in each committee.	1/20/2021 2:27 PM
2	Sometimes ideas can start in a content committee and sometimes they must go to College Council first	1/19/2021 4:09 PM
3	There seems to be issues around first steps when people bring to College Council, so perhaps there should be a review as part of that committee's orientation each year to get the ground rules agreed upon before someone is told that they need to go to other places first, when our handbook clearly states CC is the first step.	1/19/2021 10:38 AM
4	In addition to determining 10+1 matters that should be approved by the Academic Senate, there needs to be much better consultation between VPSS and the VPI for decisions that will affect Instruction, such as changing Banner right before the end of the semester rather than after grades are submitted. More collaboration, please, between the Student Services and Instruction sides of the house.	12/3/2020 1:29 PM

Q7 The 2019 Cuesta College Participatory Governance: Decision-Making and Committee Handbook effectively describes individuals or groups responsible for completing the tasks.

Answered: 57 Skipped: 112

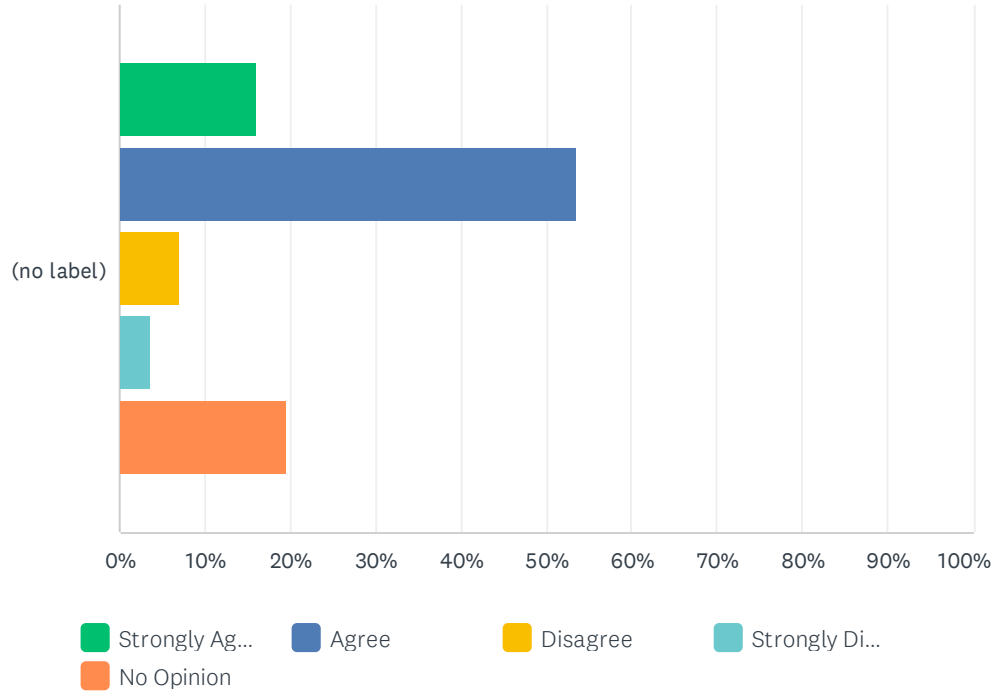


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	14.04%	56.14%	8.77%	3.51%	17.54%	57	2.98
	8	32	5	2	10		

#	COMMENTS:	DATE
1	Vague explanation of the role each group has with little mention on how these task are completed	1/19/2021 4:00 PM
2	but in actuality, some individuals can use a refresher on their own accountability	1/19/2021 10:38 AM

Q8 The 2019 Cuesta College Participatory Governance: Decision-Making and Committee Handbook clearly identifies the individual or group responsible for rendering final decisions.

Answered: 56 Skipped: 113

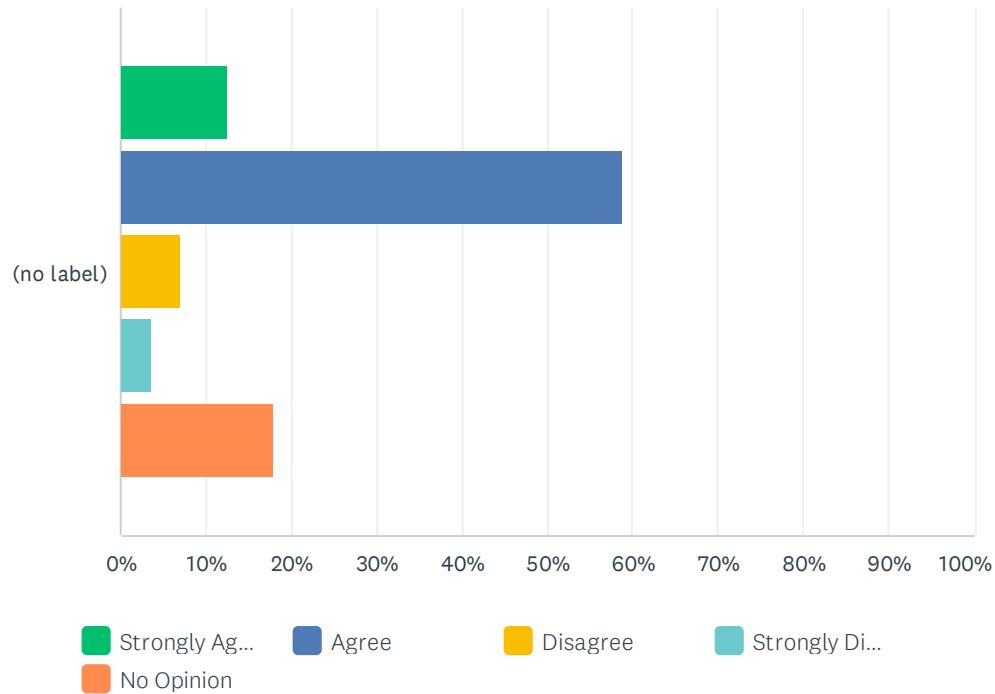


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	16.07%	53.57%	7.14%	3.57%	19.64%	56	3.02
	9	30	4	2	11		

#	COMMENTS:	DATE
1	I think this is a little unclear for APs. It's clear that BPs must be approved by the BOT, but not clear for APs	1/19/2021 4:09 PM

Q9 The 2019 Cuesta College Participatory Governance: Decision-Making and Committee Handbook effectively outlines the process uses for making district-wide decisions.

Answered: 56 Skipped: 113

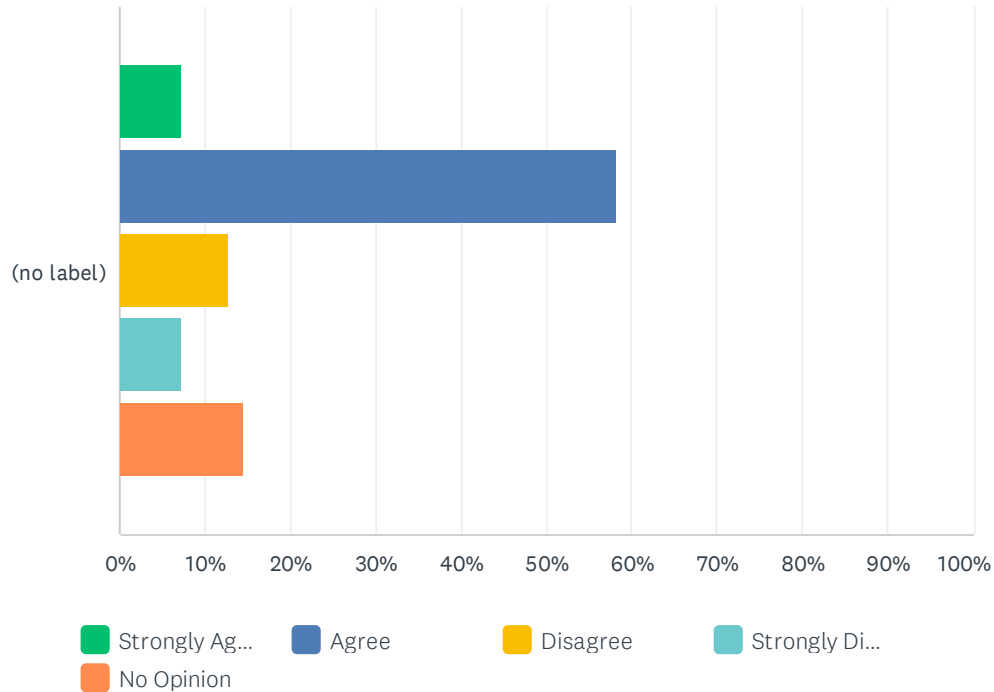


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	12.50%	58.93%	7.14%	3.57%	17.86%	56	2.98
	7	33	4	2	10		

#	COMMENTS:	DATE
1	The process for deciding macro/Ed Plan-level initiatives and priorities do not seem to always reflect previous decisions or collective deliberations.	1/26/2021 4:41 PM
2	Could have some examples as we work through the processes. We rely a lot on memory, when we could take time to evaluate how the process went.	1/19/2021 10:38 AM

Q10 The 2019 Cuesta College Participatory Governance: Decision-Making processes ensure that there are opportunities for meaningful collaboration.

Answered: 55 Skipped: 114



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	7.27%	58.18%	12.73%	7.27%	14.55%	55	2.77
	4	32	7	4	8		

#	COMMENTS:	DATE
1	While the process does provide opportunities for meaningful collaborations, these opportunities seem to be limited to micro decisions and don't address or even avoid larger, macro Ed Master Plan-level decisions..	1/26/2021 4:41 PM
2	Too often, items don't flow from Content Committees to Central Committees; the Content Committees rarely produce actionable proposals.	1/22/2021 4:17 PM
3	I believe there are opportunities for collaboration, but it is not highlighted well in the document.	1/20/2021 2:27 PM
4	I think this could be better. If a content committee wishes to propose an idea, it isn't clear how they might collaborate with other committees or stakeholder groups	1/19/2021 4:09 PM
5	I think this area needs some work.	1/19/2021 9:44 AM
6	Again, the process is designed for collaboration, but committee members do not operate that way.	12/4/2020 8:59 AM

Q11 Overall comments on the Participatory Governance decision-making processes:

Answered: 22 Skipped: 147

#	RESPONSES	DATE
1	Well written document with good detail explaining important processes.	1/27/2021 10:07 AM
2	As noted above, while the process does provide opportunities for meaningful collaborations, these opportunities seem to be limited to micro decisions and don't address or even avoid larger, macro Ed Master Plan-level decisions.	1/26/2021 4:41 PM
3	The Handbook describes processes clearly, but I'm not convinced that many people at the College know/understand those processes.	1/22/2021 4:17 PM
4	I think the flow charts are helpful and most of it is clear. However, if you want to highlight initiating new ideas and meaningful collaboration, then I think there should be a section devoted to each of these to show where it is occurring and why it is important.	1/20/2021 2:27 PM
5	Overall, I think it's pretty good. There are just a few places, particularly involving the Academic Senate, that are a bit unclear.	1/19/2021 4:09 PM
6	The governance manual can do a better job outlining more specifically the roles each individual or group makes. Vague statements leave room for interpretation	1/19/2021 4:00 PM
7	I believe I had little say in this process	1/19/2021 1:47 PM
8	The handbook is only as good as the people implementing it.	1/19/2021 10:38 AM
9	The idea of the structure is good, however, I think there are too many committees. Some of the these committees can be combined and/or referred back to a specific department, for example the Scholarship Committee can be housed as a taskforce or workgroup under the Financial Aid Office. The IPPR and IEC committee can be combined or these two committees can be brought into the Strategic Planning Committee with these two being workgroups.	1/19/2021 9:44 AM
10	We need a better, more inclusive environment for critical assessment of policy and procedure. Dissent should be championed not sidelined.	1/19/2021 9:06 AM
11	The processes, although complex, are well-defined and result in decision-making that benefits the entire college community.	1/19/2021 9:04 AM
12	The processes seem to be effective so far.	12/13/2020 6:10 PM
13	the participatory governance committee memberships should be reviewed in light of the most current organizational structure. there are a number of redundancies in management members that could be more streamlined and encourage broader participation. the differentiation between an instructional/academic administrator and a student services/non-academic administrator isn't efficient or effective in that it reinforces siloed communication. committees should review their membership to consider functional members (identified by titles) and stakeholder representation (to ensure proportionality of representation) as they relate to the committee's charge. there should also be an overall review of all committee charges and consolidate those with complementary goals while ensuring that the committees are reporting up to the correct authority (academic senate or central committee).	12/13/2020 6:05 PM
14	does not fully outline authority of academic senate	12/8/2020 8:19 AM
15	The document needs to be revised. I would like to see the revision approved by Academic Senate. I think some clearer flow charts would help to explain the committee structure and decision making process.	12/7/2020 9:16 AM
16	The Governance process is a lengthy, repetitive, and tedious process. Committee representatives do not discuss with their representative groups which delays processes.	12/4/2020 8:59 AM
17	processes are overly complex, too many committees cause communication channels to not	12/3/2020 4:29 PM

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	always work - weak links in chain	
18	Additional clarity as to when BP and AP need to start with the Academic Senate or with College Council would be helpful.	12/3/2020 2:41 PM
19	We have an effective overall manual that lays out these processes in general but could still be improved for initiation and final approval in some areas.	12/3/2020 1:29 PM
20	The faculty dominate the committees and try to control issues outside of their shared governance responsibilities. It appears their primary goal is to increase their wages to the detriment of the rest of the college.	12/3/2020 1:25 PM
21	Been an adjunct employee for 18 months...No one has ever mentioned the process or handbook to me!	12/3/2020 1:12 PM
22	The process is overall very clear, however, a couple of committee's/councils too many.	12/3/2020 1:06 PM

Q12 To what degree did the district's planning and decision-making processes help direct the response to COVID-19? Please comment.

Answered: 25 Skipped: 144

#	RESPONSES	DATE
1	As a classified member, I couldn't see process involved for the COVID-19 response. I also didn't hit the Technology content committee.	1/27/2021 4:37 PM
2	An appointed Task force defined within the document helped direct the District's response to Covid-19.	1/27/2021 10:07 AM
3	The district response has been transparent, collegial and informative.	1/26/2021 4:41 PM
4	While I think most of the COVID-19 response involved "executive" decisions, the governance committees provided feedback and suggestions.	1/22/2021 4:17 PM
5	I've been impressed with the COVID-19 response and appreciate that the college recognized early that the majority of classes needed to be moved online. It appears that the process worked from my perspective.	1/20/2021 2:27 PM
6	I have not been informed of any major meetings, updates, etc. I would say they did a mediocre job, based on the lack of information by the College.	1/20/2021 8:09 AM
7	I don't know exactly how the district made decisions regarding the response to COVID-19. I know that there is a taskforce, but I don't know if the taskforce was created by College Council and I do not believe that input was sought from Academic Senate.	1/19/2021 4:09 PM
8	Can't say for sure it did, very little calibration amongst groups in the response to COVID-19.	1/19/2021 4:00 PM
9	I believe they made a plan that did not include faculty input	1/19/2021 1:47 PM
10	Helped to guide the work of committees and governance structures vs final decision-making by administration.	1/19/2021 10:38 AM
11	I am not quite sure if the decisions being made behind the response to COVID-19 was part of the overall decision-making process. Rather it was being guided by the upper administration with the guidance being provided by the County Health Department and Governor's direction.	1/19/2021 9:44 AM
12	Leadership did a great job.	1/19/2021 9:06 AM
13	Although no one could anticipate how a global pandemic would impact the delivery of education at a community college, once the realization that the existing plans allowed for an organized response, the decision-making processes in place allowed for it. As is usually the case with crisis response, communication could always be improved.	1/19/2021 9:04 AM
14	The process has been extremely helpful with the response to COVID-19. There were plenty of details for protocols to take if there was an exposure or symptoms.	12/13/2020 6:10 PM
15	the relationship between the committee role and COVID 19 planning/response has not been clear enough to connect or determine the efficacy of the decision-making process.	12/13/2020 6:05 PM
16	followed direction of leadership	12/8/2020 8:19 AM
17	n/a	12/7/2020 9:16 AM
18	I don't recall ever discussing COVID responses and the Handbook at the same time. It seemed like there was a reasonable suspension of formal processes in order to get through a crisis. Maybe this happened in Cabinet or somewhere else, but I don't recall hearing "We should do that to help with COVID but it has to go to P&B or College Council first."	12/6/2020 1:56 PM
19	Effectively, considering the district had to respond quickly.	12/4/2020 8:59 AM
20	timeline too short to use normal committee chains, but it helped with report outs	12/3/2020 4:29 PM

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21	While most of our normal processes don't delineate how all decisions are made in an emergency, Dr. Stearns showed respect for our participatory governance culture by pulling together individuals from all areas of the college to solicit feedback and communicate information and decisions.	12/3/2020 2:41 PM
22	I don't believe our current decision planning processes helped direct our work. The college established a separate covid-19 planning team, and decisions came solely from that group. So the answer to this question, is to a very small or no degree did our existing processes direct our response.	12/3/2020 2:14 PM
23	The taskforce should have improved communication of decisions and should have sought out feedback -- in short, this taskforce seemed to work in a silo unaffected by our processes.	12/3/2020 1:29 PM
24	No Idea	12/3/2020 1:12 PM
25	Created a clear road map for decision-making.	12/3/2020 1:06 PM

Q13 To what degree did the existing planning and decision-making processes help support equity work in the district? Please comment.

Answered: 28 Skipped: 141

#	RESPONSES	DATE
1	As a classified member, I couldn't see process involved in equity work.	1/27/2021 4:37 PM
2	The Equity and Student Success Content Committee supported Faculty and Classified professional development and created a Focus Group	1/27/2021 10:07 AM
3	This is one realm in which the college planning process has provided a forum of collective reflection and action.	1/26/2021 4:41 PM
4	I do not feel like most of the equity work has come up through the governance process. Academic Senate Council was active in the Fall, after the Chancellor's Call to Action, but they didn't need to work with any of the other committees.	1/22/2021 4:17 PM
5	I think this needs some work. I actually am on the committee which has been doing great work, but it isn't clear what happens to our recommendations. Are they implemented campus-wide? Are they suggested and left at that with no follow-through. If equity work is important, then a clear process of what happens to recommendations from the committee and how they are implemented is needed.	1/20/2021 2:27 PM
6	Unknown.	1/20/2021 8:09 AM
7	I don't think they support equity work very well. If equity work in the district is a priority, then that should be communicated to all committees, divisions, and departments along with a plan of action.	1/19/2021 4:09 PM
8	Don't believe it did, still, a major divide amongst the campus and no consensus on what equity means at Cuesta College.	1/19/2021 4:00 PM
9	I do not believe that there was any equity with all faculty in the decision making process. We heard about it after the decision were made. I do not recall hearing any time of rationale for the process as a faculty member.	1/19/2021 1:47 PM
10	Identified responsible parties to implement DEI work.	1/19/2021 10:38 AM
11	I think the current planning for equity work is now being made part of the decision making process. However, there are challenges in the district compiling, cataloging, and information distribution of all of the equity work being done in various areas/groups.	1/19/2021 9:44 AM
12	Those who question are shunned, especially on questions of equity. We've created an us vs them environment, where critical thinking-even about process- equals racism. Numerous black scholars argue we should be focused on class (SES) not race.	1/19/2021 9:06 AM
13	This is an area that is a strength at Cuesta and again, the processes in place help support this mission.	1/19/2021 9:04 AM
14	The vetting process ensures equitable practices are taken into consideration prior to a policies implementation.	12/13/2020 6:10 PM
15	equity work has not been explicitly discussed in college council until more recently. committee goals/initiatives have not indicated equity-focused outcomes to close equity gaps as i've seen them presented.	12/13/2020 6:05 PM
16	Equity has played a more visible and comprehensive role in all of our planning and discussions	12/8/2020 2:53 PM
17	did not make any connection	12/8/2020 8:19 AM
18	n/a	12/7/2020 9:16 AM
19	Maybe in the sense that equity is a goal and part of the mission that should drive planning and	12/6/2020 1:56 PM

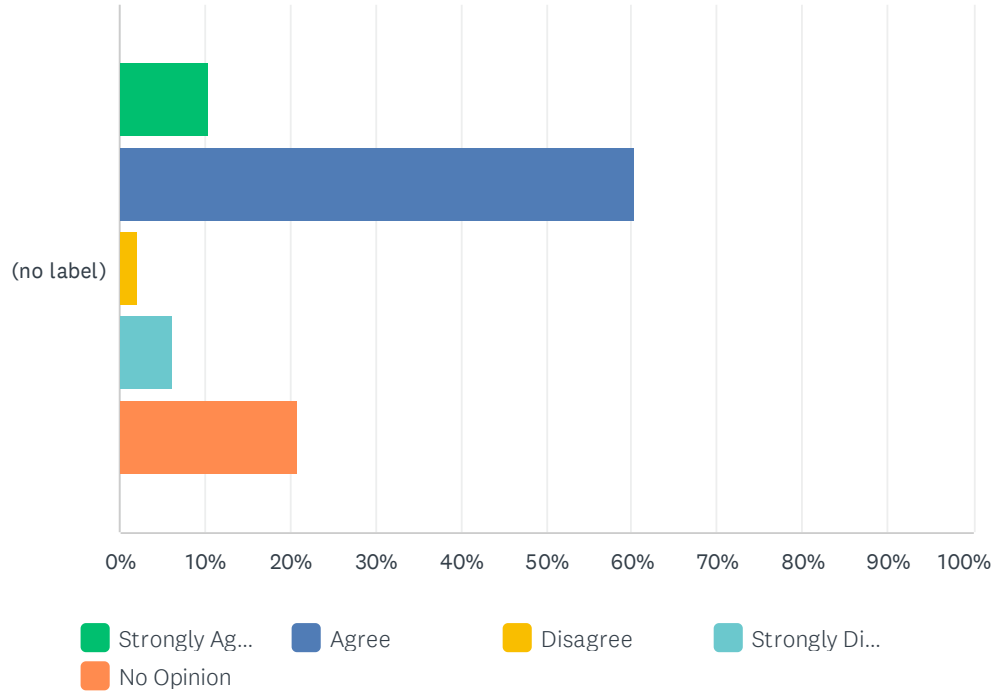
2021 Planning and Decision Making Process Assessment

expenditures, but I don't recall much in the way of the Handbook being cited to directly supporting equity. Please make sure we keep our equity director. One might argue that we don't need a director of equity, but we rely on her experience, expertise, and ability to gather resources.

20	Effectively, if committees worked in accordance with the planning and decision-making processes.	12/4/2020 8:59 AM
21	strongly supportive, recommendations from committees has be excellent	12/3/2020 4:29 PM
22	Out of 1-10, 5.	12/3/2020 2:29 PM
23	Equity needs to be embedded in all of our committee, planning and decision making processes. Until it is, our processes will not be able to support or direct our equity work. Each committee should agendize and prioritize equity and evaluate its work around equity on an ongoing basis.	12/3/2020 2:14 PM
24	To be determined -- still working on making improvements to the use of equity for decision-making.	12/3/2020 1:29 PM
25	I don't feel we have equity at the college for the following reasons. The salary survey for several classified areas of the college was not implemented in 2018/19. Past practice was to implement the salary schedule. The management group had their salary survey funded over several years. With some managers receiving more than 30% increases. Several departments have reorganized and re-classified staff, with the new positions receiving a salary survey and the corresponding increase in wages. These actions have created inequity at Cuesta.	12/3/2020 1:25 PM
26	No Idea	12/3/2020 1:12 PM
27	The plan is great. Equity would require managers allowing classified to leave their office and be permitted to sign up and attend meetings and committees. Time away from the office is rarely met with friendly response by "supervisors."	12/3/2020 1:07 PM
28	In my opinion, very little.	12/3/2020 1:06 PM

Q14 The Strategic Plan 2020-2023 gives guidance to programs regarding the initiatives necessary to achieve the District's Institutional Goals.

Answered: 48 Skipped: 121

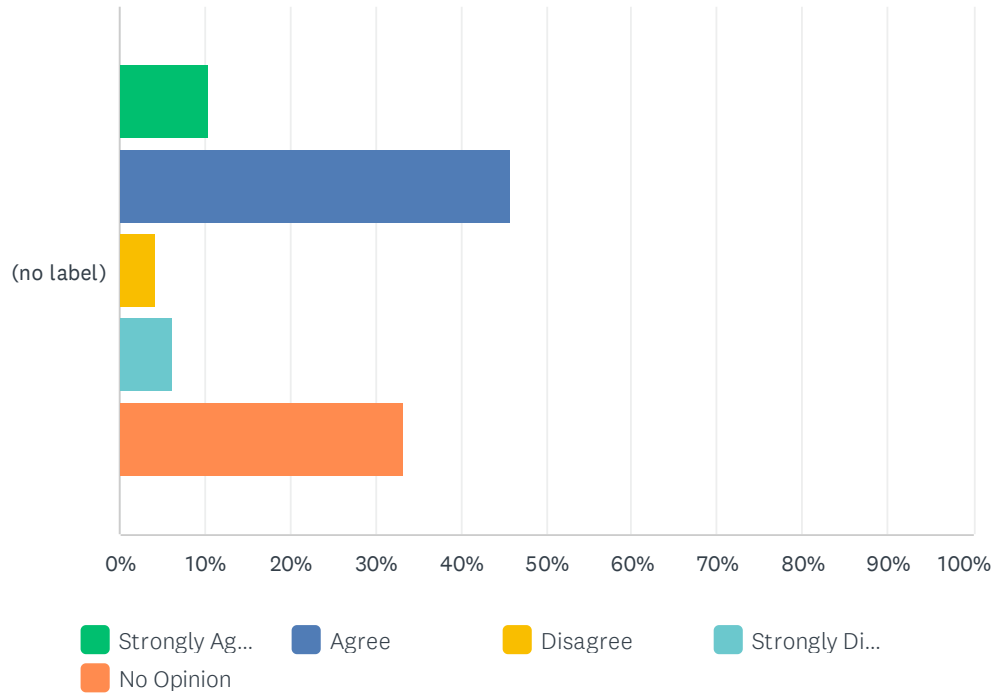


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	10.42%	60.42%	2.08%		6.25%	20.83%	
	5	29	1		3	10	48
							2.95

#	COMMENTS:	DATE
1	Need more full time faculty	1/20/2021 8:13 AM
2	maybe it's a language issue, but I don't see any initiatives in the strategic plan	12/6/2020 2:03 PM
3	Never seen it	12/3/2020 1:12 PM

Q15 The Strategic Plan 2020-2023 informs the Institutional Program and Planning Review (IPPR) processes.

Answered: 48 Skipped: 121

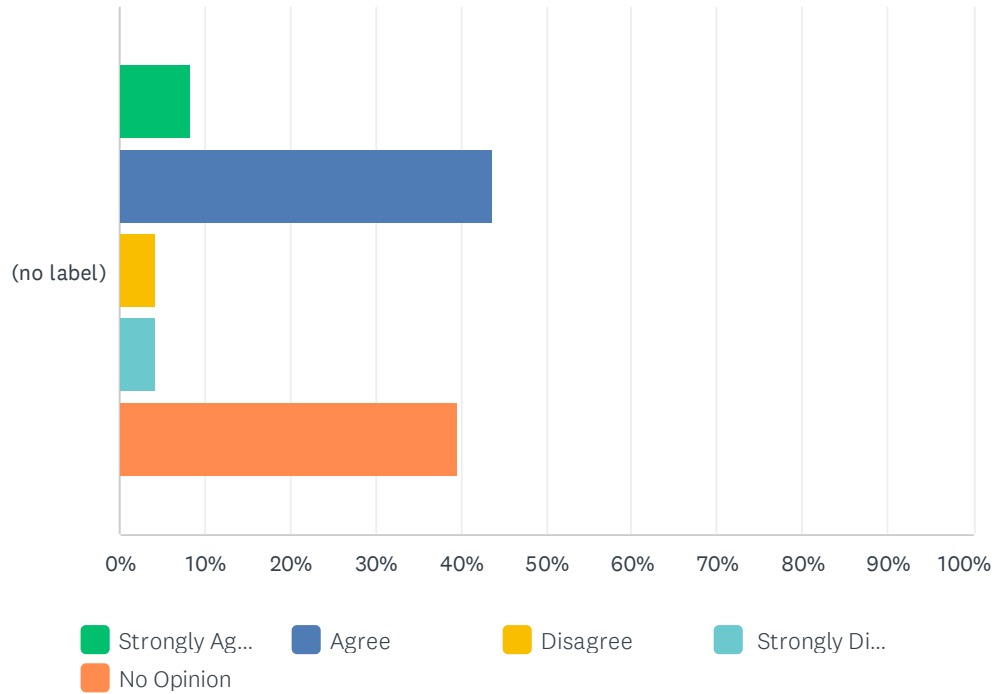


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	10.42%	45.83%	4.17%	6.25%	33.33%	48	2.91
	5	22	2	3	16		

#	COMMENTS:	DATE
1	not sure	1/19/2021 10:40 AM
2	we haven't done an IPPR document under the 20-23 plan	12/6/2020 2:03 PM

Q16 The timeline for developing the Strategic Plan 2020-2023 was adequate.

Answered: 48 Skipped: 121

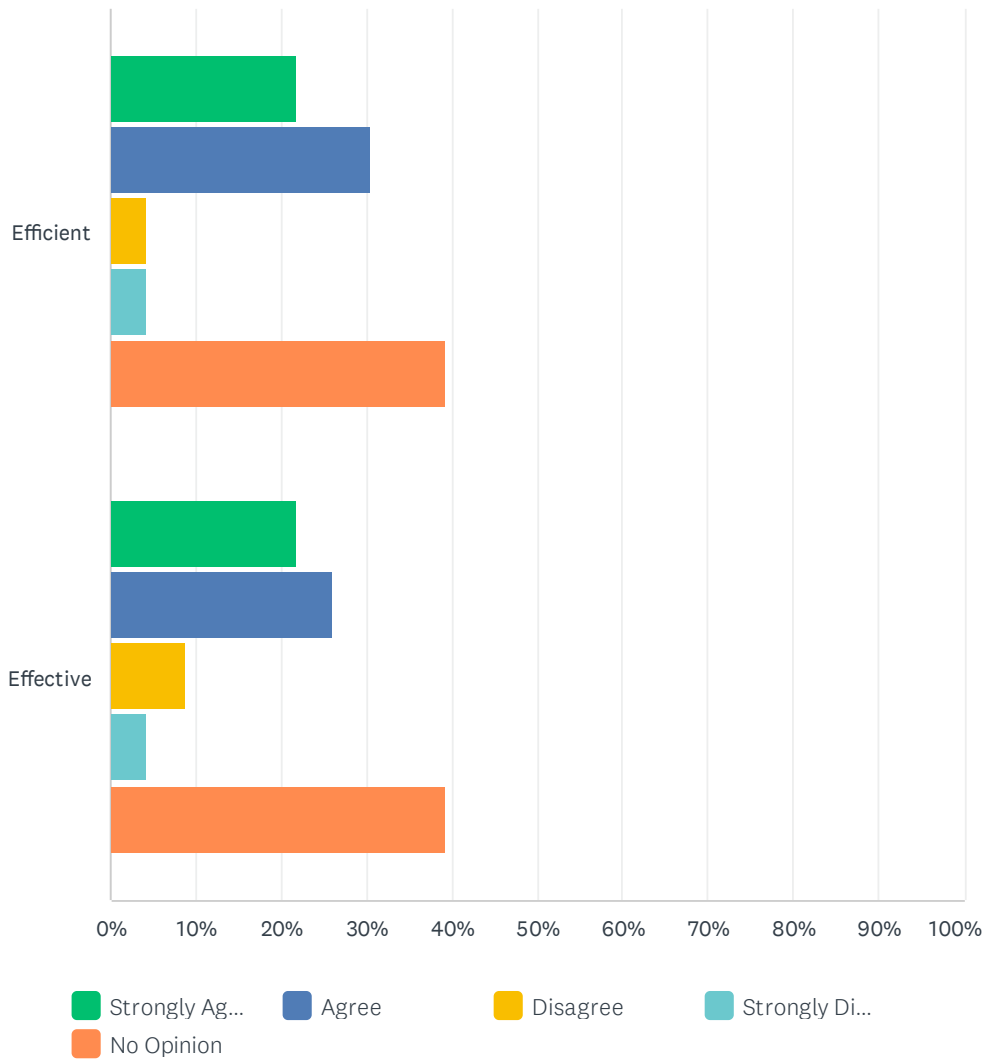


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	8.33%	43.75%	4.17%	4.17%	39.58%	48	2.93
	4	21	2	2	19		

#	COMMENTS:	DATE
1	The current Strategic Plan felt a bit rushed, particularly with respect to Academic Senate feedback.	1/22/2021 4:19 PM
2	I was not involved in the development process.	1/21/2021 2:30 PM

Q17 The process for developing the Strategic Plan 2020-2023 was:

Answered: 48 Skipped: 121



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
Efficient	21.74% 10	30.43% 14	4.35% 2	4.35% 2	39.13% 18	46	3.14
Effective	21.74% 10	26.09% 12	8.70% 4	4.35% 2	39.13% 18	46	3.07

#	COMMENTS:	DATE
1	I was not involved in the development process.	1/21/2021 2:30 PM
2	much was centered on Vision for Success integration, so was unique in being more strongly associated than in the past	1/19/2021 10:40 AM
3	there didn't seem to be a collegewide conversation for the strategic plan, though it is understood that it is guided by the 10-year educational master plan. there could be more	12/13/2020 6:11 PM

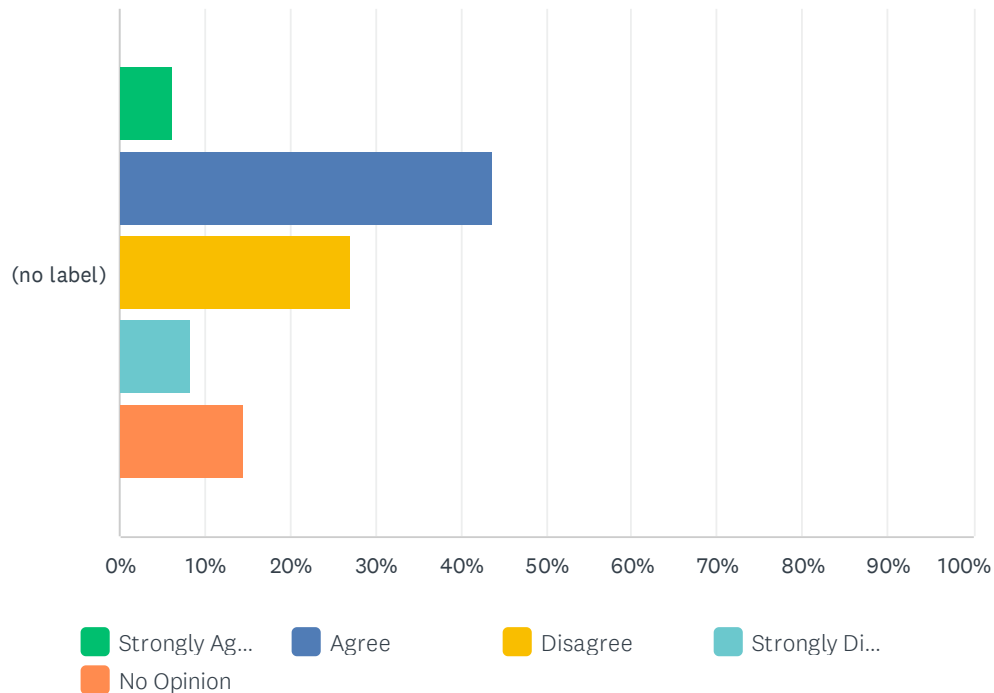
2021 Planning and Decision Making Process Assessment

opportunities to create a longer term strategic plan that then is informed through college forums to develop a broader awareness of the institutional goals

4	I felt like there was very little input from the campus community on the development of the Strategic Plan. So, yes, it was efficient, but I cannot say that it was effective.	12/3/2020 2:17 PM
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Q18 The District effectively uses data to analyze program effectiveness.

Answered: 48 Skipped: 121

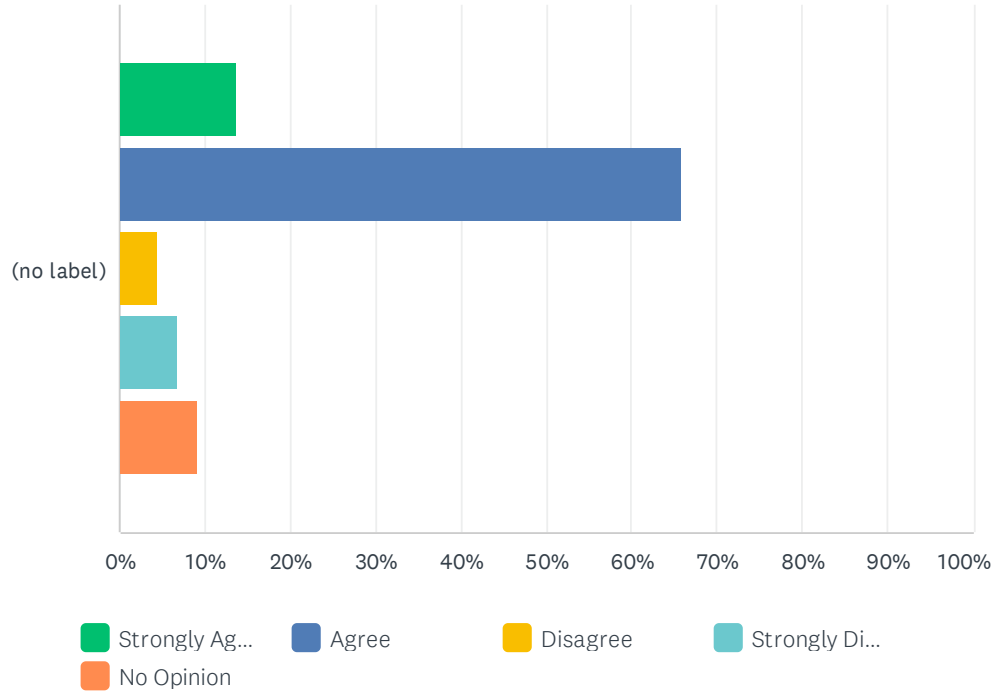


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	6.25%	43.75%	27.08%		8.33%	14.58%	
	3	21	13		4	7	48
							2.56

#	COMMENTS:	DATE
1	It doesn't seem that data is systematically used effectively to assess macro-level needs (e.g. how regions, populations in the county are served by the college).	1/26/2021 4:48 PM
2	The current IPPR documents feel more focused on compliance (e.g., checklists) than evidence of thoughtful planning.	1/22/2021 4:19 PM
3	Institutional Research does a great job, but there aren't enough of them, so it's hard to get necessary data in a timely manner.	1/19/2021 4:10 PM
4	The data timeline needs to be adjusted to be effective.	1/19/2021 10:40 AM
5	there could be an opportunity to develop a focused data agenda that more programs could be using to inform their goals and outcomes	12/13/2020 6:11 PM
6	I think for instructional programs data is used, but I don't see a lot of data being used to assess effectiveness of other programs like counseling or financial aid (just examples, not picking on either)	12/6/2020 2:03 PM
7	There could be more training on data analysis and/or feedback provided on IPPR data analysis. Currently, there is no feedback loop or training on the use of data.	12/3/2020 5:05 PM
8	don't think the data informs peoples daily work	12/3/2020 4:30 PM
9	We must use both quantitative and qualitative data to have an accurate picture of the effectiveness of our programs.	12/3/2020 2:17 PM

Q19 Institutional Goals focus the District in advancing the mission and meeting current and anticipated challenges.

Answered: 44 Skipped: 125

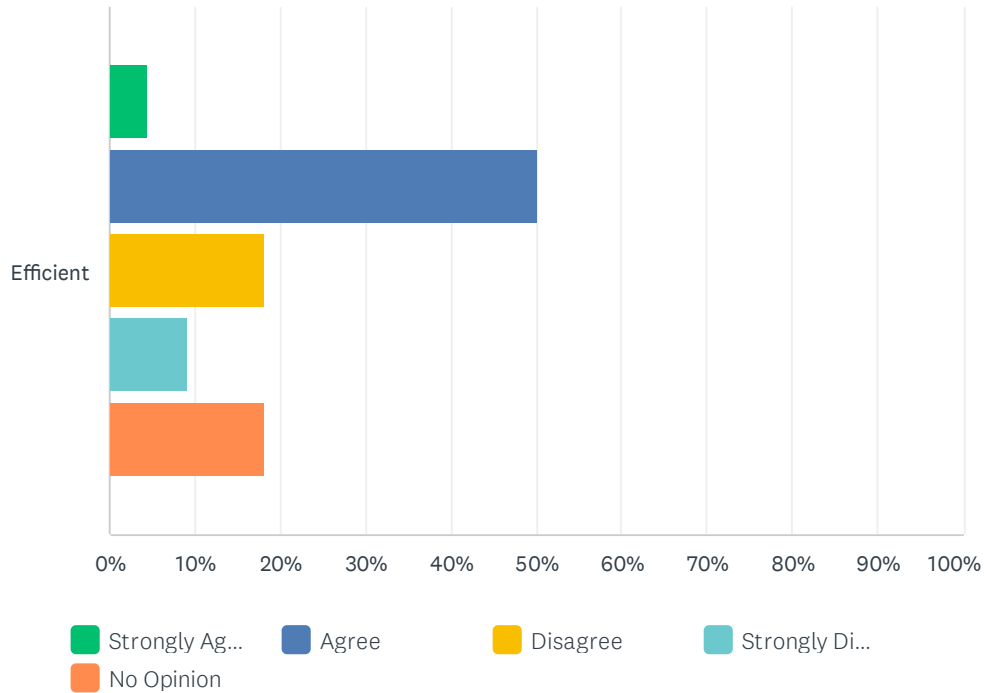


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	13.64%	65.91%	4.55%	6.82%	9.09%	44	2.95
	6	29	2	3	4		

#	COMMENTS:	DATE
1	I believe they are the wrong goals.	1/19/2021 9:08 AM

Q20 The process for resource allocations is:

Answered: 44 Skipped: 125

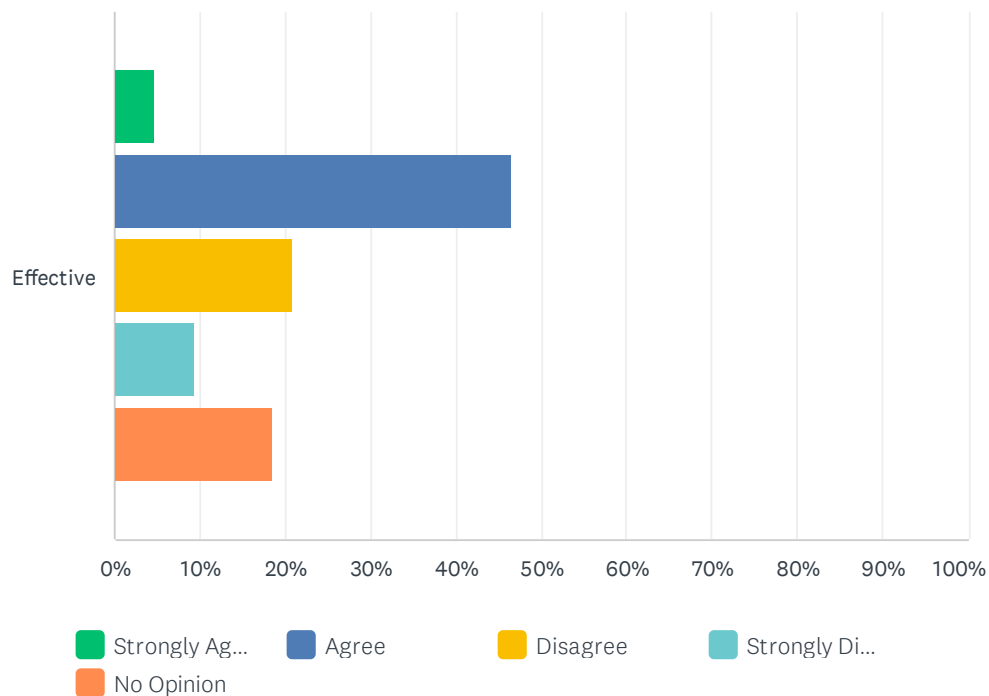


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
Efficient	4.55%	50.00%	18.18%		9.09%	18.18%	
	2	22	8		4	8	44
							2.61

#	COMMENTS:	DATE
1	Process is conducted, what do we mean by efficient in this context?	1/27/2021 10:26 AM
2	When it applies to micro program-level requests.	1/26/2021 5:00 PM
3	I think we can improve in this area is Communication from Planning and Budget and/or the Administrative Services Office.	1/20/2021 8:02 AM
4	Very little discussion and collaboration across the campus	1/19/2021 4:03 PM
5	unclear	12/13/2020 6:17 PM
6	i feel like the timing is off somehow. we prioritize at the end of spring term, go away for the summer, and we're back in classes in fall without knowing if what our division needed is funded or not. I don't know how to suggest making it better	12/6/2020 2:11 PM
7	It involves a lot of paperwork.	12/3/2020 2:56 PM
8	wage inequality is a problem	12/3/2020 1:28 PM

Q21 The process for resource allocations is:

Answered: 43 Skipped: 126

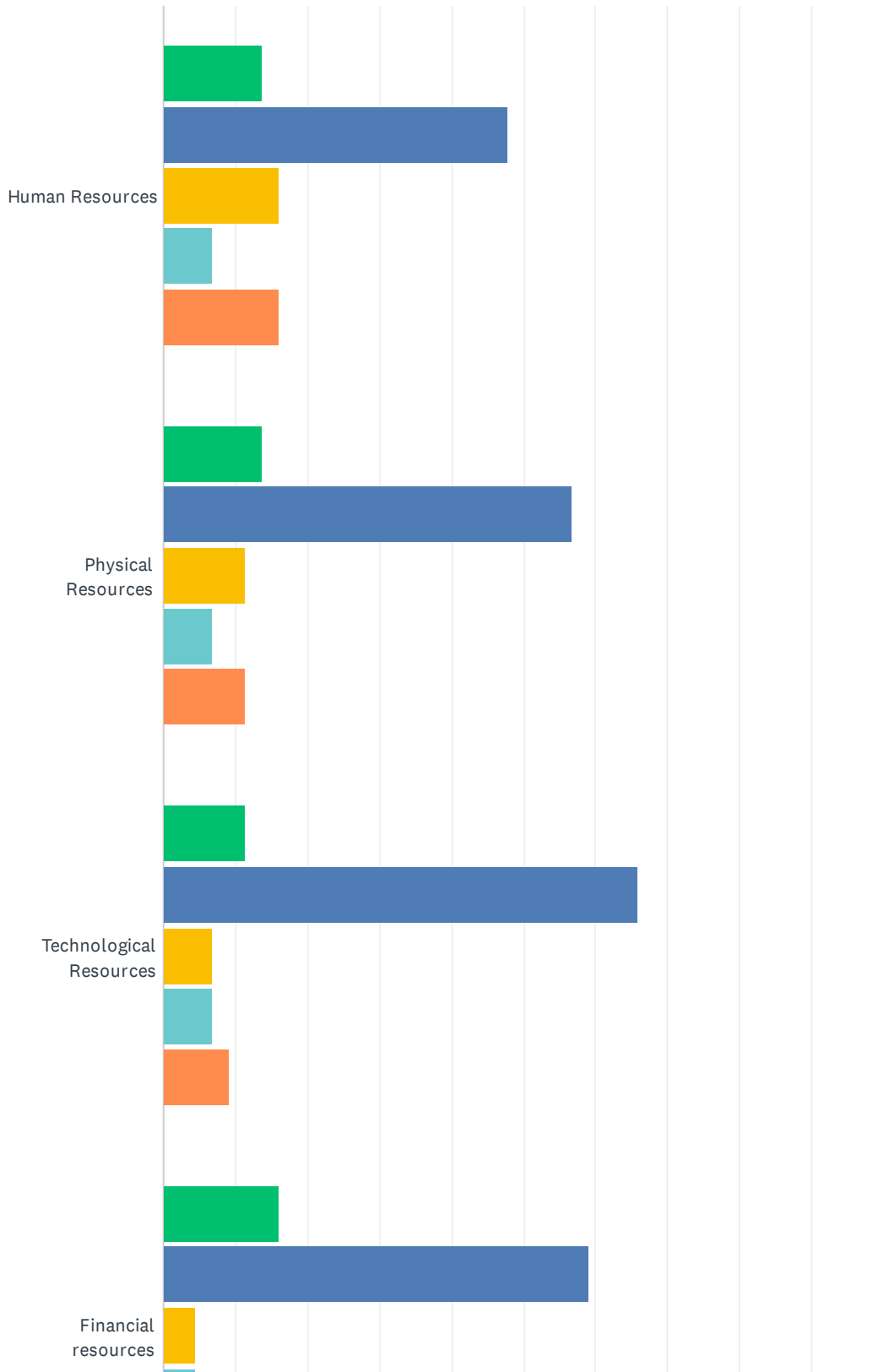


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
Effective	4.65%	46.51%	20.93%	9.30%	18.60%	43	2.57
	2	20	9	4	8		

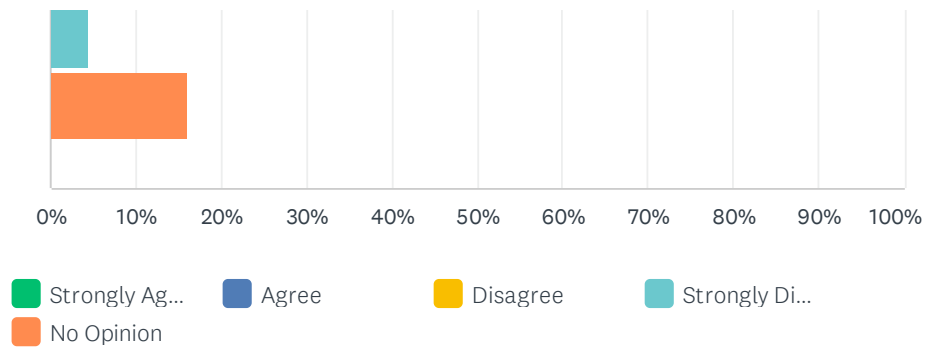
#	COMMENTS:	DATE
1	It might be effective if there were actually the resources needed to fund according to our rankings.	1/27/2021 10:26 AM
2	The allocation of discretionary funds distributed through the resource allocation process seems to have minimal implications on overall resource allocation.	1/26/2021 5:00 PM
3	Too many requests for the amount of discretionary funds... it just leads to frustration for everyone.	1/22/2021 4:25 PM
4	This is a duplicate question -- same as Question 20.	1/20/2021 8:02 AM
5	This is a repeat question (see #20).	1/19/2021 12:32 PM
6	the priorities shift each year without review of what didn't get funded previously	1/19/2021 10:52 AM
7	unclear.	12/13/2020 6:17 PM
8	I'm just messing with you now	12/6/2020 2:11 PM
9	There might be more appreciation for the process if community colleges weren't so badly underfunded - there generally isn't much funding to allocate beyond staffing costs. Also. not all Planning and Budget Committee members are budget managers, and they may not have the perspective required to sort out needs from wants.	12/3/2020 2:56 PM

Q22 The institution uses the following resources to achieve its mission and to improve academic quality.

Answered: 44 Skipped: 125



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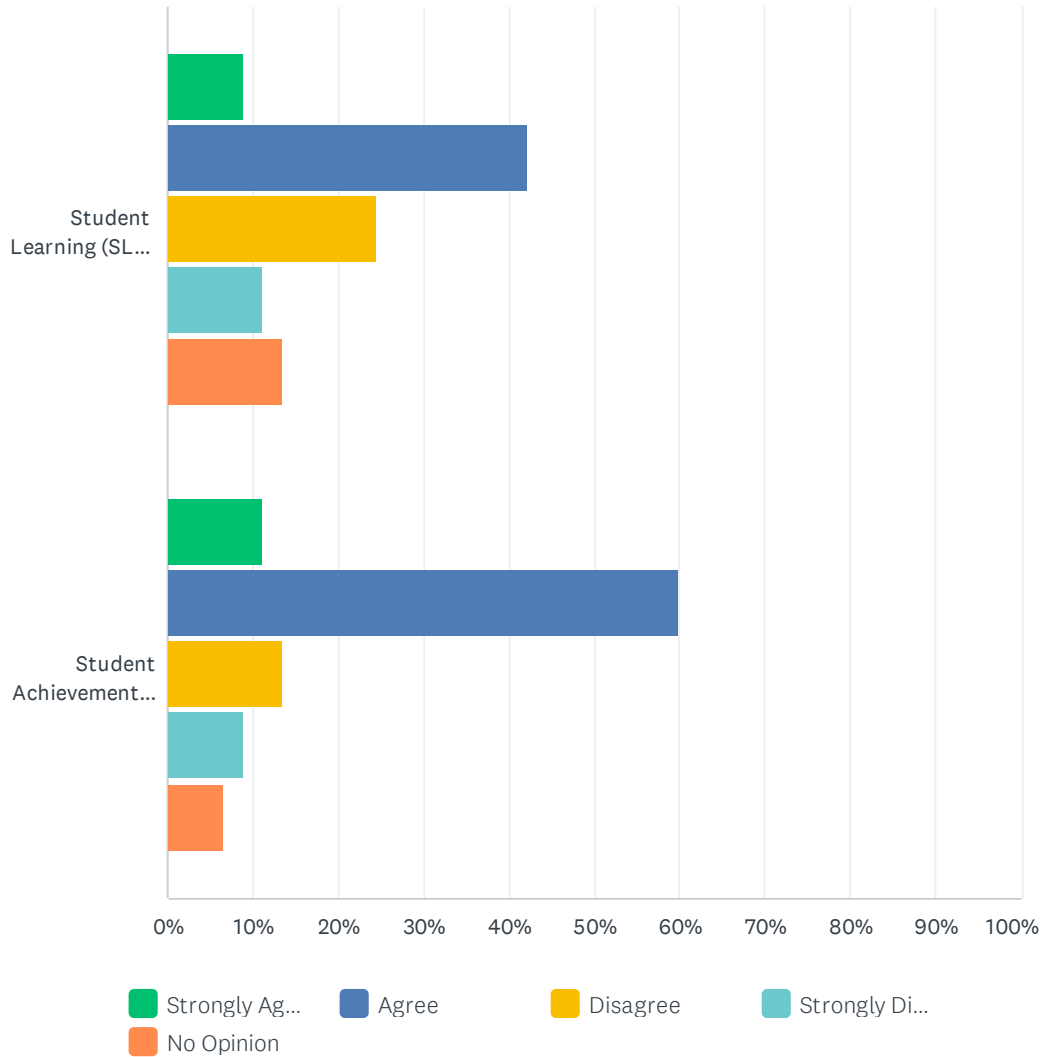


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
Human Resources	13.64% 6	47.73% 21	15.91% 7	6.82% 3	15.91% 7	44	2.81
Physical Resources	13.64% 6	56.82% 25	11.36% 5	6.82% 3	11.36% 5	44	2.87
Technological Resources	11.36% 5	65.91% 29	6.82% 3	6.82% 3	9.09% 4	44	2.90
Financial resources	15.91% 7	59.09% 26	4.55% 2	4.55% 2	15.91% 7	44	3.03

#	COMMENTS:	DATE
1	A "Somewhat Agree" would be more accurate for my rating. The resources support the processes that fulfill these functions but not necessarily articulated with or intentionally aligned with the college mission or mindful of improving academic quality.	1/26/2021 5:00 PM
2	We should make it easier for students to find open GE classes in course finder.	1/19/2021 9:08 AM
3	I don't think we use our human resources very effectively, especially during Covid. There are a lot of staff sitting at home not doing much and they could have been marshalled to help with something, like ADA compliance, proctoring students in dsps exams, whatever. Tech is a mixed bag. Huge props to helping faculty get through online teaching with extra hardware/software for home, but the institutional stuff like Banner and how we're doing Welcome letters doesn't seem to be geared towards improving academic quality	12/6/2020 2:11 PM
4	More funding needed for hiring -- outreach and advertising positions. We are also understaffed in HR.	12/3/2020 5:09 PM
5	"effectively" uses the following resources...	12/3/2020 2:21 PM
6	no Idea	12/3/2020 1:12 PM

Q23 The institution effectively communicates the results of assessment of the following:

Answered: 45 Skipped: 124



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
Student Learning (SLOs, PLOs, SSOs)	8.89% 4	42.22% 19	24.44% 11	11.11% 5	13.33% 6	45	2.56
Student Achievement (Completion, Persistence, Success, Transfer)	11.11% 5	60.00% 27	13.33% 6	8.89% 4	6.67% 3	45	2.79

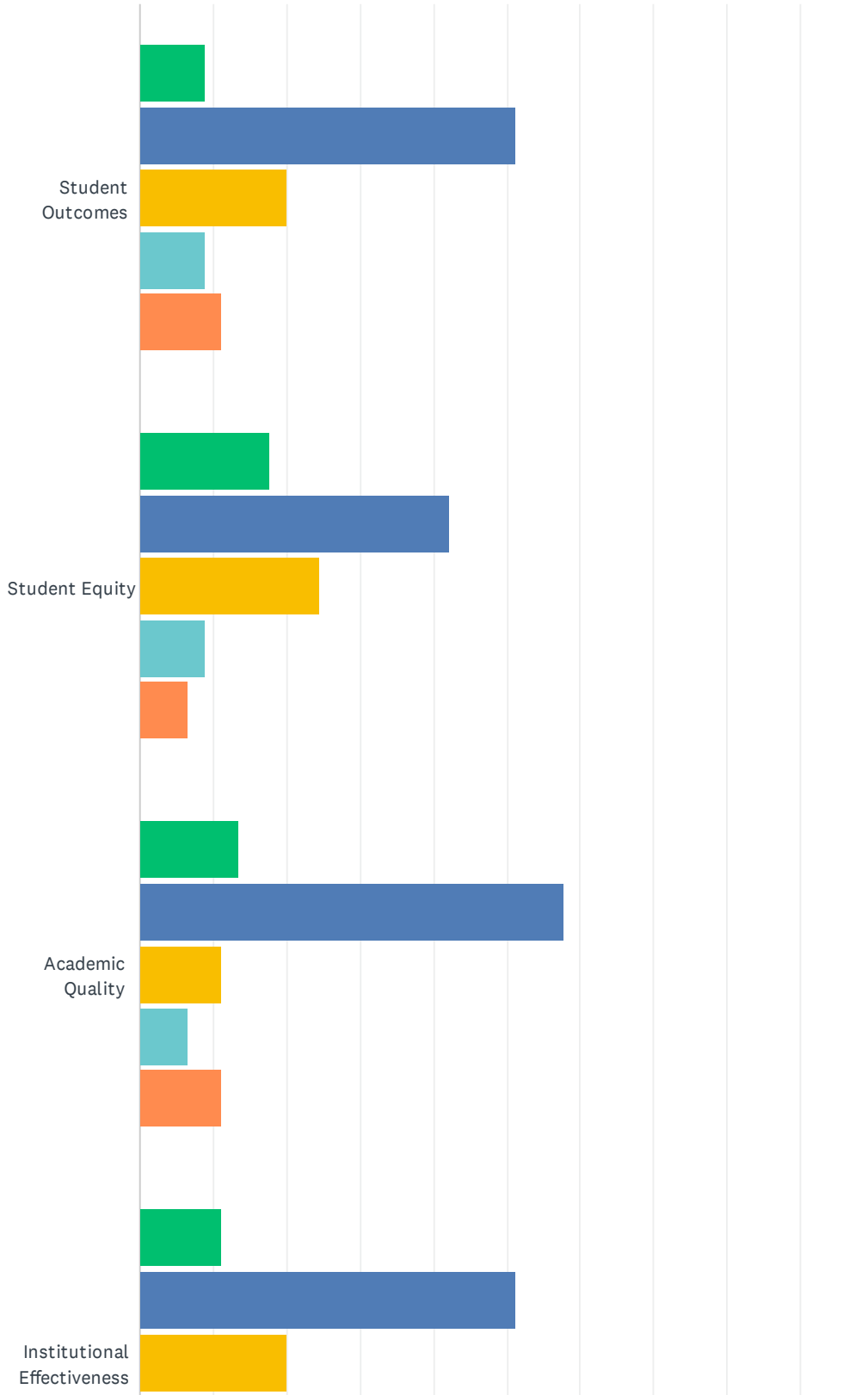
#	COMMENTS:	DATE
1	If we have results from our student learning outcomes assessment, they are unknown to me. We're lucky that ACCJC didn't demand the kind of evidence they've wanted in the past.	1/22/2021 4:25 PM
2	There is a lack of leadership in SLOs and PLOs (there are leaders, but I don't see any leadership from them)	1/19/2021 4:17 PM
3	It's hit-or-miss on topics during campus meetings, trustee meetings and wed/publications	1/19/2021 10:52 AM

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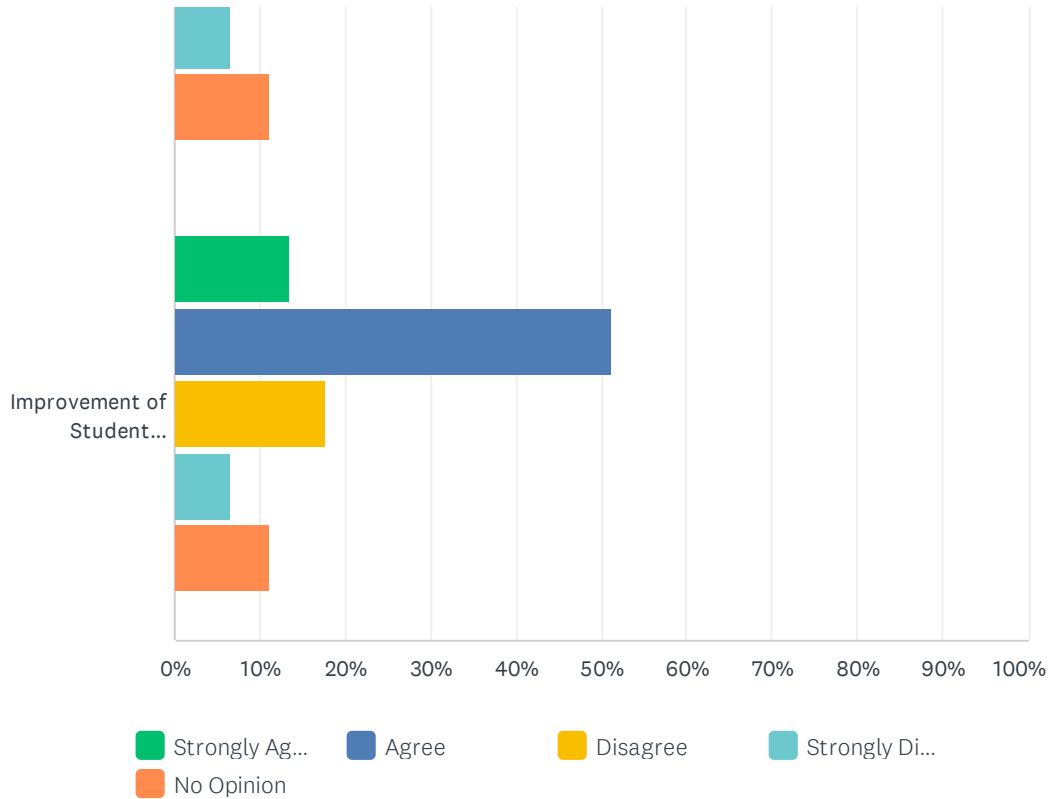
4	this information could be better communicated as part of the opening day presentations every fall semester	12/13/2020 6:17 PM
5	never really hear anything about SLOs in the last few years, which might be a good thing	12/6/2020 2:11 PM
6	We can do a much better job of communicates student learning outcomes and achievement. We should also always be disaggregating our student data to understand how we can better support our DI students.	12/3/2020 2:21 PM
7	have never received communications on either subject	12/3/2020 1:12 PM

Q24 The institution demonstrates a sustained, substantive and collegial dialog about:

Answered: 45 Skipped: 124



2021 Planning and Decision Making Process Assessment

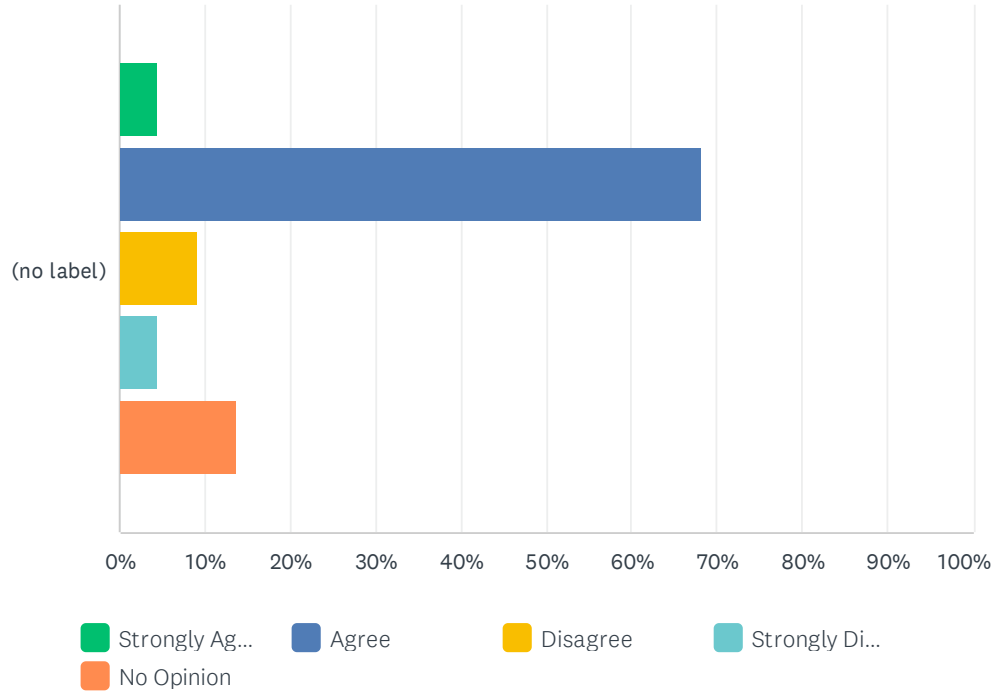


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
Student Outcomes	8.89% 4	51.11% 23	20.00% 9	8.89% 4	11.11% 5	45	2.67
Student Equity	17.78% 8	42.22% 19	24.44% 11	8.89% 4	6.67% 3	45	2.74
Academic Quality	13.33% 6	57.78% 26	11.11% 5	6.67% 3	11.11% 5	45	2.88
Institutional Effectiveness	11.11% 5	51.11% 23	20.00% 9	6.67% 3	11.11% 5	45	2.75
Improvement of Student Achievement	13.33% 6	51.11% 23	17.78% 8	6.67% 3	11.11% 5	45	2.80

#	COMMENTS:	DATE
1	I answered "agree" to all of these. While I know they are happening, I got hung up on the "sustained" and "substantive" in the prompt.	1/22/2021 4:25 PM
2	We have dialogue about these topics, but I feel that sometimes that dialogue is not substantive, especially with regards to student equity. Equity is sometimes treated as a box to check, rather than something to truly try to achieve. There is talk of equity, but not enough action, especially by college leadership.	1/19/2021 4:17 PM
3	We need to up our professionalism around equity and civility; effectiveness can be more substantive	1/19/2021 10:52 AM
4	have never received communications on any of these subjects	12/3/2020 1:12 PM

Q25 The timeline for completing Institutional Program Planning and Review is adequate.

Answered: 44 Skipped: 125

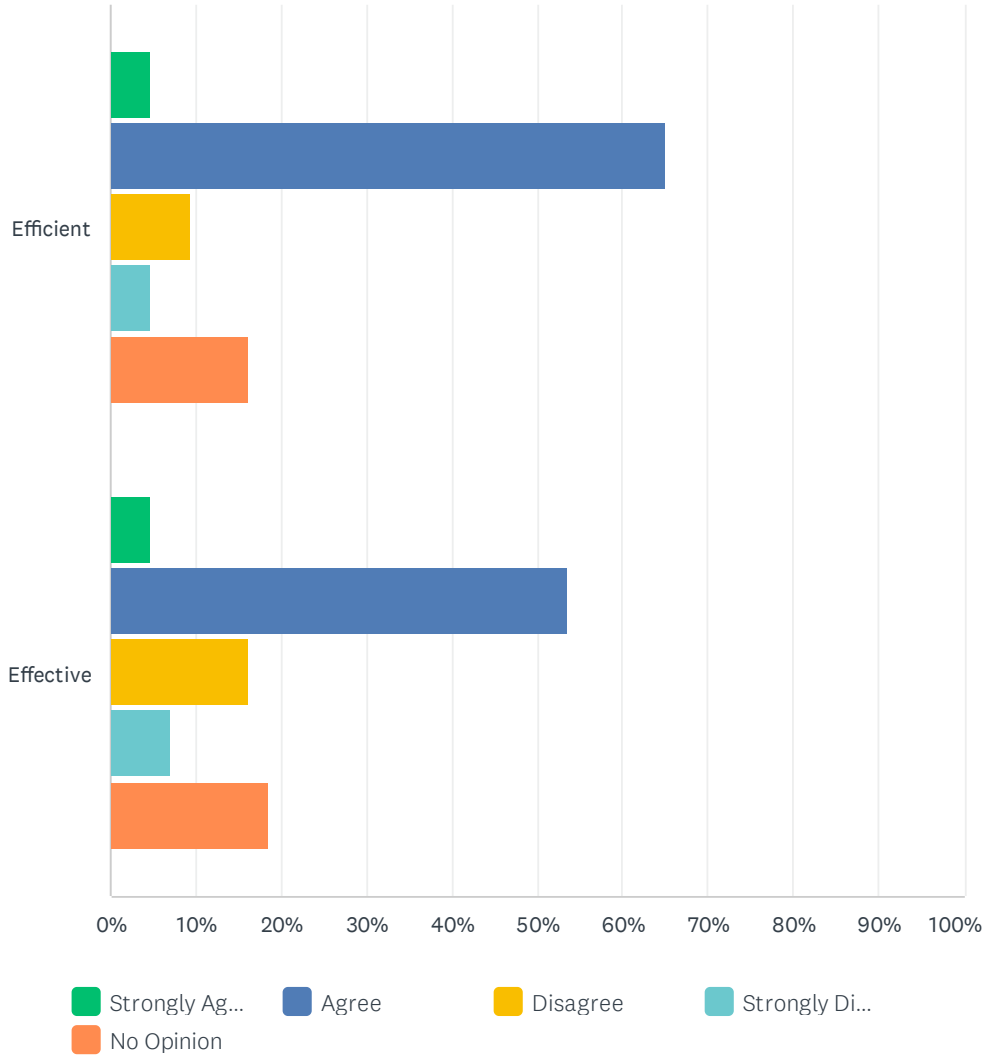


	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	4.55%	68.18%	9.09%	4.55%	13.64%	44	2.84
	2	30	4	2	6		

#	COMMENTS:	DATE
1	Timeliness and efficiency can sometimes get in the way of effective and productive.	1/26/2021 5:00 PM
2	I was not involved in the process.	1/21/2021 2:33 PM
3	The timeline is sufficient, however, what we need to revisit is the time frame of the data that we are using. For example Fall to Fall for the previous year and some data in the spring semester when the IPPR document is being developed.	1/20/2021 8:02 AM
4	We could use more time	1/19/2021 9:08 AM

Q26 The process for completing Institutional Program Planning and Review is:

Answered: 44 Skipped: 125



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
Efficient	4.65% 2	65.12% 28	9.30% 4	4.65% 2	16.28% 7	43	2.83
Effective	4.65% 2	53.49% 23	16.28% 7	6.98% 3	18.60% 8	43	2.69

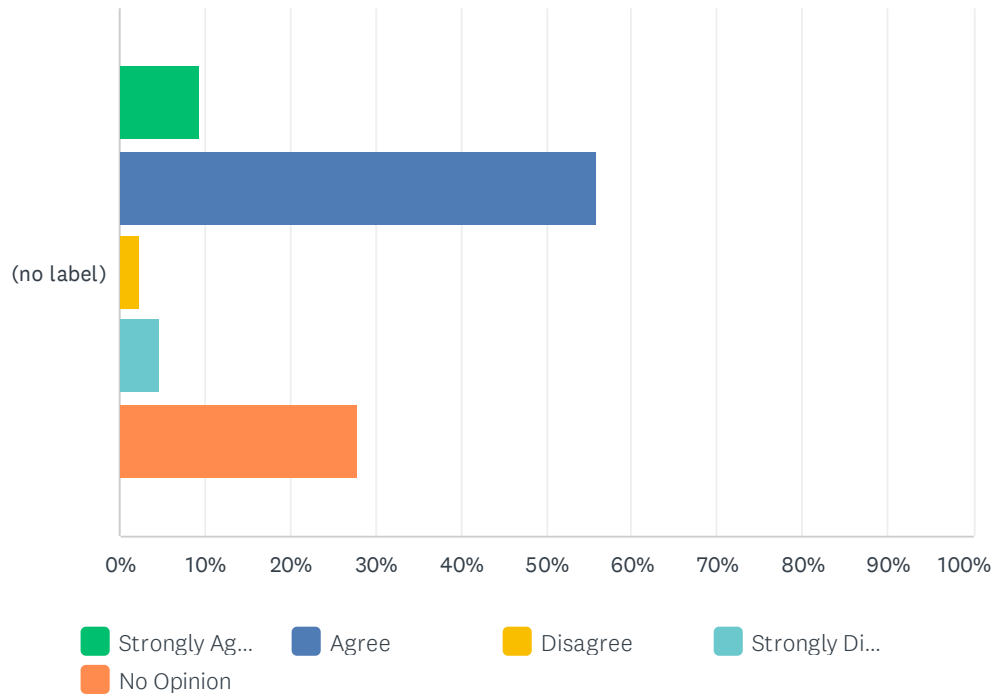
#	COMMENTS:	DATE
1	Who is reading these Plans? Do they make a difference in the way we conduct day to day business?	1/27/2021 10:26 AM
2	IPPR is mostly handled by Chairs and managers, who insulate and protect their faculty/staff from any hard conversations.	1/22/2021 4:25 PM
3	I was not involved in the process.	1/21/2021 2:33 PM

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4	An area of improvement is to ensure the IPPR is connected to the resource allocation by Planning and Budget	1/20/2021 8:02 AM
5	Program review should be carefully reconfigured with Guided Pathways and equity in mind. The Statewide Academic Senate has examples for how to do this.	1/19/2021 4:17 PM
6	Could be less onerous and not made in a vacuum	1/19/2021 10:52 AM
7	I hope most areas are taking the review seriously. It is an opportunity to re-examine progress and goals.	12/3/2020 2:56 PM

Q27 Institutional Resource allocations are aligned with the Integrated Planning Manual Resource Allocation Rubric:RUBRIC:1. The contribution this proposal will make toward the achievement of Institutional Goals and/or Institutional Objectives2. An outcome based on the measurement of student learning outcomes, student services outcomes, or administrative services outcomes3. Institutional achievement outcomes4. Institutional learning outcomes5. Institutional effectiveness outcomes6. List of recommended priorities from each cluster7. Health/safety concerns or regulatory issues

Answered: 43 Skipped: 126



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	9.30%	55.81%	2.33%		4.65%	27.91%	
	4	24	1		2	43	2.97

#	COMMENTS:	DATE
1	"Somewhat Agree" is a more accurate rating. The micro proposals and allocations generally fulfill or at least are nominally held accountable for fulfilling the rubric.	1/26/2021 5:21 PM
2	I think the rubric makes sense.	12/3/2020 3:00 PM

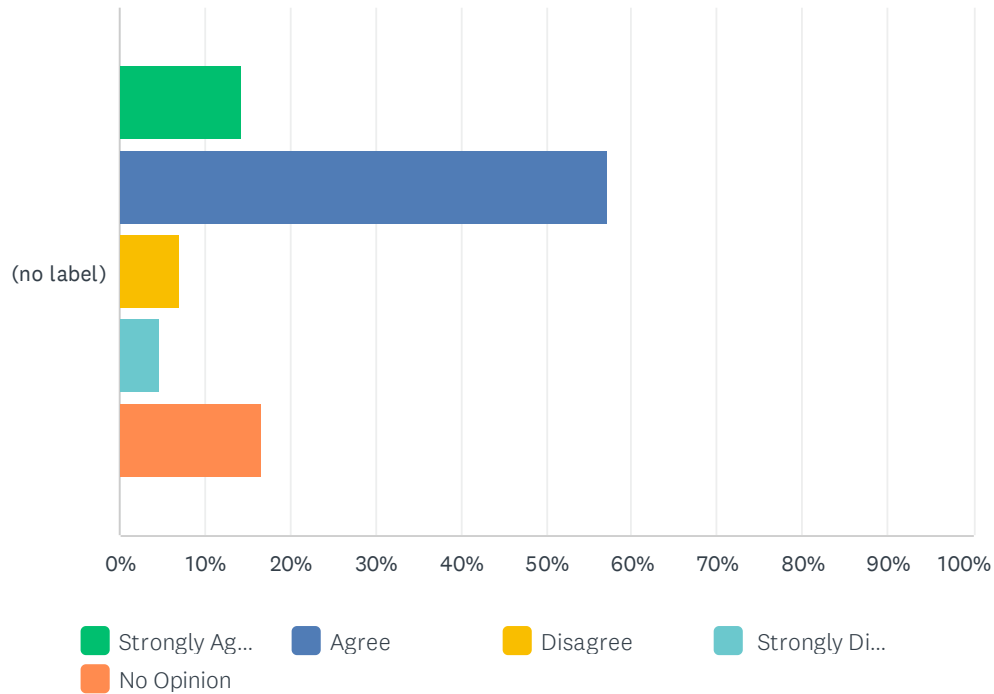
Q28 To what degree is the resource allocation rubric affective in supporting the District's goals? Please comment.

Answered: 16 Skipped: 153

#	RESPONSES	DATE
1	Again, Ed Plan-level, big picture decisions regarding college development (e.g. regions, populations, FTES target, Basic Aid funding) don't seem to go through a Shared Governance process.	1/26/2021 5:21 PM
2	I believe that the rubric has an demonstrable effect on the rankings. Items that score higher on the rubric tend to rise to the top of the list.	1/22/2021 4:27 PM
3	If done properly, by each division or department, the dialogue is had around district goals and how the resources align. But that is an assumption the dialogue is being had.	1/19/2021 4:08 PM
4	I do not know	1/19/2021 1:51 PM
5	clearly see the quantitative pieces, would like more documented dialog on qualitative responses	1/19/2021 11:39 AM
6	The rubric allows for like measurement across all areas	1/19/2021 9:07 AM
7	haven't seen this process operationalized	12/13/2020 6:23 PM
8	It is measuring SLO's and student services outcomes, which are key indicators if to determine if our goals are aligned with the effectiveness of our policies and planning.	12/13/2020 6:17 PM
9	n/a	12/7/2020 9:19 AM
10	Resource allocation is typically beneficial to instructional departments, but not others.	12/4/2020 9:03 AM
11	I have not observed this resource allocation rubric being used.	12/3/2020 5:23 PM
12	effective	12/3/2020 4:34 PM
13	The rubric is very well aligned to District goals. The objective scoring criteria clearly accomplishes that.	12/3/2020 3:00 PM
14	It would be more effective if more employees were familiar with the rubric and were continuously reminded of the factors we use to determine how resources will be allocated.	12/3/2020 2:24 PM
15	Resource allocation for departments rarely follow the planning process.	12/3/2020 1:27 PM
16	no Idea	12/3/2020 1:14 PM

Q29 The Integrated Planning Manual 2019 defines timelines and accountability and effectively describes how the components in district-planning processes link to one another in a cycle of evaluation.

Answered: 42 Skipped: 127



	STRONGLY AGREE	AGREE	DISAGREE	STRONGLY DISAGREE	NO OPINION	TOTAL	WEIGHTED AVERAGE
(no label)	14.29%	57.14%	7.14%		4.76%	16.67%	
	6	24	3		2	7	42
							2.97

#	COMMENTS:	DATE
1	The linkage could be explained more extensively.	12/3/2020 5:23 PM

Q30 Please offer comments about the Integrated Planning Manual 2019's timelines, accountability, and defined processes:

Answered: 5 Skipped: 164

#	RESPONSES	DATE
1	The process is relatively efficient and timely. It doesn't, however, allow for an effective review and deliberations of the larger issues and decisions facing the college.	1/26/2021 5:21 PM
2	Some of the timelines and processes feel a bit "dated" and convoluted, as if the College is still in accreditation crisis.	1/22/2021 4:27 PM
3	I feel planning, decision making and resource allocation all happens in private with faculty input.	1/19/2021 1:51 PM
4	n/a	12/7/2020 9:19 AM
5	Might have an opinion if I new it existed!	12/3/2020 1:14 PM