

College Council Retreat

July 11, 2016

Present: Mary-Rita Moore, Kay Frey, Humberto Espino, Chuck Bohleke, Kevin Kennedy, Maria Correa, Sam Tolia, Hector Zavala, Pamela Perry, Deborah Baness-King, Thomas Olson, Laura Torres, Bill Justiz, Andrea Blaylock, Pat Zinga, Donna Stadermann

Others Present: Cheryl Antonich, Quincy Martin, Deb Baker, Doug Olson, Shelley Tiwari

Shared Governance Structure:

(Supporting presentation attached)

Pamela Perry went over the two methods of assessment for the shared governance structure: the first, a questionnaire to the committee chairs of the shared governance structure; the second, the College Council survey that went out to the college community.

The major take-aways from the committee questionnaire were: **Operational Assembly** is not promoting cross-committee communication as originally intended; **Academic Senate** appears to be the preferred body for cross communication dialogue; reconfiguring the structure may help redefine/rejuvenate purpose of **Operational Assembly**. President Moore commented that these take-aways had also surfaced during conversations at College Council meetings throughout the year, so she felt the results of the questionnaire were quite accurate.

The major take-aways from the **College Council** survey were: cross-communication in current structure is only designed at lowest levels of governance; “working groups” are confusing (we’ve already eliminated the working groups but they remain in the visual diagram that is present on the website); the shared governance structure would be more memorable if less contrived (works really well on paper but not in practice); a little over half of the respondents know where to find shared governance information; we need to work to change participation from passive to active. Quincy Martin asked, in regards to changing from passive to active, from which lens are we looking? Ms. Perry responded that this comment was specifically referring to the strategic plan.

Pamela presented a series of possible changes to the shared governance structure based on the results from the committee questionnaire and the **College Council** survey.

Possible Changes to **Structure**:

- Working groups fully eliminated
- Academic Senate (AS) sub-committees no longer attend Operational Assembly (OA)
- OA Chair provides AS with standing report/presentations on institutional topics

- OA meeting occurs last week of the month (without AS committees, may meet during summer months)
- OA chair added as College Council member
- Technology Representative added to OA
- College Council becomes Student Success Steering Committee
 - Student Success Data Team purpose is absorbed by College Council
 - College Council receives regular updates through Student Success rep (new CC member)
- Membership elected by the body they represent rather than appointed by President

Possible Changes to **Communication**:

- OA Chair provides AS with standing report/presentations on institutional topics
- Create Blackboard Shell to store minutes and make announcements between AS and OA subcommittees
- Campus Communication Days
 - Twice a semester
 - Structured first ½ (Delivering info council thinks community needs to know)
 - Open forum second half
- Open Hot Topics discussion to general community (rather than requiring a formal request to be added to the agenda for a given meeting)

Dr. Martin asked if Blackboard was the best platform to use, since we also have access to other platforms. Ms. Perry stated she suggested Blackboard because most people are familiar with it and faculty use Blackboard regularly but said that this was definitely open for additional suggestions. Dr. Martin suggested using the portal, since all Triton employees already have access to the portal and use it regularly. The Council discussed the advantages and disadvantages to using the portal as well as the current process of posting agendas and minutes to the web site. Ms. Perry stressed the need for substantive communication and dialogue between the committees and groups in the shared governance structure. Dr. Martin stated that it is important to identify who the audience was for communication, because if it was simply communication between committees with an internal audience, Blackboard would be fine, but if the purpose is to showcase the communication to the public, then perhaps the web site would be a better tool. Ms. Perry confirmed that for the purpose of this discussion, the communication and documentation is strictly internal. The Council did not reach a clear decision on whether or not to use Blackboard. It was proposed that this suggestion be forwarded to the Academic Senate and Operational Assembly for further consideration.

Pat Zinga commented that she is worried the elimination of the working groups might undo the work the college did to address the need for cross communication (as noted by HLC). She asked if this new recommended structure is hindering communication from Operational Assembly back to Academic Senate. Ms. Perry responded that the burden would be on the Operational Assembly Chair to bring information back by attending Academic Senate meetings or the information would be shared at College Council since both Academic Senate and Operational Assembly chairs would be on the Council. Cheryl Antonich stated that in her opinion, the conversations at Academic Senate, and sometimes at Operational Assembly, don't necessarily mirror the priorities of the institution and focus on more trivial items that concern small groups of employees, and wonders how that will impact this structure. Ms. Perry stated that is why it's important that conversations that occur at the Council table are communicated to

Academic Senate and Operational Assembly. In addition, she added that it is important that the Strategic Plan ties to our Shared Governance structure. There is a nice on-paper alignment, but the engagement isn't actually happening at the levels that we need to see. So more changes may be necessary. Mary-Rita Moore stated that this may also call for her to reach out to the faculty of Academic Senate and have additional dialogue. Debbie Baness-King stated that sometimes on the surface it may seem like several different committees and meetings are discussing the same topic, however the conversations turn out to be very different, and if you aren't aware of the deeper individual conversations then the message that is being translated isn't always accurate. Ms. Moore stated she has seen examples where dialogue has happened between committees and then they recommend the topic move forward between meetings. Chuck Bohleke stated that some of the sub-committees do seem to work on the same things because the scope of those committees isn't well defined and this can create some problems in the implementation of the overall structure. Ms. Perry stated that this problem was a major concern from the HLC visit and that is what triggered the development of the shared governance structure; however, perhaps the complex nature of the structure actually has hindered that cross communication. Mr. Olson stated that it is important to look at who is on these committees and who is monitoring the topics. He shared that in the past leadership had tried to control the topics for each committee but that didn't work well. Deb Baker stated that there needed to be more guidance and planning for Academic Senate, instead of just reporting which is not shared governance, and that the Strategic Plan should be the guide. Each meeting at Academic Senate should not be the same, with committees just reporting information. The Strategic Plan should guide the goals for the Academic Senate.

Discussion continued around Council membership and representation from different areas of the college. Humberto Espino asked how membership election would work. Ms. Moore stated that this concept is something she brought forward, and intended for it to be less for the academic seats on the Council, but more for the employee representatives. Questions that were discussed: what if no candidates come forward; who would be eligible to vote; what if the same person keeps getting elected.

Ms. Moore also stated that she thought it would be a good idea to let the audience speak at the meetings and open up Hot Topics for audience participation. Dr. Martin stated that was a good idea but they should be cautious, because the Council should never be completely blindsided with a potentially explosive topic. Kay Frey suggested mimicking the system of the Board meetings in which there is a signup sheet for citizen participation. Ms. Moore stated the main goal would be to give the campus community a feeling of openness and encouraging true dialogue and cross communication.

The suggestion to have committees come and give regular reports to the Council was discussed. It was encouraged that these reports wouldn't be required or forced, as that may receive resistance.

Also, it was suggested that the Campus Quality committee should have a technology representative at all meetings. Ms. Perry stated that this engagement is happening through the representation on Operational Assembly from Business & Facilities and Technology. Dr. Bohleke stated this should also be happening with the Professional Development committee as it relates to Human Resources committee. Ms. Perry stated that we have to encourage that behavior and connection between committee chairs, outside of just a structure change, she added that sometimes this takes time to see. Ms. Perry stated that one of the goals perhaps should be to look at overall membership and that would aid in supporting the structure. Ms. Antonich added that with the sub committees, the purpose statements should be developed together instead of each committee developing their purpose statement in isolation, and therefore

creating duplicative discussion and topics. Ms. Perry stated that according to assessment guidelines, the purpose statement should be reviewed along with the creation of new goals. We need to ensure that these guidelines are being followed.

There was discussion around College Council assuming the role of Student Success Steering Committee with a new Student Success representative sitting on the Council. A specific student success representative would be speaking directly to student success data and initiatives and perhaps be responsible for a taskforce. This is something new and will take more than just this meeting to roll out. Ms. Moore stated that now we have a more robust Research and Institutional Effectiveness department we are able to compile data that can really speak to student success concerns and priorities and funnel that information out to the larger community. It was discussed that perhaps this would require a subcommittee to the Council, and it was acknowledged that there is a significant amount of common elements between Strategic Plan and student success.

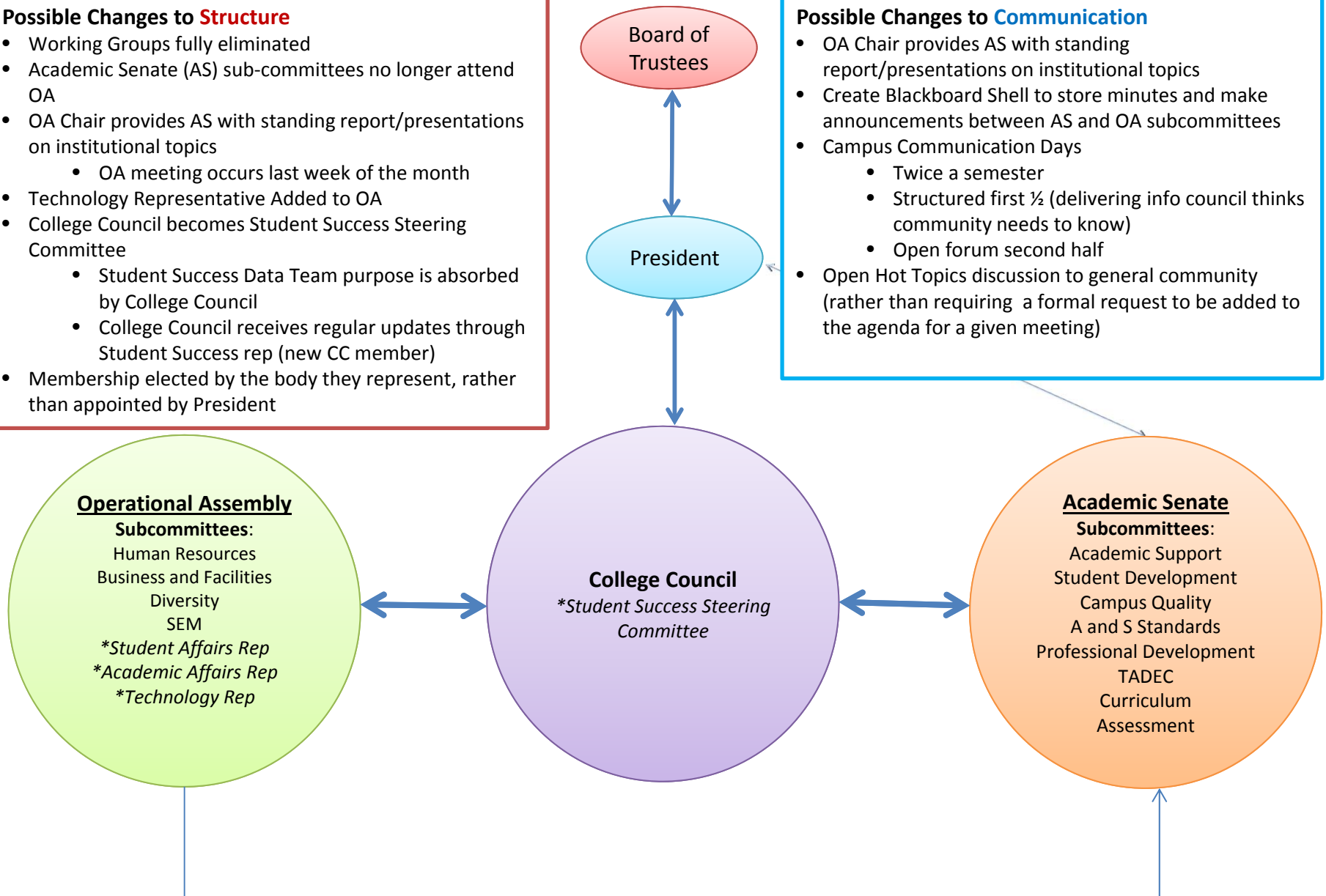
In regards to communication, the recommendation of Campus Communication Days was discussed. Ms. Moore stated that this is an opportunity to really involve the larger campus community and allow for more robust conversations. We don't have enough opportunities for people to ask questions or provide insight. Dr. Bohleke said we need to pay attention to timing, so that we can optimize attendance from all groups. Discussion continued around how to get people excited to attend and grow participation. Kay Frey suggested that the Council get supervisors behind this so they can encourage employees to go. Also, she stated that the Council think about what they hope to get out of these sessions, because if the idea is to get complaints, then there needs to be a process in place to deal with those complaints and what action will come forward, and finally, how that action will be communicated out so the community knows we are moving forward.

Possible Changes to Structure

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Strategic Plan – Assessment and FY 17 Focus Areas

(Supporting presentation attached)

Ms. Perry reviewed the change in the Strategic Plan assessment, which now includes a mid-year progress report and annual report, And which occurs on the calendar year to align with our budget process and resource allocation.

Ms. Perry reviewed the mid-year progress report. For the focus area of Increasing College Readiness, actions are largely progressing with challenges and there has been little improvement in Key Performance Indicators (KPIs) for these areas. We saw an increase in most areas during FY 15 and then a decrease in FY 16. The measures include: total college readiness placement (strategic direction 1); college readiness reading placement; college readiness writing placement; college readiness math placement; reading success rate; writing success rate; and, math success rate. For Improving College Completion, actions in this area are demonstrating the most progress; however, most KPIs demonstrate decline. The measures include: graduation rate; transfer-out rate; retention rate; credit completion- full time students; credit completion – part time students; and, student satisfaction. For the focus area of Close Skill Gaps, actions vary in terms of progress – there are two on track, two with challenges and one stalled. These KPIs show the most improvement. The measures include: credit headcount online enrollment; number of online/hybrid course; number of completers; and, number of degrees/certificates awarded.

Ms. Zinga stated that there are some factors that may affect our KPI figures. For instance, could the drop for nonpayment policy (when a student doesn't return because they were dropped for nonpayment from the previous semester) be a factor that impacts our retention numbers? Ms. Perry stated that we should have Kurian Tharakunnel come and discuss possible influencers of the data.

Ms. Perry presented the committee alignment within the strategic plan actions asked if there is a better way to incorporate the strategic plan in our shared governance structure, outside what we are currently doing. She asked that the group to reevaluate committee alignment and then communicate back to Action Champions and committees to hopefully breathe new life into this concept. She presented the group with some proposed changes to the Action Champion/Committee Alignment *(final revised document attached)*. The initial proposed changes include:

- 1.1 **Partner with in-district high schools to offer college readiness coursework to high school students (Ric Segovia)** recommended to move from the Curriculum Committee to College Council
- 1.2 **Student, faculty, staff and alumni ambassadors (Corey Williams)** recommended to move from Student Development Committee to Diversity Committee
- 1.3 **Create comprehensive dual enrollment (Chuck Bohleke)** recommended to move from Curriculum Committee to Student Development
- 1.4 **Improve and expand partnerships with K-12 and universities (Cheryl Antonich)** recommended to move to College Council

Dr. Martin voiced concern at these actions being aligned with the College Council as the Council is supposed to function as an overall steering committee for the Strategic Plan. It was suggested that those actions that Ms. Perry recommended be aligned to College Council, should be aligned to Strategic Enrollment, however it was discussed and that didn't seem to be the best fit, as these actions dealt primarily with college readiness. The idea of multiple committee alignments for actions were discussed,

but it was decided that could be too confusing and that the committee alignment really needs to serve in an advisory capacity, which would be difficult with multiple committees.

1.7 Implement and scale the Math Up program (Ric Segovia) recommended to move to College Council

2.1 Improve graduate success tracking (Kurian Tharakunnel) recommended to move from Student Success Data Team to College Council

3.1 Professional development on at-risk student needs (changed from Mary Ann Tobin to Shelley Tiwari)

4.2 Increase student internship opportunities (changed from Chuck Bohleke to Quincy Martin) recommended to move to Strategic Enrollment Management

Ms. Perry stated that she felt a lot of hesitation around the College Council being aligned to some of these actions so she opened the alignment of those actions back up to the group. Dr. Martin suggested Operational Assembly be aligned to Action 2.1 – Improve graduate success tracking. Ms. Perry stated this could work but Dr. Martin, as chair of Operational Assembly, should give specific guidance to Mr. Tharakunnel on how information should be communicated to the Operational Assembly. After much discussion it was also decided that School College Alliance, since it is its own committee, that it would be the advisory committee for actions 1.1, 1.3 and 1.7 as well. The decision was to see how this alignment plays out for the year and then reevaluate.

Ms. Perry also discussed the role of the Student Success steering committee, and asked the group how the Council would like to adopt that new role, as the Strategic Plan is based on student success and the Council already is the steering committee for the Strategic Plan. Ms. Perry and Ms. Moore acknowledged this may just come about naturally and that the group can continue to think about this as we move forward in the year.

Another question Ms. Perry brought forward was how to strengthen the ways Action Champions engage their advisory committees and incorporate their feedback into the day-to-day work of their action. Dr. Martin suggested perhaps having a standing agenda item of the action on the committee meeting agendas. Dr. Bohleke suggested making the Action Champions ex-officio members of their aligned committee. Dr. Baness-King suggested making sure that the action is actually a goal for the committee. Ms. Perry shared the concern about forcing committees to engage around the Strategic Plan and Action Champions in a certain way.

- Mid-Year Progress Report
 - **Increasing College Readiness**
 - Actions in this area largely progressing with challenges
 - Little improvement in KPIs for this area

Focus Area: Increase College Readiness			
Measures	FY2014	FY2015	FY2016
<u>Total College Readiness Placement (Strategic Direction 1)</u>	54%	57%	55%
<u>College Readiness Reading Placement</u>	81%	83%	81%
<u>College Readiness Writing Placement</u>	53%	55%	54%
<u>College Readiness Math Placement</u>	27%	26%	26%
<u>Reading Success Rate</u>	49%	51%	46%*
<u>Writing Success Rate</u>	68%	72%	68%*
<u>Math Success Rate</u>	62%	65%	64%*

Assessment

- Mid-Year Progress Report
 - **Improve College Completion**
 - Actions in this area demonstrate the most progress
 - Most KPIs demonstrate decline

Focus Area: Increase College Readiness

Measures	FY2014	FY2015	FY2016
<u>Graduation Rate</u>	14%	14%	13%
<u>Transfer-out Rate</u>	26%	26%	26%
<u>Retention Rate</u>	49%	63%	58%
<u>Credit Completion -Full-time Students</u>	25%	23%	23%*
<u>Credit Completion -Part-time Students</u>	30%	23%	26%*
<u>Student Satisfaction</u>	89%	81%	87%

Assessment

- Mid-Year Progress Report
 - **Close Skill Gaps**
 - Actions in this area vary in terms of progress (2 on track, 2 with challenges, 1 stalled)
 - Most show some improvement

Focus Area: Increase College Readiness			
Measures	FY2014	FY2015	FY2016
<u>Credit Headcount Online Enrollment</u>	3,286	4718*	NYA**
<u>Number of online/hybrid course</u>	691	671*	NYA**
<u>Number of Completers</u>	1,043	1,118	1,145*
<u>Number of Degrees/Certificates Awarded</u>	1,070	1,146	1180*

Assessment



FY2017 Action Champion/Committee Alignment

Triton College Strategic Plan: Actions in Progress		
Focus Area: Increase College Readiness		
Strategic Direction 1: By 2020, eighty percent of entering students are prepared for college-level work.		
Action	Action Champion	Committee Alignment
1.1: Partner with in-district high schools to offer college readiness coursework to high school students	Ric Segovia	School College Alliance
1.2: Student, faculty, staff and alumni ambassadors	Corey Williams	Diversity
1.3: Create comprehensive dual enrollment	Chuck Bohleke	School College Alliance
1.4: Improve & expand partnerships w/ K-12 and universities	Cheryl Antonich	School College Alliance
1.6: Improve service for internal and external constituents	Joe Klinger	Human Resources
1.7: Implement and scale the Math Up program	Ric Segovia	School College Alliance
Improve College Completion Rates		
Strategic Direction 2: Identify and scale best practices.		
Action	Action Champion	Committee Alignment
2.1: Improve graduate success tracking	Kurian Tharakunnel	Operational Assembly
2.2: Scale existing support programs	Debbie Baness-King	Academic Support
2.3: Establish e-services for students	Michael Garrity	Technology Advisory and Distance Education
2.4: Enhance Prior Learning Assessment	Sujith Zachariah	Academic and Scholastic Standards
2.5: Guided pathways	Kevin Li	Curriculum
2.6: Develop a research-based First Year Experience model	Amanda Turner	Student Development
Strategic Direction 3: Restructure support services with an emphasis on at-risk and low-performing populations and first-year students.		
Action	Action Champion	Committee Alignment
3.1: Prof. development on at-risk student needs	Shelley Tiwari	Professional Development
3.2: Create summer bridge program	Debbie Baness-King	Student Development
3.3: Enhance tutoring services	Hanan Merheb	Academic Support
3.4: Comprehensive academic planning	Jessica Rubalcaba	Academic Support
Focus Area: Close Skill Gaps		
Strategic Direction 4: Identify regional and global workforce needs, skills, and credentials and align college programming and curriculum with those needs.		
Action	Action Champion	Committee Alignment
4.1: Direct business community interaction	Paul Jensen	Strategic Enrollment Mgmt.
4.2: Increase student internship opportunities	Quincy Martin	Strategic Enrollment Mgmt.
Strategic Direction: Develop and implement educational pathways that include accelerated and competency-based approaches.		
Action	Action Champion	Committee Alignment
5.2: Identify gaps in Career and Technical Ed Curriculum	Cheryl Antonich	Curriculum
5.3: Develop and Implement Competency-Based Curricula	Paul Jensen	Curriculum
5.4: Enhance and expand online course offerings	Cheryl Antonich	Technology Advisory and Distance Education

College Council Goals – FY 16 Assessment & FY 17 Creation

(Supporting documentation attached)

Ms. Perry went over the committee purpose statement for the College Council. She mentioned to the group that if we are going to build in the Student Success steering committee role into the scope of the Council, then that would need to be worked into the purpose statement. She then went over the Council's FY 16 Goals and asked for feedback. In regards to the first goal – Oversight – the group felt the Council did a substantial amount of work related to this goal and this is evident through Council meeting minutes, Cabinet meeting minutes, committee chair questionnaire results summary, college council survey results, the HLC Monitoring report in the fall, and changes to the travel policy. In regards to the second goal – Communication – the group felt there was definitely room for improvement with communication. While there was more information presented in College Council meetings through action champion reports and promoting communication of the Strategic Plan through the shared governance structure, there could still be more communication going out to the larger campus community and this is evident in documentation from meeting minutes and assessment results as well as agendas and presentations. Finally, in regards to the third goal – Assessment – the group felt that there is still room for improvement, as the success of the assessment guidance and messaging to committees was mixed. In regards to self-assessment, the Council did show a much improved response rate in the survey and conducted additional work to modify its committee chair questionnaire in an effort to assist in assessing the functionality of the shared governance structure. This is evident in assessment results, the shared governance committee assessment guidelines and templates, and meeting minutes.

In regards to FY 17 goals, Dr. Martin suggested that the goals be more specific and based on deliverables and specific action items needed. Ms. Moore communicated that she felt the FY 16 goals were safe and called the group to dive more into the specifics. Some specifics that were discussed included: clearly defining the role of Student Success in the Council; clear communication to the campus about structure revisions, focus on further developing campus culture on assessment especially with committees, and continuing to spread the awareness of the role of HLC and the upcoming visit. Ms. Perry stated that she would work on digesting the discussion and breaking down the specifics into clear goals.

Committee Purpose Statement:

The College Council is an advisory body on college-wide initiatives charged with the following responsibilities: advising the President on institutional matters by providing multiple viewpoints; serving as the Steering Committee for both the Higher Learning Commission (HLC) Report and for Strategic Planning; monitoring the progress of the Operational Assembly, Academic Senate, and President's Cabinet on the Strategic Plan; providing guidance to the various leadership bodies within the Governance Structure on accreditation matters; facilitating communication on institutional matters across its represented employee groups.

What were College Council's Goals for the 2015-2016 Academic Year?

1. **Oversight**
The Council will continue to provide oversight for the Shared Governance model, the Strategic Plan, and the completion of HLC monitoring reports.
2. **Communication**
Through various means of communication the Council will increase the campus community's awareness of the Strategic Plan's content and goals.
3. **Assessment**
 - a. The Council will insure that all groups included in the shared governance structure are assessing their work.
 - b. In addition, the Council will develop a model to assess its own progress.

What were College's Results for the 2015-2016 Academic Year?

1. **Oversight**
Shared Governance – College Council engaged in discussions regarding the function of the revised model and/or feedback regarding its function at 50% (6 of 12) of College Council meetings in FY2016. Additionally, the Council assessed the model's performance at the end of the year via two means: a committee chairperson questionnaire and the end of year survey. These assessments suggest that some changes still need to be made to the model to achieve the institution's goals of promoting cross committee communication in a format that is embraced by the college community, particularly those engaged in its shared governance model. The college started its FY2017 year by discussing possible changes in depth at its annual retreat (July 2016).

Evidence:

- *College Council Meeting Minutes FY2016*
- *Committee Chair Questionnaire Results Summary FY2016*
- *College Council Survey Results FY2016*

Strategic Planning and Higher Learning Commission –College Council engaged in discussion regarding the strategic plan at 75% (9 of 12) of College Council meetings in FY2016. While this is a decrease from FY2015's 100% rate, the Council received direct updates from Action Champions on specific items within the plan at 50% (6 out of 12) of the meetings, which was a new endeavor for the year. Council members agree that this as supported the college's planning efforts and results from the College Council survey reflect an increase in awareness of the college's strategic plan focus areas over last year (discussed further under Goal 2).

The Council engaged in discussion regarding the HLC at 75% (9 of 12) of College Council meetings in FY2016, which is an increase over FY2015 (50%). Additionally, the Council discussed the assessment of business practices and policies, which relates to an HLC monitoring report, at 75% of the meetings (9 of 12). However, the Council's survey results still reflect a low level of awareness regarding the college's next comprehensive visit, with only 36% of respondents able to correctly identify the month and year of the visit. These results suggest the need to communicate more broadly with the community about the upcoming HLC visit throughout FY2017.

Evidence:

- *College Council Meeting Minutes, FY2016*
- *College Council Survey Results FY2016*

2. Communication

The Council focused on increasing communication regarding the strategic plan by directly engaging action champions in College Council meetings through action champion reports and promoting communication regarding the plan through the shared governance structure. The College Council chairperson also included communications about the strategic plan focus areas during employee in-services, and a college council representative discussed the shared governance model and strategic plan at each new employee orientation in FY2016. These efforts yielded positive results; the College Council survey results reflected an increase of respondents who were able to identify all three focus areas within the institution's strategic plan from 68% in FY2015 to 77% in FY2016.

Evidence:

- *College Council Meeting Minutes, FY2016*
- *College Council Survey Results FY2016*
- *Employee in-service agendas and presentations FY2016*
- *New employee orientation agendas and presentations FY2016*

3. Assessment

Assessment was a regular topic of discussion at Council meetings in FY2016, with discussion about the assessment of all shared governance committees and its own assessment occurring at 50% (6 out of 12) meetings. Council members created and distributed materials regarding assessment for the shared governance committees, including recommendations and templates. The success of these efforts was mixed. While the thoroughness and

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completeness of some committee assessments improved based on the guidance, the Council did not achieve a 100% participation rate from the committees as of the date of this assessment (with 4 committee assessments outstanding). Based on these results, Council members agree that there was more work to be done around committee assessment and improving member buy-in to the process.

The Council did develop a structure to assess its own work, which included an effort to increase the response rate to its annual survey and again utilize the committee chair questionnaire to evaluate the shared governance model's progress in year 2. The survey showed a much improved response rate, increasing the number of responses from 156 in FY2015 to 297 in FY2016. The Council also modified its committee chair questionnaire to assist in assessing the functionality of its shared governance structure and its assessment efforts. Feedback from the questionnaire demonstrated that some challenges remain in the college's attempts to improve cross-committee dialogue within its structure, and that additional modifications to the structure are necessary to achieve this goal. Council members discussed and agreed that remaining rigid in the original idea of the structure might serve to frustrate its intended purpose; using the feedback from the questionnaire and college council survey, the council members discussed a variety of potential changes to the structure that could help improve its function in FY2017.

Evidence:

- *College Council Meeting Minutes FY2016*
- *Committee Chair Questionnaire Results Summary FY2016*
- *College Council Survey Results FY2016*
- *Shared Governance Committee Assessment Guidelines and Templates*

What are Areas of Improvement/Changes to Consider for the 2016-2017 Academic Year?

- Modifications to Shared Governance Structure designed to simplify process and improve communication flow
- Communication efforts in the fall about structure revisions
- Improve committee buy-in regarding assessment efforts
- Provide guidance to the Diversity committee as it evaluates its purpose
- Evaluate the College Council's own membership and processes and recommend changes/improvements

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FY2017 Goals – College Council**1. Shared Governance**

As part of its efforts to strengthen the institution's shared governance practices, the Council will conduct a self-evaluation of its purpose and membership and recommend changes that support the Council's focus on broad-based campus community representation and input on matters of institutional scope.

2. Communication

The Council will create new opportunities for engagement and dialogue with the campus community regarding matters on institutional scope, with a focus on improving institutional awareness surrounding the College's 2018 Higher Learning Commission visit.

3. Assessment

The Council will ensure that all committees included in the shared governance structure are assessing their work.