

SHARED GOVERNANCE COUNCIL MEETING

Minutes – March 4, 2009

Board Room 2:30 – 4:00 p.m.

Members Present:

Academic Senate–Jeffrey Lamb

CCA/CTA/NEA–Melissa Reeve

Minority Coalition–Sal Alcalá, Kevin Anderson

CSEA–Cynthia Simon

ASSC–Lillian Nelson, David Brannen

Local 39–Jeff Lehfeldt

Management–Shirley Lewis, Esq.; Erin Vines

Resource Persons– Robin Steinback, Ph.D.;

Lisa Waits, Ed.D.; Charles Shatzer, Ph.D.;

and Nora O’Neill

Interim Supt./President–Dr. Robert Jensen

Members Absent: **Resource Persons**–Mazie Brewington; Rich Christensen, Ed.D.

Guest: Ross Beck

1. (a) **Call to Order**

Interim Superintendent/President Robert Jensen called the meeting to order at 2:40 p.m.

(b) **Approval of Agenda**

It was moved by David Brannen and seconded by Lillian Nelson to approve the Agenda for this meeting. The motion carried unanimously.

(c) **Approval of Minutes**

It was moved by Shirley Lewis and seconded by Cynthia Simon to approve the Minutes of the February 11, 2009, SGC Meeting. The motion carried unanimously.

2. **Shared Governance Council Code of Conduct Draft**

Jeff Lamb began his presentation by stating that, because the Governing Board’s Code of Conduct has proven to be successful in assisting the Board in making progress addressing its issues, he felt the Shared Governance Council might benefit from establishing a Faculty and Staff Code of Conduct. He advised that Michael Goodwin, the CTE Senator, drafted this Code of Conduct to be used as a point of departure for this discussion:

*Solano Community College Faculty and Staff
Code of Conduct*

Faculty and Staff agree to:

- I. Act civil and respectful to all members of the Governing Board in public meetings.*
- II. Do not permit personal feelings, prejudices, animosities, or friendships to influence your relationship with the Governing Board.*
- III. Never reveal confidential information that is entrusted to you to the Governing Board or other Faculty and Staff unless revelation is necessary to avoid harm to the College or others.*
- IV. Adhere to the Solano Community College “chain of command” where appropriate.*

- V. Uphold the Faculty and Staff Code of Ethics.
- VI. Put the interest of Solano Community College above your own.

Dr. Jensen asked for volunteers to serve on an Ad Hoc committee to create the draft of the Faculty and Staff Code of Conduct, and the following individuals have agreed to serve on the committee.

Chair: Jeff Lamb (also representing Faculty)
 Classified Staff member: Cynthia Simon and Jeff Lehfeldt will give the name to Jeff Lamb
 Administration: Erin Vines

It was agreed that Jeff Lamb would forward the draft Code of Conduct to Nora O’Neill, who will distribute it via email to the SGC members.

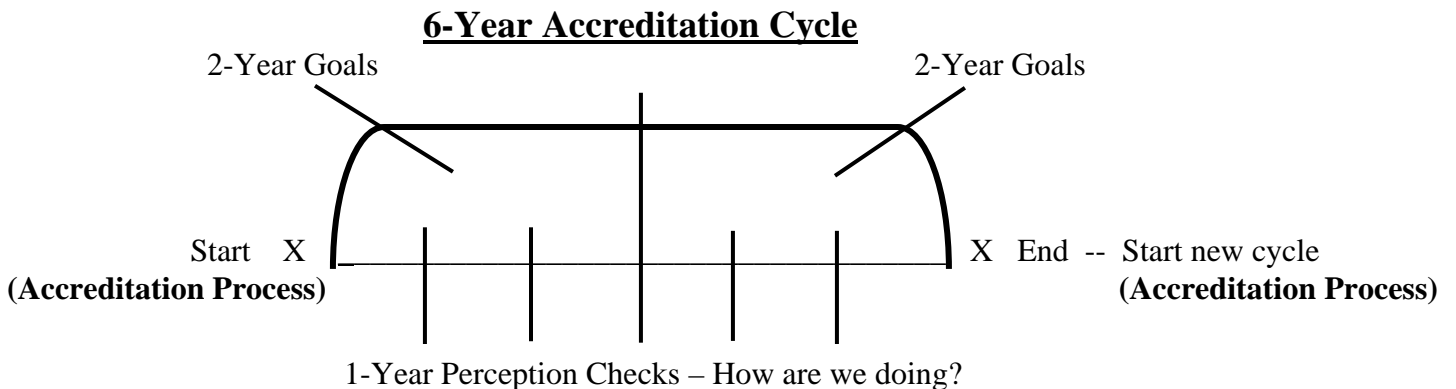
3. Board Policy No. 4005 Revisions

Rich Christensen was absent from this meeting; consequently, this item was tabled to the March 11, 2009, SGC meeting.

4. Review of Vision, Mission and Strategic Goals

Lisa Waits introduced this item and advised that it was put on this SGC Agenda to review in connection with Accreditation. Also, she said that the Governing Board has asked the Executive Council to keep the Mission in mind while looking at budget cuts. The Accreditation Liaison Officer (ALO) will create a cycle for regular campus review of these items.

Dr. Jensen commented that, theoretically, these should be items that faculty and staff look at every day and inquired as to where the College is with the Strategic Directions and has anything changed? He said that the Accrediting Commission is asking the College to review this. In reviewing these items, Dr. Jensen stated that the following questions need to be answered during this process: What are we trying to do? and What are the priorities for the next period of time? He said that usually so much time is spent in the process, and there is not enough time to implement the plans. Dr. Jensen advised that he is an advocate of 2-year goals, saying that 1-year goals are too short of a goal period and 5-year goals are too long of a goal period. Dr. Jensen presented the following diagram of a planning cycle:



The planning process for Accreditation includes: Gathering data on demographics and enrollments, completing the Self-Study, and preparing for the Team Visit.

Dr. Jensen said that the College is not going to review the Mission and Goals at this time, as it would only be a knee-jerk response, and confirmed that this discussion today could be used as a catalyst for a future agenda to perhaps set a planning cycle. The College needs to have the planning cycle, and the cycle needs to include a review of the Mission and Goals.

Charles Shatzer advised that the Governing Board sets annual goals, and stated that they come too fast and there is not enough time to fully implement them before the next goals come forward. Dr. Jensen stated that the Board should not be setting the goals, rather, the campus should be recommending goals to the Board.

Lisa Waits advised that it has been awhile since the Strategic Directions have been reviewed, stating that there are measurements; and, we should have very specific data related to it. She said the Strategic Proposals are tied to the Strategic Directions, and the Administrative Team serves as custodians. As example, she advised that the Vice President – Student Services holds responsibility for the Strategic Direction covering Student Access. Dr. Jensen provided an example of a goal concerning Diversity. He asked how the College would measure the progress toward achieving that goal; e.g., the College is going to increase Hispanic participation rates by 2%, or the College is going to reach out to all of the community groups, etc. Then the College monitors this and implements the game plan that helped drive the College's budget direction. Dr. Jensen pointed out that the game plan should drive the budget priorities, and the goal needs to be specific.

Lisa Waits stated that the College has a general awareness of what the objectives are and what the measurements have been but said they could be doing better and some things need to change.

Jeff Lamb said that the College should establish a Planning and Budgeting Process. He stated that the process talks about annual review and annual assessment on paper; however, it needs to be created in each of the committees' responsibilities for evaluating initiatives that come forward and be tied to specific Strategic Directions.

Dr. Jensen stated that the person responsible for each Strategic Direction needs to be identified, the College's Accreditation cycle needs to be specific, and the plans need to show all of this information because this is the College's guiding principle. He asked what the College's documentation on this calls for. Jay Field advised he was not aware of specific documentation about this and stated that the Student Learning Outcomes were the reason the Mission and Goals were revised in 2005. He said the Shared Governance Council was the group where this subject would be discussed and revised.

Jeff Lamb stated that the College is currently in the process of changing the way it does business. He advised that, in the past, the College has had committees that were responsible for District plans. Jeff said he believed there was an Educational Master Plan (EMP) committee but believed that the EMP committee had not met since the EMP was finalized [in May 2007]. He stated that it was his belief that the Mission and Goals document does not have a committee that it is beholding to; and, when the Accrediting Commission says the College needs to improve the institutional planning, it is for a reason. Dr. Jensen said the reason is that virtually all plans, such as a Technology Plan, Safety Plan, Fiscal Plan, HR Plan, etc., need to be reviewed periodically. He advised that it needs to be determined whether or not the College has a cycle under which those things are reviewed; or, because of all that has been going on at the College, the specific planning has fallen off the radar screen.

Shirley Lewis advised that the College does have a cycle and stated Rob Simas, SCC Director of Research and Planning, has the Strategic Directions documents. She said the Strategic Goals, Objectives, and Measurements have been developed and thought that the last time those items were reviewed was in 2007.

Dr. Jensen commented that SCC needs to review its planning process and look at what was decided with regard to Strategic Directions; i.e., What were the Goals? What were we doing? Also, the College must analyze where it is with regard to its goals, identify what has been accomplished on each goal, and evaluate what went wrong and what needs to be tweaked in reviewing the College's process. Then everyone should have a clear understanding of the planning cycle.

Lisa Waits commented that cycling would be most beneficial and stated that some of the cycling seems pretty short. She said that she felt the 6-year mark seems more reasonable to her and stated that, at the FABPAC meeting last week, they discussed the planning process in terms of tying it to the budget. The part that has worked at SCC is the Strategic Proposals tied to Strategic Directions. The part that has not worked is the operational side, which was related to the Program Review.

Dr. Jensen said that he felt an agenda item for a future SGC meeting would be to discuss the Mission and Goals for the purpose of reviewing, confirming, and updating, them. The College's planning cycle needs to be identified, and the process that must take place to bring this about needs to be established. He suggested inviting individuals from other colleges to find out what they do. He said the goals should be realistic and recommended 4 goals over the next 18-24 months as a better option than 30 goals over that time period. He also advised that, at the 18th month, the goals should be evaluated and analyzed in order to develop the next step. It is important to identify Who is responsible? What are the resources? and How does it get through the "sausage machine?" Dr. Jensen said that, if an idea needs to be approved, the Shared Governance Council is the last stop. A flow chart for decision making needs to be created. How many gates does an idea have to go through before it gets okayed by the President. Also, what is the obligation of the person that says, "No?" Do they have any responsibilities back to the "sausage machine?"

Jeff Lamb stated that, in terms of planning, the College could improve. In terms of decision making, that is the mechanism that needs working on to integrate the current strategic proposal process with what the College can do, which is an integrated evaluating, planning, and budget process. He is hopeful that, by April 1, 2009, the College will have a packet that shows how decisions are made on campus. Dr. Jensen reminded the SGC members that committees do not ultimately approve things, rather, they approve a recommendation to move the item forward, stating only one person actually walks the plank.

Erin Vines inquired, for clarification, whether Jeff Lamb was saying that, on April 1, the College will have a planning process.

Lisa Waits advised that Jeff Lamb attended an Accrediting Institute and was given charts at the Institute. When he returned to campus, he found our versions of those charts.

Erin Vines stated that it appears that not everyone is familiar with this planning process, and Lisa Waits said that this very discussion is why the College was "dinged" for planning and not doing.

Jeff Lamb presented the following example of a planning schedule:



Jeff Lamb said that at each step of the process, feedback will be provided. Jeff said that the Strategic Plan has been established and is beginning to work, but the Operational Plan needs to be created. He advised that PERT (**P**rocess **E**valuation **R**eview **T**eam) groups would need to be established.

Erin Vines stated he felt the chart Jeff presented was a good chart and asked if there is evidence that this is what we are doing for our operational process.

Jeff Lamb said that it will not be in place by April 1, 2009; and Dr. Jensen advised that it does not have to be completed by April 1 – the College only needs to show that it is working towards this. Jeff Lamb said that he hopes to have this in place by June of this year and that, in the April 1 Report, we recognize we had a problem in our process and are now taking steps to ensure our process works. We are moving toward implementation. When the process is approved by all involved parties, it will be presented to the campus community.

Dr. Jensen confirmed with Jeff Lamb that the decision-making schema, processes, and PERT chart will be coming to SGC soon. He also asked about the Planning Calendar, and Jeff Lamb stated the Planning Calendar is a new element on the radar. Jeff also advised that some faculty are reluctant to serve on committees because there is usually no implementation. Lisa Waits suggested that the Master Planning Calendar should include information contained in the Master Calendar of SCC Reports, that Nora O'Neill coordinates.

Shirley Lewis inquired as to whether or not Proposals would be tied to the budget. Jeff Lamb confirmed that they would be tied to the budget. Shirley Lewis then asked how a proposal, to increase tutoring salaries, can get to the Board without going through the process. Dr. Jensen stated that something like that should not happen. Several members stated that it actually did happen about two weeks ago. Jeff Lamb said this new process should alleviate it. All processes will be connected to the larger District plan.

Jeff Lamb advised that one of the things that has to happen is that SCC administrators need to administrate, and SCC faculty need to do their job. We have to learn how to make new decisions and how to follow new guidelines. He said that there are some faculty members who are hungry for some structure on this; and, he is hopeful that, by having guidelines and a procedure, the College will move forward with this.

David Brannen pointed out that the Board needs to be told that every directive that comes down the pike needs to go through this process.

Lillian Nelson inquired as to when checks and balances would be implemented in the process and stated that the Board needs to have the information showing that the process has been checked off at each stage. There has to be proof that everything has gone through the process, and someone is not just jumping to the front of the line.

Dr. Jensen stated that these are great points and said, when this proposal gets to the end of the process, there needs to be a presentation made to the Board to advise them of the recommendation about how the College is doing strategic planning, inform them how the decision-making model is structured, and ask them to honor this process. He said that the College recognizes that the Mission needs to be reviewed and that we are going to integrate it into our proposed revised planning process and cycle. Lillian Nelson stated that she felt it will help the Board to know how we are going to behave with them.

It was agreed that Lisa Waits, Robin Steinback, and Jeff Lamb will update SGC on the status of this project at the next SGC meeting on March 11, 2009.

Dr. Jensen suggested that the administrators be included and the proposals not be numbered, as that makes them appear to be priorities; and, in this process, all of the proposals are equal.

Dr. Jensen asked if there was a sense with the SGC members that the College should establish something like what has been discussed at this meeting. Jeff Lehfeldt said yes – he felt SGC already agreed to it.

5. Review of Governing Board Agenda

The Agenda for the March 4, 2009, Governing Board Meeting was reviewed.

6. College Area Reports/Announcements:

Charles Shatzer, displayed the new plaque that will be placed in the Heritage Courtyard, next to the new Faculty/Staff lounge. The plaque reads as follows:



Heritage Courtyard

*Dedicated to the Faculty and
Staff who Contributed to the
Educational Enrichment of
Our Students*

Dr. Jensen asked Charles to present the plaque to the Governing Board on behalf of the alumni at tonight's Governing Board meeting.

The meeting was adjourned at 4:12 p.m.

LW/no