SHARED GOVERNANCE SELF-EVALUATION REPORT

AUGUST 23, 2021

CERRITOS COLLEGE

Institutional Effectiveness, Research, & Planning

PREPARED BY

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Introduction

Shared governance is a structure and inclusive process, through which various campus constituents participate and collaborate in the development of policies and in decision-making that impact Cerritos College. In accordance with Title 5 of the Education Code and approved Board of Trustees policies, this process encourages the campus community to work together to address college issues and develop innovative recommendations which are then forwarded to the college president and governing board.

Annually, Cerritos College evaluates its shared governance processes and outcomes through participating in a self-reflective survey for continuous improvement of institutional effectiveness. This process reviews various aspects of the committees and their structure, such as meeting frequency, attendance, and committees' current and future goals. The following report is organized into the following sections: Methodology, Findings, Limitations, and Summary.

Methodology

Guided by the questions asked in last year's Shared Governance Committee survey, seven questions were developed to gather information on various aspects of each committee, such as committee operations, committees' accomplishments, obstacles, recommended changes, goals met, and goals established (see Appendix A for the complete list of survey questions).

Sample

Surveys were administered to all 23 shared governance committees at Cerritos College (i.e., 14 institutional committees and 9 senate committees). Out of the 23 committees surveyed, 67 members participated in the self-evaluation survey, a response rate of 16% (see Table 1 for a breakdown of the number of survey participants, number of committee members, and response rate, by committee type).

Table 1. Number of Survey Participants and Committee Members, and Response Rate, by Committee Type

Institutional Committees	Number of Survey Participants	Number of Committee Members	Response Rate
Art in Public Spaces (CAPS)	1	8	13%
Coordinating Committee	7	15	47%
Diversity & Equal Employment Opportunity Advisory (DEEOAC)	5	15	33%
Employee Development	3	11	27%
Enrollment Management	6	20	30%
Facilities Planning	2	12	17%
Faculty Hiring Prioritization	0	30	0%
Information Technology Standards	2	12	17%
Outstanding Classified Employee Selection	3	16	19%
Planning and Budget	5	20	25%
Safety (District Committee)	0	15	0%
Student Equity	0	28	0%
Student Life	2	18	11%
Web Standards	0	13	0%
Total of Institutional Committees	**36**	**233**	**15%**

Senate Committees	Number of Survey Participants	Number of Committee Members	Response Rate
Academic Excellence	1	15	7%
Curriculum	4	18	22%
Department Chairs	1	71	1%
Faculty Professional Development	5	16	31%
Hiring Standards	3	17	18%
Instructional Program Review	6	17	35%
Sabbatical Leave	4	10	40%
Student Learning Outcomes	4	20	20%
Digital Learning (previously Technology-Based Learning)	3	13	23%
Total of Senate Committees	**31**	**197**	**16%**
Total	**67**	**430**	**16%**

Administration

The Office of Institutional Effectiveness, Research, and Planning (IERP) developed the survey utilizing Qualtrics. The survey was administered from the President's Office, with an email going to each Committee Chair instructing them to share the survey with the committee (notifications and reminders varied on the committee). If a person served on more than one committee, that person was asked to complete a survey for each committee they served on. On average, it took 5 minutes to complete the survey and was open from April 21, 2021 through the end of the term, May 28, 2021.

Data Analysis

The survey results, both multiple choice and open-ended responses, were extracted from Qualtrics and summarized. In addition to the survey, IERP reviewed Cerritos College's committee websites to gather additional information found in this report. Specifically, committee membership, number of meetings, meeting schedules, and the number of agendas and minutes posted were pulled from each committee's webpage or from BoardDocs.

Findings

The results are presented in two sections, the document review and the survey results. The document review compares the previous academic year to the current academic year (2019-2020 and 2020-2021, respectively) as it relates to shared governance committees at Cerritos College. Specifically, the document review summarizes the results found on Cerritos College's website which contains committee membership, meeting frequency, attendance, agendas, and meeting minutes. While most comparisons can be made across years, there are some committees that do not have comparisons (see Limitations section for more details). The second section of the report includes a summary of the survey results.

Document Review: Comparison of Committees

Committee Membership

The number of committee members for the 2020-2021 evaluation were extracted from the Shared

Governance Purpose, Structure, and Process document.[1] Positions listed as vacant at the time of data collection were not counted towards overall committee membership. Further, the Department Chair Committee membership counts were based on the number of department chairs listed on the website.

For 2020-2021, membership for institutional committees ranged from 8 to 30 members and senate committees ranged from 10 to 71 members (see Appendix B for a comparison of all committees for 2019-2020 and 2020-2021). Comparisons of memberships across academic years were not possible for some committees due to them not being evaluated in the previous year's report. Overall, membership for institutional and senate committees evaluated in 2019-2020 and 2020-2021 remained constant. The Coordinating Committee experienced the highest increase of all institutional committees with an increase of five members while the Art in Public Spaces (CAPS) experienced a loss of two members, the largest drop for all committees. With regards to senate committees, the Department Chair Committee membership saw the largest change, with an increase of three members from 2019-2020 to 2020-2021.

Meeting Frequency

Meeting frequency was based on the number of meetings that were listed on committees' webpages. Meetings that were indicated as being cancelled or not meeting quorum were excluded from the number of meetings presented in this section. Further, a percent of meetings that occurred out of the expected number of meetings was also calculated, based on the meeting schedule listed on each committee's webpage (see Table 2). As a meeting schedule could not be located for all committees for 2020-2021, not all committees' meeting frequencies during that academic year could be expressed as a percentage (please note that some of the percentages exceed 100%. In these instances, more meetings occurred during 2020-2021 than were scheduled). Table 2 lists the frequency of meetings of institutional and senate committees where data can be found for the 2019-2020 and 2020-2021 academic years. Blanks indicates the meeting dates could not be located.

Table 2. Number of Meetings and Percent of Scheduled Meetings that Occurred, by Committee Type and Academic Year

| Committee | 2019-2020 | | 2020-2021 | |
	Number of Meetings (n)	Percent of Scheduled Meetings that Occurred (%)	Number of Meetings (n)	Percent of Scheduled Meetings that Occurred (%)
Institutional				
Art in Public Spaces (CAPS)	5	--	--	--
Coordinating	14	175%	16	100%
DEEOAC	--	--	--	--
Employee Development	--	--	--	--
Enrollment Management	6	75%	8	88%
Facilities Planning	5	50%	8	--
Faculty Hiring Prioritization	--	--	3	--
IT Standards	8	114%	9	67%
Outstanding Classified	9	82%	10	80%
Planning & Budget	13	72%	15	100%
Safety (District Committee)	--	--	11	45%
Student Equity	7	88%	7	--
Student Life	8	100%	10	100%

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[1] For more information, visit: https://www.cerritos.edu/president/shared-governance/

			12	67%
Web Standards	--	--	12	67%
Senate				
Academic Excellence	7	70%	--	--
Curriculum	17	155%	16	100%
Department Chairs	--	--	--	--
Faculty Professional Development	8	89%	9	67%
Hiring Standards	1	--	--	--
Instructional Program Review	13	72%	15	100%
Sabbatical Leave	9	90%	13	100%
Student Learning Outcomes	9	60%	17	71%
Digital Learning (previously Technology-Based Learning)	5	63%	11	--

The number of meetings per committee for 2019-2020 ranged from three meetings to 15 for institutional committees and from one meeting to 17 for senate. Because there is missing information for some committees for one or both years, it is difficult to draw trends about meeting frequency, only a few comparisons can be made for committees (see Table 2). For institutional committees with complete data for both years, frequency of meetings increased. For senate committees, increases were seen in all committees with complete data for both years with the exception of the Curriculum Committee (they decreased by one).

Attendance

Attendance for committee meetings were extracted from meeting minutes posted on committees' websites, as of May 2021. These percentages were calculated as the average attendance at a committee's meetings divided by the number of committee members. The committee membership used for the calculations were pulled from the Shared Governance Purpose, Structure, and Process document[2] for the 2019-2020 academic year. For the 2020-2021 academic year, committee membership was pulled from rosters on committees' websites. Positions listed as vacant at the time of data collection were not counted towards overall membership numbers.

Table 3 below displays the average number of committee attendance and the percent of the overall membership. Results show that attendance ranged from 63% to 93% for institutional committees and from 75% to 91% for senate committees, with institutional committees producing a larger range of attendance.

Table 3. Average and Percent of Attendance, by Committee and Academic Year

	2019-2020		2020-2021	
Committee	**Number of Average Attendance (n)**	**Percent of Members (%)**	**Number of Average Attendance (n)**	**Percent of Members (%)**
Institutional				
Art in Public Spaces (CAPS)	7.5	75%	--	--
Coordinating	13	130%	14	93%
Diversity & Equal Employment Opportunity Advisory (DEEOAC)	--	--	--	--

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[2] Document can be found at https://www.cerritos.edu/president/shared-governance/

	2019-2020		2020-2021	
	Number	Percent	Number	Percent
Employee Development	--	--	--	--
Enrollment Management	9	47%	15	75%
Facilities Planning	8.3	83%	8.9	74%
Faculty Hiring Prioritization	--	--	19	63%
IT Standards	9.2	83%	10.7	89%
Outstanding Classified	--	--	10.7	67%
Planning & Budget	16.6	79%	18	90%
Safety (District Committee)	--	--	--	--
Student Equity	18.6	66%	22.5	80%
Student Life	11.5	72%	13.9	77%
Web Standards	--	--	10.9	84%
Senate				
Academic Excellence	11.5	89%	--	--
Curriculum	13.1	77%	16.5	91%
Department Chairs	--	--	--	--
Faculty Professional Development	10.6	66%	14	88%
Hiring Standards	--	--	--	--
Instructional Program Review	11	69%	13	76%
Sabbatical Leave	7.8	86%	8.6	86%
Student Learning Outcomes	12.9	64%	14.9	75%
Digital Learning (previously Technology-Based Learning)	9	64%	--	--

Agendas

Committee agendas were calculated as the number of accessible agendas on a committee's webpage. The percent of agendas were calculated as the number of accessible agendas on a committee's website out of the total number of meetings that took place (see Table 2 for the number of meetings. Please note that the number of meetings that took place did not account for cancelled meetings or meetings which did not meet quorum).

Table 4 presents the number of agendas and percent of meetings with agendas for the 2019-2020 and 2020-2021 academic years. For Institutional Committees, 11 committees posted agendas on their website in the 2020-2021 academic year, compared to 10 for 2019-2020. Overall, the committees who posted agendas typically posted 100% of the agendas. One committee saw an increase in agendas posted (e.g., Outstanding Classified).

Table 4. Number and Percent of Agendas, By Committee and Academic Year

	2019-2020		2020-2021	
Committee	**Number of Agendas (n)**	**Percent of Meetings with Agendas (%)**	**Number of Agendas (n)**	**Percent of Meetings with Agendas (%)**
Institutional				
Art in Public Spaces (CAPS)	5	100%	--	--
Coordinating	14	100%	16	100%
Diversity & Equal Employment Opportunity Advisory (DEEOAC)	2*	--	--	--
Employee Development	--	--	--	--
Enrollment Management	6	100%	8	100%

Facilities Planning	5	100%	8	100%
Faculty Hiring Prioritization	--	--	3	100%
IT Standards	7	88%	9	100%
Outstanding Classified	6	67%	9	90%
Planning & Budget	13	100%	15	100%
Safety (District Committee)	--	--	5	100%
Student Equity	7	100%	7	100%
Student Life	8	100%	10	100%
Web Standards	1*	--	8	100%
Senate				
Academic Excellence	4	57%	--	--
Curriculum	17	100%	16	100%
Department Chairs	--	--	--	--
Faculty Professional Development	8	100%	6	67%
Hiring Standards	--	--	--	--
Instructional Program Review	13	100%	15	100%
Sabbatical Leave	9	100%	13	100%
Student Learning Outcomes	9	100%	12	100%
Digital Learning (previously Technology-Based Learning)	4	80%	--	--

*Agendas were posted, but number of meetings could not be reliability determined.

For Senate Committees, five committees posted agendas on their website in the 2020-2021 academic year, compared to seven for 2019-2020. Overall, the committees who posted agendas typically posted 100% of the agendas. One committee saw a decrease in agendas posted (e.g., Faculty Professional Development).

Minutes

The number of minutes was calculated as the number of accessible meeting minutes on a committee's website. The percent of minutes was calculated as the number of accessible minutes posted on a committee's website out of the number of meetings that took place (see Table 2 for the number of meetings. Please note that the number of meetings that took place did not account for cancelled meetings or meetings which did not meet quorum).

Table 5 shows the number and percent of minutes for institutional and senate committees for the 2019-2020 and 2020-2021 academic. For institutional committees, the percent of committees who posted meeting minutes ranged from 33% to 100%; whereas senate committees ranged from 75% to 91%.

Table 5. Number and Percent of Minutes, by Committee and Academic Year

	2019-2020		2020-2021	
Committee	**Number of Minutes (n)**	**Percent of Meetings with Minutes (%)**	**Number of Minutes (n)**	**Percent of Meetings with Minutes (%)**
Institutional				
Art in Public Spaces (CAPS)	4	80%	--	--
Coordinating	12	85%	15	94%
Diversity & Equal Employment Opportunity Advisory (DEEOAC)	--	--	--	--

Employee Development	--	--	--	--
Enrollment Management	4	67%	6	75%
Facilities Planning	3	60%	8	100%
Faculty Hiring Prioritization	--	--	2	67%
IT Standards	6	75%	3	33%
Outstanding Classified	4	44%	7	70%
Planning & Budget	7	53%	15	100%
Safety (District Committee)	--	--	--	--
Student Equity	5	71%	5	71%
Student Life	8	100%	10	100%
Web Standards	--	--	7	88%
Senate				
Academic Excellence	11.5	89%	--	--
Curriculum	13.1	77%	16	91%
Department Chairs	--	--	--	--
Faculty Professional Development	10.6	66%	14	88%
Hiring Standards	--	--	--	--
Instructional Program Review	11	69%	13	76%
Sabbatical Leave	7.8	86%	8	86%
Student Learning Outcomes	12.9	64%	14	75%
Digital Learning (previously Technology-Based Learning)	9	64%	--	--

Survey Results

The survey contained eight questions that asked participants about their agreement around the committee, their accomplishments, obstacles and/or problems that hindered the committee function, and the committee's goals (see Appendix A for the complete survey).

While some committees cited similar answers to these questions, the majority of the responses were specific to that committee's area of focus. The following sections contain tables listing summaries of participant responses as it relates to each question as well as the number of participants from each committee that responded to that question.

Question #1 in the survey asked participants to indicated which committee they were evaluating (see Table 1 for the number of participants and response rate).

Participants' Views on Various Committee Functions

Question #2 of the survey asked participants their agreement about statements related to committee functions. Almost all survey participants strongly agreed or agreed (ranging from 82% to 97%) with the questions relating to committee goals, agenda and minutes, adhering to a regular scheduled meeting, committee participation, following the shared governance process, sharing information between the committee and their respective consistent group, and soliciting input from and communicated shared governance decisions to members in their respective constituency groups (see Figure 1 on the following page).

Figure 1. Participant Agreement with the Various Committee Functions
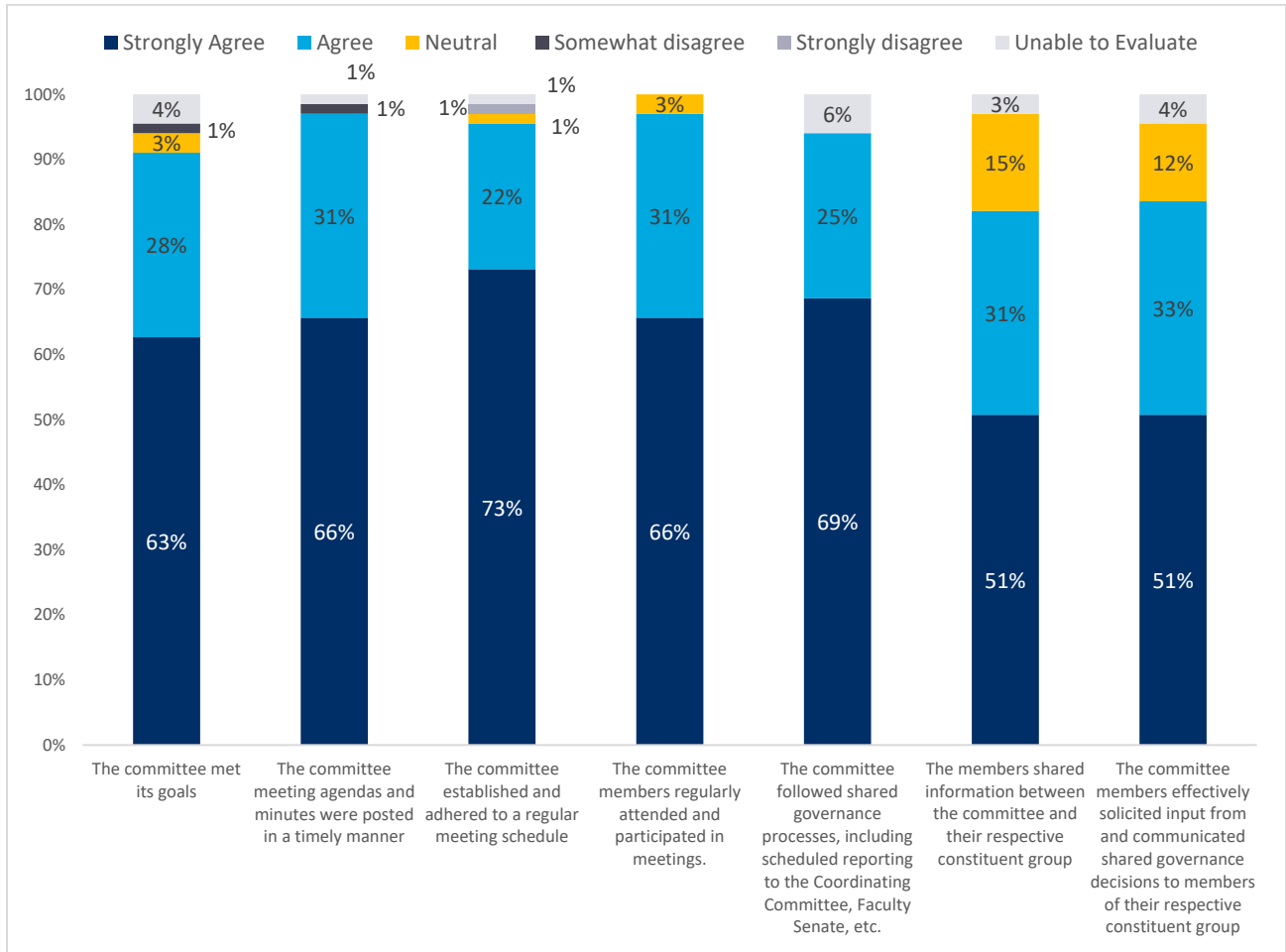
2020-2021 Committee Accomplishments

The next question in the survey, Question #3, asked participants about the committee's accomplishments for the 2020-2021 academic year (n=58). A variety of responses reflected continual adjustments and shifts due to the pandemic. Moreover, responses were specific to each committee (see Table 6 for all summary responses, by committee type).

Table 6. 2020-2021 Committee Accomplishments

Committee	Accomplishments	N
Institutional		
Art in Public Spaces (CAPS)	The committee was on hiatus during the 2020-2021 year as there were no funds to distribute and campus was shut down	1
Coordinating	Reviewed & Updated Board Agendas, Board Policies and Procedures, and shared governance committees (composition, meeting patterns, etc.) Reported items of interest from the constituent members; updates from the Office of the President Provided a Forum for Public Comments Addressed areas of District and Faculty concerns over Pandemic Guidelines & Practices and new Instructional Technologies	4

	Revision of some BPs, Aps and shared governance committees	
	Approved new AP, BP, and ACE Committee	
	Inclusion of Confidential representatives to several shared governance committees	
Diversity and Equal Employment Opportunity Advisory Committee (DEEOAC)	Diversity Awards was very successful and very well attended	5
	Re-evaluating hiring committee standards/practices	
	Funding diversity-related events, updating EEO plan Revising the Diversity Certificate Reviewing selection process procedures	
	modifying request for diversity funds application	
	Providing funds for several different guest speakers	
Employee Development	Virtual Falcon Day in November (Fall Event) True Colors Live Show in May (Spring Event) we met many times within the time frame to get details of each event Monica and Monique did an awesome job distributing communications.	3
Enrollment Management	Approved the Enrollment Management Plan and shared it with campus groups and committees Explored data dashboards developed by IERP.	6
	Maintained momentum to meet sub-committee objectives	
	It wasn't the work of the committee as much as it was the work of IERP, but the dashboards that Dr. Hroch and her team developed are terrific!	
	CCC Apply Task Force did an effective job at reviewing the current application process and made concrete recommendations to streamline the application experience for prospective students. Students with 100+ Units Task Force Update completed its tasks; discussions will continue through the Counseling and Admissions & Records EAB teams I was especially pleased with the transparency vis-a-vis IERP data and dashboard function sharing the openness displayed regarding tech communication, modification, and education promises to expand new possibilities for this committee's ability to set an ambitious agenda to evaluate enrollment related issues next year. I'm excited!	
	CCC apply taskforce provided recommendation to reduce majors. IERP completed enrollment dashboard	
	Completed the enrollment management plan	
Facilities Planning	Update on campus facilities	1
Information Technology Standards	Computer and printer standards Continued work on the technology master plan	2
	Created I.T. Master Plan Approved Jamf for Macintosh products Approved HP M608n printer Approved HP M612dn printer Approval of Confidential employee added to Committee Approved Elitedesk 800 G6 All-in-One Approved Docking Stations with monitors Approved Upgraded Wifi per Master Plan Approved HP 650 G8 which includes Bluetooth Film Lab iMacs replaced, managed with JAMF Purchased additional JAMF licenses for Photo Lab and TalonMarks lab	

Outstanding Classified Employee Selection	Selected Employees of the Month and Year facilitated Classified recognition event	3
	The committee met all its goals	
	successful execution of the annual event	
Planning and Budget	Developed and distributed a schedule to area lead agents for each planning document Area lead agents provided a progress update to the Planning and Budget Committee Met regularly as scheduled, and discussed area budgets as presented. Committee was updated on timeline of budget process Discussed emergency funding from federal government relating to COVID-19 Committee implemented emergency funding for campus-wide needs	3
	Move to an adopted budget	
	Updated planning/resource allocation document (How We Plan) Reviewed and approved College Plan	
Student Life	Proposed revisions to BP5500 Initiated campus student programming committee	2
	Continue to collaborate with SAS program in making events and activities accessible Continue to explore communication for events/activities to the campus community Review AP5520 Continue to work on commencement ceremonies	
Senate Committees		
Academic Excellence	Developing a pandemic edition digital nomination form remote awards recognition program video and drive thru awards pick up for 70 student awardees	1
Curriculum	Working with our colleagues to determine how to reduce the Area D graduation requirements in Plan B in order to make room for Area F.	4
	Emergency DE and permanent DE plus Area F	
	To review, provide feedback, and ensure Title V was followed in relation to course curriculum.	
	Approved many new courses to be offered online, submitted many new courses to the Chancellor's office and UC/CSU approval. Revised graduation requirements to reflect changes in state law.	
Department Chairs	Increased communication between department chairs and with administration.	1
Digital Learning	Helped share information about training 300+ faculty to be certified for DE.	2
	Helped to provide guidance to divisions about DE expectations; provided information to divisions about upcoming trainings; helped problem solve when new software/platforms needed.	
Faculty Professional Development	The committee provided the guidance that enabled the Center for Teaching Excellence to offer professional development opportunities to help our faculty make the transition from face-to-face to remote to online teaching due to the COVID-19 pandemic.	3
	As of April 5, we had offered flex credit to faculty for 177 events since the start of Flex Week (August 9-13). That translated to 240.5 hours of flex credit available to full-time faculty who want to satisfy their 25-hour contractual obligation either partially or fully through our in-house offerings.	
	The Committee offered multitude of workshops, book clubs, trainings for campus community to enhance DE instruction and service delivery, among many others.	
	development of award for greatest contribution to professional development	

Hiring Standards	Efficient and timely responses for emergency hire requests; Equivalency process for CTE and develop update process to achieve Chancellor's directives	3
	HSC received, discussed, and voted on equivalency requests in a timely manner to facilitate the faculty hiring process. HSC received, discussed, and voted on local standards requests in a timely manner to facilitate departments' requests for stricter minimum qualifications. HSC implemented procedures to increase access to the equivalency process for CTE disciplines	
	Quick and effective processing of equivalencies	
Instructional Program Review	Review the Programs set for 2020-21 and set the calendar for 2021-22	6
	Reviewed a staggering number of campus programs.	
	Reviewed and approved programs of numerous departments including earth sciences, psychology, child development, economics, cosmetology, and physical therapy.	
	Met on regularly scheduled dates and times; reviewed all programs on the calendar; reported to faculty senate and coordinating committee. Revised committee handbook. Conducted orientation for programs scheduled for review.	
	We reviewed all programs that were scheduled for review. We also revised the IPR handbook.	
	The committee effectively reviewed all programs up for review this year.	
Sabbatical Leave	The SLC completed the 2021-2022 application process. The SLC completed the 2019-2020 report process.	4
	SLC fulfilled all of its duties in reviewing applications as well as reports and mentoring colleagues who had applied for/returned from sabbatical.	
	Evaluate sabbatical proposals and review portfolios of those returning from sabbatical.	
	Reviewed applications for 2021-2022 sabbatical; reviewed reports from 2019-2020 sabbaticals. Negotiated issues from applicants regarding changes to an application and accusations of plagiarism. Added a signature line to future applications.	
Student Learning Outcomes	We addressed compliance issues and identified problems/ solutions related to the SLO Process.	4
	Developed a process for including demographic information on assessment results through the eLumen platform.	

Obstacles/Problems that Hindered Committee Functions

Committees were also asked about obstacles or problems that hindered committee functions (see Question #4 in Appendix A). A total of 20 out of the 67 participants responded to this question. Six participants noted the COVID-19 pandemic as an obstacle, with one participant stating, "The pandemic overwhelmed faculty, pushing the measurement and reporting of SLOs to the bottom of their to-do lists. The committee chairs did an exemplary job of re-framing this challenge as an opportunity for faculty to evaluate student success in the online environment." For a summary of responses by committee, see Table 7 below.

Table 7. 2020-2021 Committee Obstacles, by Committee Type

Committee	Obstacles/problems	Responses
Institutional		
Art in Public Spaces (CAPS)	COVID	1

Coordinating	None in particular, but constituency groups might try to update materials on the BoardDocs platform earlier that they are currently doing (in some cases). It is better to have documents in time to review before meetings than to rely on presenter screen-sharing (especially for documents other than simple, sequential presentations).	2
	Unknown how representatives share information with their constituent groups.	
Diversity and Equal Employment Opportunity Advisory Committee (DEEOAC)	Lack of clarity on who is on what subcommittee and the charge of some of the sub-committees	2
	Sometimes committee members are not prepared for scheduled discussion on a topic.	
Employee Development	it was difficult to host in virtual environments, but I think our committee did an excellent job	1
Planning and Budget	COVID-19	1
Senate		
Academic Excellence	Not being able to meet in person for the awards ceremony due to the pandemic	1
Curriculum	We are a subcommittee of the Senate but we have the ability to report directly to the BOT. What process should our decisions follow? Are they recommendations to the Senate that then must be approved by the Senate or do we consist of members selected by our divisions and appointed by Senate this operates as an autonomous "regulatory" body?	3
	Time	
	None. With Carrie's leadership, we overcame all obstacles along the way.	
Digital Learning	The college should hire 2 or more instructional designers	2
	The pandemic made it harder to plan based on changing teaching demands -- online, hybrid, etc.	
Instructional Program Review	Certain departments did not respond in a timely manner to steps within the program review process.	4
	COVID-19	
	High turnover on the committee, programs not meeting deadlines and not responding to communication from the committee.	
	Lateness of submissions often prevented committee members adequate time to thoroughly read submissions. This could negatively affect comprehensive input to each department.	
Student Learning Outcomes	Coordination with Instructional Program Review process	3
	eLumen	

	The pandemic overwhelmed faculty, pushing the measurement and reporting of SLOs to the bottom of their to-do lists. The committee chairs did an exemplary job of re-framing this challenge as an opportunity for faculty to evaluate student success in the online environment.

Recommended Changes

Question #5 asked participants what changes are recommended to enhance the committee's effectiveness (i.e., purpose of the committee; election of the committee chair(s); membership/terms; quorum; decision-making process) (see Appendix A for the survey question). Of the 67 participants, 14 people made recommendation about the purpose of the committee, seven made recommendation about election of committee chairs, 12 made recommendations about membership/terms, six made recommendation about quorum, and 10 made recommendation about the decision-making process. The majority of responses focused on the purpose and decision-making, with the least amount of responses on quorum. Given answers are specific to each committee, responses summarized by committee and response, in addition to the number of people who responded in Table 8.

Table 8. Recommended Changes, by Committee Type

Committee	Recommended Changes				
	Purpose of Committee	Election of Committee Chair(s)	Membership/terms	Quorum	Decision making process
Institutional Committees					
Art in Public Spaces (CAPS) (n=1)					
Coordinating (n=7)	no change	no change	no change	no change	no change
Diversity and Equal Employment Opportunity Advisory Committee (DEEOAC) (n=5)	We need to develop a mission so people know our charge. Are we assessing campus diversity, planning programming, etc. We need to collaborate with the student equity committee	N/A the VP of HR is the chair and the Director of DCTIX serves in her absence	I would like more student representation. We had one student but he never attended update membership/terms on website		Our decision-making process is strong. Sub-committees come with suggestions and then we discuss and vote as an entire committee.
Employee Development (n=3)	Serves as an advisory capacity for district training.	I am unsure.	2 years	4	by discussion and vote

Enrollment Management (n=6)		Change the chairs to the Deans of Enrollment Services and Academic Affairs instead of the vice presidents.			With regards to task force updates, circulating materials from each task force or data-related resources one week before the meeting would be recommended to give members time to reflect and provide helpful recommendations during the meeting.
Facilities Planning (n=2)	To keep the campus groups updated on the campus facilities, construction, etc.	VP of Business Services is Chair	Should be up to individual groups	50 + 1	By vote
Information Technology Standards (n=2)	Continue to approve, re-asses, and share standards and recommendations to the campus and get feedback from the campus community.		It might be nice to have more faculty involved in this committee. We need to encourage more faculty and student participation and attendance in our committee meetings.		We need to encourage more faculty and student participation and attendance in our committee meetings.
Outstanding Classified Employee Selection (n=3)					
Planning and Budget (n=5)	Update committee website with current year 2020-2021 goals More collaboration.	VP of Business Services is the Chair for this committee	Should be up to individual groups	50 + 1	By vote
Student Life (n=2)				The committee always has a have a quorum.	More members should be involved in sub-committees.
Senate Committees					
Academic Excellence (n=1)			Make terms more transparent.		

Curriculum (n=4)					The whole Senate thing could be clarified somewhere.
Department Chairs (n=1)			Maintaining a current list of chairs can be difficult		
Digital Learning (previously Technology-Based Learning) (n=3)					
Faculty Professional Development (n=5)	Answered by the chair To facilitate Campus Faculty and Staff Professional Development as it pertains to the Master Educational Plan and student success.	The chair of this committee is not elected. It is one of the duties of the CTX coordinator. Answered by the chair	Answered by the chair	Answered by the chair	Answered by the chair
Hiring Standards (n=3)					
Instructional Program Review (n=6)	formalize the program review's findings into the budget allocation process. Encourage programs to adhere to scheduled presentation to avoid backlog of presentations. The committee needs to have established goals that are clear to members.	Committee members should be willing to serve as chair. Unfortunately, the chair is not a position that most want so rather than an election, it is often that someone has to step up.	Faculty Senate should provide incentive for members to serve as chair. Deans should be notified when committee members stop showing up to meetings.	Deans should be notified when committee members stop showing up to meetings. That might curb attendance issues.	Information comes very late from the admin support from this committee. Using Board Docs is helpful, but previous meeting notes, reports that we are reviewing, etc. often come the day before or not until after.
Sabbatical Leave (n=4)					
Student Learning Outcomes (n-4)					

2020-2021 Goals

The following question, Question #6, asked participants to list the 2020-2021 goals and if those goals were met. A total of 46 respondents provided the committee goals and 64 answered if the goals were accomplished. The majority of participants (n=55) stated that their committee accomplished all of their goals. Moreover, two respondents stated that some of their committee's goals got accomplished. The remaining participants noted that they were either unaware of one or all or the committee's goals (see Table 9 for responses by committee).

Table 9. 2020-2021 Goals, by Committee Type

Committee Name	2020-21 Goals	Were these goals accomplished?
Institutional Committees		
Art in Public Spaces (CAPS) (n=1)	Hiatus	Yes
Coordinating (n=7)	Continue to Review Board Agendas and Review & Update Board Policies and Procedures. Continue to Report items of interest from the constituent members. Continue to Report updates from the Office of the President. Continue to Provide a Forum for Public Comments. Prepare a Review Plan for all Board Policies and Procedures prior to the Accreditation Site Visit.	Yes (7)
	Committee members will continue to be proactive in sharing and disseminating information and updates with their respective constituent groups. Committee will continue to review and approve recommended board policies and administrative procedures. Committee members will approve review calendar for all board policies and administrative procedures to be reviewed prior to the next accreditation site visit.	
Diversity and Equal Employment Opportunity Advisory Committee (DEEOAC) (n=5)	Create and maintain diversity events to promote awareness and knowledge, Provide training and professional development activities to employees to promote awareness and understanding of diversity issues, develop diversity recognition awards	Yes (2)
		I do not know what they were so I cannot assess
		not sure
		I'm don't think we had goals
Employee Development (n=3)	Falcons day for a fall event and True Colors for a spring event	Yes (3)
	activities in Fall and Spring	
	Plan, organize, and execute the Falcon Day and the Spring event.	
Enrollment Management (n=6)	Develop Enrollment Management Plan	Yes (4)

	Refine data needed to address the Enrollment Management Plan more efficiently	Some goals were accomplished, not all. Yes and No. Some goals were met, others were not.
	Develop strategies to reduce the number of students who have 100+ units	
	Update and consolidate the list and presentation of majors	
	Use an equity lens to address the issues of current enrollment	
Facilities Planning (n=2)	master plan, computer standards, printer standards, JAMF for mac computers	Yes (2)
Information Technology Standards (n=2)	Goals for 2021/2022 1. Keeping campus standards current 2. Work with IERP to conduct Campus Technology Survey 3. Implement Phase 1 of IT Master Plan	Yes (2)
Outstanding Classified Employee Selection (n=3)	Selected Employee of the Month each month and planned/hosted its year end awards ceremony	Yes (2)
	Timely selection of the employee of the month. Enhance nominations. Annual event celebrating the employee of the year	Did not have goals that I am aware of
Planning and Budget (n=5)	Continue improvements to internal and external communication by ensuring committee website is up-to-date, planning calendar/timelines are discussed and posted online, and budget updates are routinely provided.	Yes (4) No
Student Life (n=2)	Finalize revisions BP5500 (Standards of Student Conduct). Review and propose revisions to AP 5520 (Student Discipline Procedures). To establish intentional community building and student engagement consortium on campus, to allow for coordinated action and communication relate to events, programs, and activities.	Yes (2)
	1. In collaboration with Disabled Student Programs and Services (DSPS), assist with development and distribution on guidelines/resources on making campus events and activities universally accessible. 2. Explore strategies to increase communication for events and activities on campus. 3. Review and propose revisions to BP5500 Standards of Student Conduct. 4. Review and propose revisions to AP5520 Student Discipline Procedures.	
Senate Committees		
Academic Excellence (n=1)	Plan the AE Awards Event	Yes
Curriculum (n=4)	To review, provide feedback, and ensure Title V was followed in relation to course curriculum.	Yes (4)

	1. Approving all course offerings for Distance Education (Temp or Perm); 2. Approve Area F Courses; 3. Revise the CSU GE package to include Area F and a unit reduction to Area D; 4. Update BP/AP 4235 to respond to changes from Credit by Exam to Credit for Prior Learning; 5. Explore equity and diversity related to the COR	
Department Chairs (n=1)	Continue to aid in communication between and to department chairs.	Yes
Digital Learning (previously Technology-Based Learning) (n=3)	Manage a daunting ongoing online instructional capacity amid pandemic	Yes (2)
	Help with digital learning through the online/virtual environment of 2020-21.	joined committee late, unsure of goals
Faculty Professional Development (n=5)		Yes (5)
Hiring Standards (n=3)	Update Equivalency protocol for ease of use	Yes (3)
	HSC will receive, discuss, and vote on equivalency requests in a timely manner to facilitate the faculty hiring process. HSC will receive, discuss, and vote on local standards requests in a timely manner to facilitate departments' requests for stricter minimum qualifications. HSC will implement procedures to increase access to the equivalency process for CTE disciplines	
	HSC will receive, discuss, and vote on equivalency requests in a timely manner to facilitate the faculty hiring process. HSC will receive, discuss, and vote on local standards requests in a timely manner to facilitate departments' requests for stricter minimum qualifications. HSC will implement procedures to increase access to the equivalency process for CTE disciplines.	
Instructional Program Review (n=6)	Review the following departments program review assessments: Athletics, Art & Design, Psychology, Child Development, Theatre & Film, Earth Sciences, Accounting, Cosmetology, Physical Therapy, Economics, and Physical Education.	Yes (5) I don't think we have specific goals, so I'm unable to answer
	Review 11 programs; Meet during the first and third Tuesday of the month; report to faculty senate and coordinating committee	
	To review all scheduled programs and revise the IPR handbook.	
Sabbatical Leave (n=4)	To complete the sabbatical application process and report process for the upcoming academic year.	Yes (4)

	Review and actively mentor all applicants who submitted a Sabbatical Leave application. Review and actively mentor all faculty who returned from sabbatical and prepared reports of their projects.	
	Evaluate sabbatical proposals and review portfolios of those returning from sabbatical.	
Student Learning Outcomes (n=4)	Finalize the integration from Canvas to eLumen and develop a plan and narrative for facilitating assessing Course SLO in the Canvas course management system. (Deadline: April 30, 2021). (Goal E)	Yes (4)
	Completion of implementation of student demographic information into eLumen and develop reporting mechanism to provide disaggregated assessment results. (Deadline: April 30, 2021). (Goal D)	
	Work with all Departments to provide support in developing goals and action plans based on SLO assessment data. (Deadline: May 31, 2021) (Goal F)	
	Work with all Department Chairs to develop an overall Program SLO and Career Learning Pathways SLOs (Deadline: May 31, 2021) (Goal E)	
	Develop a strategy for comparing assessment results by learning modality (Face-to-face vs. remote/online) (Deadline: May 31, 2021) (Goal E)	
	Work with Department Chairs to increase faculty participation in the SLO assessment process. (Deadline: May 31, 2021) (Goal E)	
	Work with Department Chairs to maintain faculty participation in the SLO assessment process during the Covid-19 pandemic. (Deadline: May 31, 2021) (Goal E)	

2021-2022 Goals Set or Established

The last question, Question #7, asked participants about the goals the committee established for 2020-2021, mapping the committee's goals to the Educational Master Plan goals. Fifty-seven participants responded to this question, with five participants noting that they were not aware of their committee's 2020-2021 goals. Table 10 lists the individual committee's set or established goals and which of the

Educational Master Plan goals they relate to, if stated.

Table 10. 2021-2022 Goals, by Committee Type

Committee Name	2021-2022 Goals	Respondents
Institutional Committees		
Art in Public Spaces (CAPS)	Goal D: Completing in-process public art projects (Fallah mural, 3B Collective mural, Beck Sculpture) and celebrating these new additions with the campus community.	1
Coordinating	Goal D: Committee members will continue to be proactive in sharing and disseminating information and updates with their respective constituent groups.	5
	Goal F: Committee members will approve review calendar for all board policies and administrative procedures to be reviewed prior to the next accreditation site visit	
Diversity and Equal Employment Opportunity Advisory Committee (DEEOAC)	Goal B - Partnering with Student Equity Committee to develop mission and not overlap	2
	Goal C - Recreating the diversity certificate program	
	Goal C- Reimagining the hiring/selection process	
	Goal C: Provide training and professional development activities to employees to promote awareness and understanding of diversity issues.	
	Goal D: Create and maintain diversity events to promote awareness and knowledge	
Employee Development	I think we met all because for the Fall event it was Goals A, B, E, F and for spring it was C, D, and F	3
Enrollment Management	Discuss appointing task forces or work groups for Enrollment Management Plan goals	6
	Updates from the Class Scheduling Task Force	
	Updates regarding CCCApply Supplemental Questions and the Majors List	
	Continue utilizing data dashboards to develop data-informed recommendations	
	Appoint other task forces as needed" "Appoint task forces or work groups for Enrollment Management Plan goals (EMP Goal A)	
	Continue utilizing data dashboards to develop data-informed recommendations (EMP Goal A)	
Facilities Planning	Don't have 2021-22 goals.	
Information Technology Standards	Work with IERP to conduct Campus Technology Survey (Goal D)	2
	Implement Phase 1 of IT Master Plan (Goal F/D)	
	Keeping campus standards current (Goal E)	

	Improving the quality of computers and computing in the offices and classrooms. Goal E.	
	Implement Phase 1 of IT Master Plan (Goal F/D)	
Outstanding Classified Employee Selection	Encourage employees and students to submit nominations for Employee of the Month	2
	Select employee of the month for each month	
	Plan, organize, promote, and execute the annual award ceremony Outstanding Classified Employee of the Year	
Planning and Budget		3
Student Life	Complete a review of the Commencement experience to explore the most meaningful experiences for students. (Goal A: Strengthening the culture of completion)	2
	Finalize review and implementation of revisions to AP5520 Student Discipline Procedures. (Goal A: Strengthening the culture of completion)	
	Initiate a review of AP5530 Student Rights & Responsibilities, focusing on updating the general grievance section. (Goal F: Enhancing organizational effectiveness)	
Senate		
Academic Excellence		
Curriculum	Approving all course offerings for Distance Education (Temp or Perm) - Goals A, E	2
	Approve Area F Courses - Goals A, B, E	
	Revise the CSU GE package to include Area F and a unit reduction to Area D - Goals A, B, E	
	Update BP/AP 4235 to respond to changes from Credit by Exam to Credit for Prior Learning - Goals A, B, E	
	Equity and diversity related to the COR - Goals A, B, C, D, E, F	
Department Chairs	Goal D and Goal F	1
Digital Learning (previously Technology-Based Learning)	A: Enhance online student success and completion	2
	E: Enhance faculty members' ability to effectively teach in distance/online modes, which will effect	
Faculty Professional Development	Encourage the adoption of policies and procedures that will facilitate faculty professional development (C1).	2
	Advocate for the institutionalization of funding for faculty professional development (C2).	
	Expand awareness among faculty of available professional development opportunities (C3).	
	Facilitate the creation of professional development opportunities meant to help our faculty – and, by extension, our students – meet the overall educational goals of Cerritos College (C4).	
	Facilitate the creation of professional development events that encourage the strengthening of an equity mindset as well as foster a culture of respect that reflects the college's commitment to diversity and inclusion (A1 and A8)	
	Mostly Goal C: The committee has not yet set its goals for 2021-22	

Hiring Standards	HSC will receive, discuss, and vote on equivalency requests in a timely manner to facilitate the faculty hiring process.	2
	HSC will receive, discuss, and vote on local standards requests in a timely manner to facilitate departments' requests for stricter minimum qualifications.	
	HSC will implement procedures to increase access to the equivalency process for CTE disciplines	
	Goal D: Improving internal and external communication	
Instructional Program Review	Goal A: Strengthening the culture of completion - Review 9 programs scheduled on the calendar.	2
	Goal D: Improving internal and external communication - Conduct orientation for programs scheduled for review 2022-2023; implement revised handbook.	
	By assessing program effectiveness and identifying areas of institutional and instructional improvement, and providing justification for planning and allocation of resources (from the Program Review homepage), we are helping to achieve Goals E and F.	
	Goal F: Enhancing organizational effectiveness.	
Sabbatical Leave	To complete the sabbatical application process (2022-2023) and report process (2020-2021) for the upcoming academic year. (Goal C)	3
	Goal C: Promoting Leadership and Staff Development As stated in the faculty contract (Section 27.1), "Sabbatical leave of absence is a privilege accorded to full-time faculty unit members for intellectual refreshment, normally to be obtained by study, research, travel, work experience or other creative activity. The ultimate objectives of sabbatical leaves are the enhancement of service to the District and to increase its distinction. Thus, the SLC seeks to support all faculty who apply for and return from their leave in an effort to support their own professional development, student learning, and contribute to the advancement of college goals."	
Student Learning Outcomes	Finalize the integration from Canvas to eLumen and develop a plan and narrative for facilitating assessing Course SLO in the Canvas course management system. (Deadline: April 30, 2021). (Goal E)	3
	Analysis of student demographic information (disaggregated assessment results) in eLumen (Deadline: April 30, 2022). (Goal D)	
	Work with all Departments to provide support in developing goals and action plans based on SLO assessment data. (Deadline: May 31, 2022) (Goal F)	
	Work with all Department Chairs to develop an overall Program SLOs and Career Learning Pathways SLOs (Deadline: May 31, 2022) (Goal E)	
	Work with Department Chairs to increase faculty participation in the SLO assessment process. (Deadline: May 31, 2021) (Goal E)	
	Work with the Curriculum and Program Committees to ensure consistency in SLO guidance and messaging (Goal D)	
	Goal D: Showcase SLO best practices across campus.	

Limitations

There are some limitations to note regarding this report. First, committee membership numbers were pulled differently for the academic years. Specifically, in 2019-2020, membership counts were pulled from the Shared Governance Purpose, Structure, and Process document, whereas membership counts in 2020-2021 were pulled from committee's websites. While the new source of membership numbers provided more up to date data, this limited exact year-to-year comparisons. Moreover, the survey was not sent directly to participants, but rather administered to committee chair(s), who in turn administered the link to committee members to solicit participation. Further, the administration of the survey was during the COVID-19 pandemic, which could have led to lower response rate.

Summary

The Cerritos College Shared Governance process allows evaluation and self-reporting of institutional and senate committee performance. This evaluation examined committee membership, frequency of meetings, attendance, and meeting documentation posted, and compared this data with the 2019-2020 report data. In addition, the evaluation examined committee members' viewpoints on their respective committee's performance, which was gathered from self-evaluation survey responses.

Appendices

Appendix A. Survey Instrument

Please provide your feedback on our 5-minute shared governance committee survey. We use this information to continually improve our processes and outcomes. Your responses will remain anonymous.

1. Please indicate the committee you are evaluating:
    - Academic Excellence
    - Accreditation
    - Art in Public Spaces (CAPS)
    - Curriculum
    - Coordinating Committee
    - Department Chairs
    - Digital Learning (previously Technology-Based Learning)
    - Diversity & Equal Employment Opportunity Advisory (DEEOAC)
    - Employee Development
    - Enrollment Management
    - Facilities Planning
    - Faculty Hiring Prioritization
    - Faculty Professional Development
    - Hiring Standards
    - Information Technology Standards
    - Instructional Program Review
    - Outstanding Classified Employee Selection
    - Planning and Budget
    - Professional Relations
    - Sabbatical Leave
    - Safety (District Committee)
    - Student Equity
    - Student Learning Outcomes
    - Student Life
    - Web Standards

2. Please select the response which most closely represents how you feel about each dimension of the shared governance committee that you are evaluating.
    - Strongly Agree
    - Agree
    - Neither agree or disagree
    - Somewhat disagree
    - Strongly disagree
    - Unable to evaluate

A. The committee met its goals
B. The committee meeting agendas and minutes were posted in a timely manner
C. The committee established and adhered to a regular meeting schedule
D. The committee members regularly attended and participated in meetings.
E. The committee followed shared governance processes, including scheduled reporting to the Coordinating Committee, Faculty Senate, etc.
F. The members shared information between the committee and their respective constituent group.
G. The committee members effectively solicited input from and communicated shared governance decisions to members of their respective constituent group

3. What are the accomplishments of this committee for the 2020-21 year? (open-ended response)

4. What obstacles/problems, if any, hindered committee functions? (open-ended response)

5. What changes are recommended to enhance this committee's effectiveness in regards to:
A. Purpose of Committee
B. Election of Committee Chairs(s)
C. Membership/terms
D. Quorum
E. Decision making process

6. Please list the 2020-21 goals (open-ended responses)

7. Did the committee accomplish the 2020-21 goals?
- Yes
- No
- Other (please specify)

8. What are the committee's goals for 2021-22? Please map the goals to the Educational Master Plan

- Goal A: Strengthening the culture of completion
- Goal B: Ensuring program alignment by strengthening partnerships
- Goal C: Promoting leadership and staff development
- Goal D: Improving internal and external communication
- Goal E: Upgrading educational infrastructure
- Goal F: Enhancing organizational effectiveness

Appendix B. Committee Membership Counts

Figure B1. Institutional Committee Membership Counts

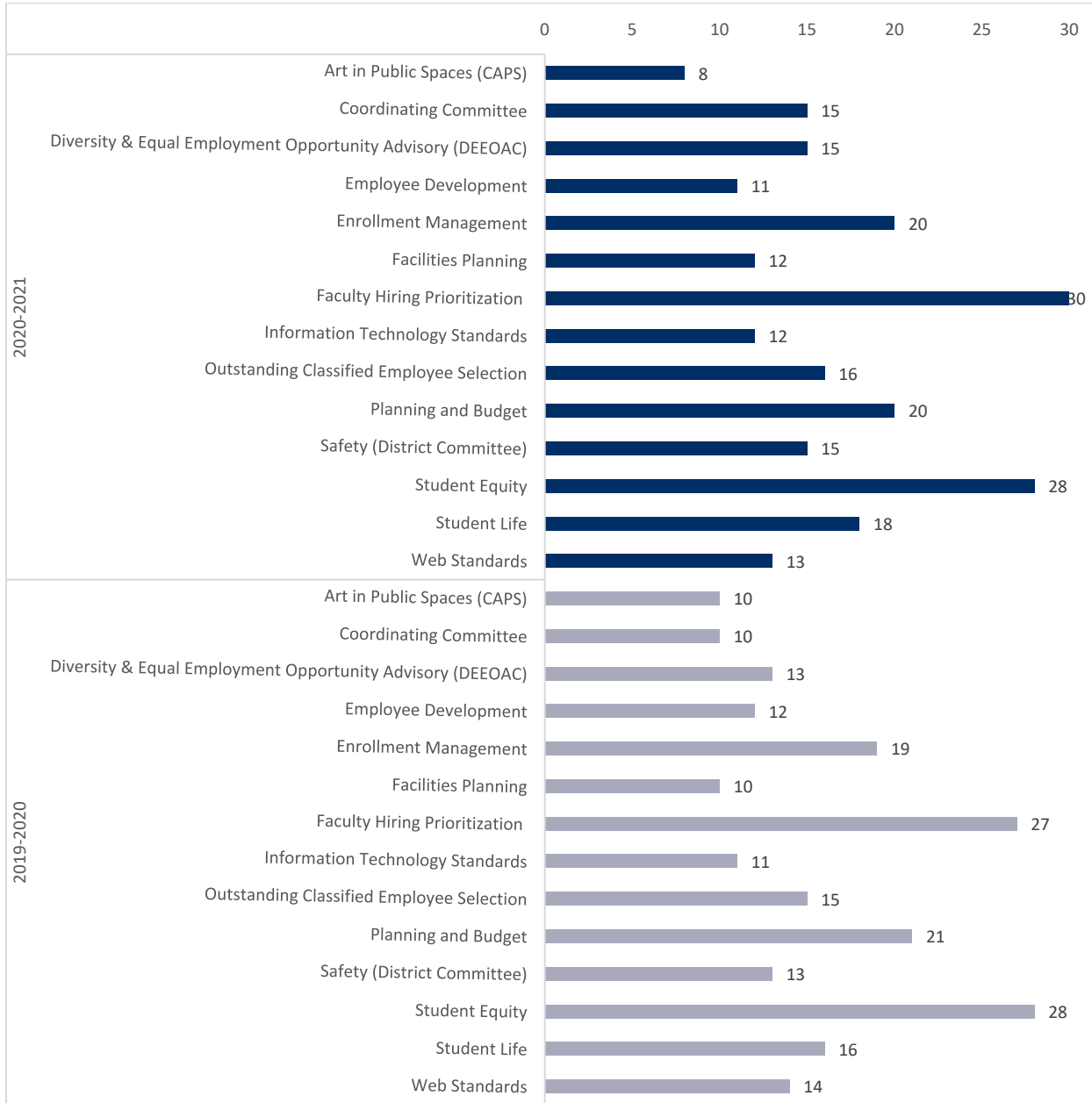| Committee	2020-2021	2019-2020
Art in Public Spaces (CAPS)	8	10
Coordinating Committee	15	10
Diversity & Equal Employment Opportunity Advisory (DEEOAC)	15	13
Employee Development	11	12
Enrollment Management	20	19
Facilities Planning	12	10
Faculty Hiring Prioritization	30	27
Information Technology Standards	12	11
Outstanding Classified Employee Selection	16	15
Planning and Budget	20	21
Safety (District Committee)	15	13
Student Equity	28	28
Student Life	18	16
Web Standards	13	14

Figure B2. Senate Committee Membership Counts

2020-2021

Committee	Count
Academic Excellence	15
Curriculum	18
Department Chairs	71
Digital Learning (previously Technology-Based Learning)	13
Faculty Professional Development	16
Hiring Standards	17
Instructional Program Review	17
Sabbatical Leave	10
Student Learning Outcomes	20

2019-2020

Committee	Count
Academic Excellence	13
Curriculum	17
Department Chairs	68
Digital Learning (previously Technology-Based Learning)	14
Faculty Professional Development	16
Hiring Standards	17
Instructional Program Review	16
Sabbatical Leave	9
Student Learning Outcomes	33