

# Annual Governance Reflection – 2021-22

Since spring 2016, each shared governance group has been asked to conduct an annual reflection on its processes, through three targeted questions. The results of the reflections are published annually in the Educational Master Plan Update and help inform the college's planning processes. These questions replaced a previous Annual Governance Assessment Survey.

**Question 1. Reflecting on the work of your governance group over the past year, how did this work help fulfill our mission, values, strategic initiatives, Institutional Core Competencies, and commitment to equity?**

## **Academic Senate**

Rather than automatically renewing the subscription to Proctorio there was a discussion on the subject and its implications to both equity and academic integrity. Academic Senate (AS) continues to be a place where faculty can bring up and discuss issues. One of the best examples of how academic senate is committed to equity is when we recently voted unanimously to approve the name change procedures in the district. The recent inclusion of some affinity groups into voting membership should only increase our capabilities to reflect the various interests of more De Anza constituencies. We have made steps towards including part-time faculty members to decision making, but more work needs to be done. One of De Anza College's values is developing the human capacity of all students and helping them stay connected; having students in the academic senate meetings helped fulfill this goal. We touched upon many issues, like supporting new model on shared governance, supporting student housing initiatives, increasing Academic Senate membership, etc., which support De Anza's values and commitment to equity.

## **Administrative Services Planning and Budget Team (APBT)**

Representation from all campus stakeholders including students, faculty, classified and administrative services staff. Wide-ranging input gives the Administrative Services division the opportunity to better address the fiscal and college operations needs of the campus. The Higher Education Emergency Relief Fund (HEERF) has enabled the Administrative Services division to procure COVID PPE (Personal Protection Equipment) supplies and equipment to mitigate the spread of the virus and keep on-site employees as safe as possible. It has also allowed for procurement of campus wide instructional materials to assist students and faculty with remote learning. Equity is a core component of HEERF procurement. Examples of which are clear masks for deaf and hard of hearing individuals. Singer specific masks for the music department. Lab kits for chemistry and biology students.

## **Classified Senate**

Provided guidance to channel Classified Professionals voices in other meetings. Encouraging senior staff to attend meetings so our voices could be heard and needs could be met, with the goal to improve morale. Uplifting ourselves and our voices which will help students. Passed name change resolution in support of students and fellow employees. Restructured senate make-up to represent areas of focus and interest rather than geographic place of work. Forwarded recommendations for hiring choices to IPBT. Participated in Classified Professional Development Day, providing staff with an opportunity to come together across the district.

## **College Council**

As a body the College Council reviewed and approved the faculty hiring prioritization lists submitted by IPBT and SSPBT, both lists were built on the basis of the college mission and values, including the approval of an LGBTQ coordinator position and a faculty coordinator for online education. The committee added a classified tri-chair to the committee leadership. The committee reviewed, provided feedback on and approved the shared governance restructuring proposal. The committee also approved the equity plan reimaged. The committee approved the Technology Plan and reviewed the district Energy Master Plan.

## **College Planning Committee (CPC)**

The College Planning Committee (CPC) led the college in a year-long strategic planning process that culminated in the writing and approval of the Educational Master Plan, 2022-2026. The committee worked to engage nearly 200 individuals in the strategic planning process which included a review of key De Anza data and outcomes, economic and workforce data and regional trends. The strategic planning process also included discussions around enrollment, outcomes of various student groups, cultural and structural equity, and how we emerge from the pandemic to best support students. The Educational Master Plan was shared through a collegewide event and feedback was solicited through members of CPC, who each represent a governance group. The EMP was approved by College Council in June.

## **Curriculum Committee**

The Curriculum Committee's work—by virtue of its organizational function—supports the college's institutional goals and principles by ensuring high quality, up-to-date, equity-conscious, and state compliant curriculum (i.e., courses, degrees, certificates). Things of note this year include: \*An invited presentation by Long Beach City College on their college-wide equity initiative (recording of presentation and Canvas shell of their Cultural Curriculum Audit). This forum was a good starting point for a conversation to be continued with the Curriculum Committee and other key stakeholders at the college about a concerted college-wide approach to equity in curriculum (i.e., teaching, syllabus, Canvas courses, course outline, SLOs, etc.) \*This year's transition to eLumen made for an untypical year with a hiatus on our regular curriculum review and approval process. This resulted in a reduction of curriculum reviewed. \*The move to eLumen may help us create a more integrated approach to various aspects of curriculum-related work (i.e., review of courses/programs, program review, SLOs). \*Despite the hiatus on our regular curriculum review and approval process this year, the Curriculum Committee still created a review process that allowed for submission of ethnic studies courses in order to be eligible for CSU Area F approval.

## **De Anza Student Body (DASB)**

We were able to help create more connections within our campus community. The pandemic has had a great effect on our community. We've experienced many setbacks, but we are able to put our constituent group into consideration and hear their voices by hosting a Covid town hall, as well as other activities that help us transition out of the pandemic, such as the bike program. We demonstrated a commitment to equity by supporting the voices of different minority student groups on campus. We increased awareness of many of the programs and services offered by De Anza to students, reaching towards building a more involved community. DASG funds programs that promote equity and diversity in order to help students of the De Anza community to reach their full potential. The committee also improvised on basic rubrics & frameworks involving budget deliberations to better serve the student body. Our group worked towards establishing greater diversity on campus by promoting the voices and cultures of underrepresented communities. Our committee worked towards promoting sustainability and working on bringing the bike program back. Our

committee help to improve the fund from DASG have a better usage, and also promote scholarships, and etc. We were able to engage more students to learn about the resources that are available to them from basic needs to academic and transfer support.

### **Equity Action Council (EAC)**

Identified and solidified the ideas/alignment of activities of the Re-imagined Student Equity Plan (SEP).

\*Student Equity Plan Re-imagined received approval from all shared governance groups. SEP Re-imagined is being incorporated into the Educational Master Plan for the next 5 years. \*Re-worked the Shared Governance handbook as we began to revisit the role of EAC in relations to the mission of the campus and strategic initiatives. \*Inclusion of voices of the plan from various stakeholders.

### **Instructional Planning and Budget Team (IPBT)**

Through the program review process, the APRU asks departments to review and reflect on their equity gaps in regard to student success and report on plans to help reduce those gaps. IPBT explored new criteria to use for the ranking of positions which included a rubric that put value on student equity. The process yielded the prioritization of the faculty coordinator for the PRIDE Center as well as the faculty coordinator for Online Education. The process also led the group to reflect and reimagine the way the position prioritization is accomplished. Through the program review process all resource requests/allocations are aligned to equity and the college's mission. The committee explored the impacts resource allocations may have on the workload of other employee groups that was not taken into consideration in the past. The committee has practiced a slowing down of processes and taking items for a second reading to increase opportunities for discussion and input. The second read enabled members to more intentionally gather input from their constituency members.

### **Student Learning Outcomes (SLO) Committee**

The SLO committee collaborated with the planning and budget teams on the annual program review template on the questions to be included and provided support to departments entering assessment data into the template. The committee held its annual SLO convocation to support faculty submitting the annual program review template. Committee members attended the SLO Symposium. The committee worked with partners on the transition from Tractdat to eLumen.

### **Student Services Planning and Budget Team (SSPBT)**

Formulated the framework for development of the rubric and template for the new faculty positions in Student Services as it related to the college mission, vision, equity and institutional core competencies. Reviewed the institutional data related to the Core Priorities to see where we are and how we need to address the gaps. Developed SSPBT Core Priorities (student equity, access to education, student retention, student completion) with presentations on how Student Services is addressing these priorities. Development of the Early Alert and Retention Program, Basic Needs, Emergency Funds for students and addressed the needs of students during the pandemic.

### **Technology Committee**

This was the first year of the new Tech Plan which includes elements of all of the above, and is specifically grounded in equity, including accessibility, for example. The committee also added a classified tri-chair to the committee so there is now classified professional, faculty and administrator representation in the three individuals chairing the committee.

**Question 2. Reflecting on your governance group's processes and practices over the past year, please identify what has been working and what changes you plan to implement over the next academic year to ensure continuous improvement.**

### **Academic Senate**

What's working: Report-Outs on the Google document serve to always provide a voice and a chance to provide more detail to discussions. I think what is working well is the virtual/hybrid meetings. Meetings are run in a way that has created a much more transparent, organized, communicative environment that encourages and welcomes participation. Robert's rules are no longer something used against folks and the willingness of people to let newer members of the Academic Senate ask questions and try to get a sense of what is happening is really important. Changes to implement: The issues we discuss and decide on oftentimes seem very "in the weeds," and the everyday busy work prevents us from doing longer-term institutional planning and change work such as addressing strategic initiatives, equity, etc. The work culture at DA creates a climate that makes it difficult to not be reactive to issues; I would love for all of us to have space to do some intentional reflection and planning. Right now we just don't have that capacity. What would help newer members is to make sure everyone is understanding the material presented by providing a summary of the outcomes or by having more opportunities for breakout rooms discussions. Many issues were discussed and debated, but some left unchanged or passed regardless; perhaps those items are meant to be told rather than needing discussion.

### **Administrative Planning and Budget Team (APBT)**

APBT students are assigned a mentor for the transition in beginning of the year. This helps the students feel comfortable and valued. Zooming with students outside of the meeting when complicated agenda items are scheduled helps students understand and feel comfortable participating in the meeting. Allowing the time and inviting members to share their thoughts and feedback from their constituent groups helps with equality in participation. Members model a collaborative yet focused meeting style which helps with inclusion and timely actions.

### **Classified Senate**

Communication around what shared governance is and what the roles of senate are for those who are nominated. Some factors that negatively impact participation include capacity, knowledge of roles and duties with CS. We should have a goal of having a wide and diverse range of classified professionals from a range of areas across campus Shared governance training and information sharing. Orientation and training about shared governance structure and processes, for those who are involved and those who are interested. Define "voting with acclamation". Clear picture of what is expected of each of us in our shared governance spaces, whether senate or committees. Have ongoing training and mentorship throughout the year, in advance of elections so that individuals will be comfortable with running for a seat. And also once in place, have ongoing training and mentorship during the term. Advanced notice of agenda items, especially things that are being voted on, disseminate the information with enough time for it to be read. Utilizing Outlook for classified senate meetings helped, add on to include, committees, tasks and also social events. It is beneficial to have senior staff attend, but need to formalize and prepare better for that time in order to be beneficial. We did not hold a general membership meeting, should calendar out at the beginning of the academic year going forward. Increase the number of social events and gatherings. This year we held a lunch, breakfast during classified appreciation week, and an ice cream social. Look into something social and to build community, such

as resuming classifridays, brown bag gatherings, tea/coffee hours, etc. Consider having the executive team hold office hours. Physical office space for Classified Senate, similar to Academic Senate's

## **College Council**

The addition of the classified tri-chair brought in greater representation for Classified employees. The committee held a standing agenda item for the planning and budget teams to communicate information more broadly to the committee. The committee would like to fill the administrative tri-chair position next year which has been vacant. It is hard to determine what will take place with the new shared governance structure.

## **College Planning Committee (CPC)**

As part of the college's seven-year planning cycle aligned to accreditation, the CPC led the college in the review and development of an Educational Master Plan which will drive college efforts over the next five years. New student groups of focus were identified as well as new metrics and outcome measures. Next year the CPC will lead the implementation of the plan in an effort to achieving our goals over the next five years.

## **Curriculum Committee**

Group's processes and practices that worked well: \*The training on eLumen created by the Curriculum Office has been effective for Curriculum Committee members. \*The Curriculum Committee currently uses a technical review process (created a couple years ago) with distinct working groups. This relatively new practice has made for more efficient and effective curriculum review. Group's processes and practices that we can work on for continuous improvement: \*The move to eLumen may help us create a more integrated approach to various aspects of curriculum-related work (i.e., review of courses/programs, program review, SLOs). \*There is a need for more cross-training so that all Curriculum Committee members are proficient in how to review all areas of the curriculum and so that review criteria are standardized across members. \*The technical review practice with working groups has resulted in tunnel vision when reviewing curriculum. We need to also provide a more holistic approach to reviewing curriculum and create opportunities that give all members a better sense of review criteria for different sections of a Course Outline of Record. To address this, we could hold a couple full committee review sessions of curriculum.

## **De Anza Student Body (DASG)**

The decentralization of students across shared governance groups and reporting back to the senate has worked. In the future, the shared governance reports should be recorded in text for the senate to keep up with, along with committee reports. Those should be recorded in a separate channel for easy access instead of going through every meeting minutes to access. Keeping track of goals and making sure you meet them throughout the quarter is going well. For next year, make sure you don't spread yourself too thin so you don't die later on. Adjusted fairly well to moving back to hi-flex meetings. It has been especially hard during the pandemic to reach groups that are underrepresented and students who are not active on social media. In the future, hopefully as we transition out of the pandemic we will be able to reach and gain feedback from a wider range of individuals. The Senate also does not currently function as an equitable space in representation of the De Anza College population as many of the individuals who are serving as senators belong to similar backgrounds where we have the privilege to dedicate our time to extracurriculars instead of paid work. One key change our group intends to implement in the upcoming academic year is the clear division of committee members into relevant shared governance groups. In the past year, our group has noticed that our work required the collaboration of several different governance groups. Having committee members assigned to committee related shared governance groups will increase efficiency in planning our projects. One change that

I wish would be implemented in the next year is to better understand school policies and keeping track of our future goals. For our committee I would suggest working with Professors and other staff to get more students engagement revolve DASG. During Covid it was challenging to get student participation and engagement.

### **Equity Action Council (EAC)**

\*Brought in various speakers such as Early Alert, Anti-Semitism, the work on Darla Cooper on Black Transfer rates to center our work. \*Highlighted and discussed inequities in Classified Staff \*How to we promote Ethnic Studies/ICS courses for staff and faculty to increase multicultural understanding? \*Revisited the role of EAC in relation to the organization and shared governance groups \*Held an EAC Winter Retreat (virtual) to discuss EAC role, provide feedback on the new shared governance model and EAC's role and invited Divisional Core Teams to share how to implement a equity core team in instructional and learning resources areas. \*Next year, we will continue to highlight and amplify the DEI work across campus. \*Continue to be a resource for shared governance groups and programs.

### **Instructional Planning and Budget Team (IPBT)**

The committee decided not to vote on an item the first time it was brought up. The second reading of items has been working well and has led to increased input from members and their constituency groups. We recognize that the hiring prioritization process is a work in progress and will be discussed further in the next academic year as a priority. Working in groups on the program reviews was a benefit to provide feedback in groups and ask questions. We intend to hold more training sessions next year on the form and purpose of the process. There is interest to move the form up earlier in the spring quarter, potentially developing an annual calendar for IPBT. Auto populating the APRU form will help the department chairs with completing the form. The group explored a template to potentially provide feedback to departments on their form. It is also depending on what the committee will look like the following year. The committee would like to explore how to address prioritizations based on departments with high FTEF but low actual Full Time Faculty.

### **Student Learning Outcomes (SLO) Committee**

The committee would like to hold monthly webinars beginning in the fall to provide ongoing training and support for the program review process. The trainings will provide direct linkages to the purpose of program review and the college mission, vision, values and core competencies. The committee would like to transition back to holding the annual convocation with the sole purpose of reviewing the college's institutional core competencies (ILOs). The committee developed an assessment tool for evaluating meaningful assessment and would like to pilot the survey in the fall with a few faculty members. The committee is also exploring various options for submitting the program review form that streamlines the process. The committee will also explore ways to generate reports focusing on specific goals, such as equity.

### **Student Services Planning and Budget Team (SSPBT)**

More consistent and regular dialog with other PBTs, specifically IPBT, throughout the year. It would be beneficial to review goals, priorities, and sharing information regarding positions, etc. This has been done in the past and should be revisited. Consistent communication and sharing of various constituency groups in every meeting along with the posting of the meetings with the supporting documents. Have been more inclusive with students but this can be improved upon and expanded. More effective communication this year regarding policies, new initiatives, and the changing practices that occurred during the year. New practices included the training and mentoring of new members of this group.

## **Technology Committee**

By fulfilling the Tech Plan goals, there is ongoing work toward improvements, of which improved communication with ETS is one. A couple potential changes for next year are ensuring student representation on the committee and enhanced consultation in conjunction with IPBT. The format of the new Tech Plan allows the committee to be more flexible in working toward goals and improvements.

**Question 3. Reflecting on your groups' ability to disseminate information to its stakeholders, what are some strengths and weaknesses in regards to ensuring that all stakeholders are informed of the committee's activities, processes, policies and decisions? How can you improve your process for information dissemination next year?**

## **Academic Senate**

Strengths: First De Anza shared governance group to hold meetings in dual modality using HiFlex room. Newsletters are great. I also like the google slides where each of us can share a little about ourselves that was a fun activity. Weaknesses/improvements: I am never sure if the reps actually communicate and what they communicate back to their constituents; it would be great if we had some sense of that. I think the Report Outs doc makes it much easier for reps to share back but they don't seem to be bringing anything back from their divisions/constituents. I wonder if some training and regular open discussion time on the agenda on issues would be helpful to surface issues. Visuals would help communicate the message or information better. It would help to summarize the outcomes at the end of each meeting. A lot of the stuff we discuss doesn't have a clear resolution which leaves me having to interpret what to make of the discussion and what comes next. I think it would help to reiterate any important action items that need to be brought back to our constituents at the end of each meeting. I need to ask some questions to better understand my role in disseminating information. Please get the urls or pdfs of slide shows or other presentations from presenters and into the agenda before the meeting. Please have the minutes for our review available when you send out the agenda. Double check links as you post them.

## **Administrative Services Planning and Budget Team (APBT)**

Committee members are routinely reminded their role is to share agenda items with their respective constituencies and to gather feedback to ensure the work of APBT is shared widely but this continues to be a challenge as the APBT is one of the smaller teams of the 23. At the recommendation of a member, items will now include a brief "impacts" summary at the end of items to help members when sharing agenda items with their constituent groups.

## **Classified Senate**

Communicate with fellow areas of focus senators regarding meetings and needs. Outlook calendar event helped to notify about senate meetings, this increased participation and attendance at senate meetings. Find a better way to collect and share information about decisions made (or that are going to be made) at shared governance committees. Keep the listserv updated and more accessible. Sharepoint site was created as a way to share information but it was underutilized based on the goals that we had for it. Investigate if there is a better way to achieve those goals or if Sharepoint could be used with some adjustments. It would be helpful for the district to adopt a standardized system to use in the interest of managing and organizing communications (unified messaging standard, internal company forum, etc.). One shared platform for sharing information. Report outs are beneficial to be done both verbally during meetings and also in written form so that everyone can refer to it later.

## **College Council**

Having a tri-chair model ensures collaboration and voice from the three groups, faculty, administrators and classified and increased communication out to those constituency groups. Committee members should be trained on the important role of disseminating information to their constituency groups. Members often have standing agenda items on the group in which they represent to report out information. The committee would like to explore onboarding and training for the committee. In the new year, the committee would like to have larger conversations around how each agenda item may impact a particular group. The committee currently has a standing item for committees to share information to CC and share back with the committees, this practice will continue next year. The CC website always includes agendas, notes and Zoom information prior to meetings, to ensure it is an open meeting.

## **College Planning Committee (CPC)**

The CPC expanded its membership last year to include a member of each of the governance groups, all members of senior staff, a member from the faculty association, and many others in an attempt to ensure representation from across campus and from all groups. The wide representation was helpful during the drafting and review of the Educational Master Plan to ensure all voices on campus were being represented through their governance appointee. However, even with the representation from all groups, there was still instances where individuals felt their interests were not represented in the plan. Next year, the CPC is charged with drafting the accreditation self-study report, and in addition to having wide representation on the committee, the draft report should also be brought to each governance committee for input.

## **Curriculum Committee**

Suggestions for improving information dissemination processes: \*The Curriculum Committee consists of representatives from every division and from different organizational groups (i.e., dean, divisions, FA, articulation office, etc.). As an all-inclusive group, there could be more regular clarification on the roles and responsibilities of Curriculum Representatives, especially in what they are expected to communicate to their constituents. Ex: We might hear various stakeholders on campus say, “We didn’t know that” about a curriculum matter. We want to ensure that Curriculum Representatives are using organizational lines of communication to adequately disseminate information. \*The positions of the DASG representatives were vacant this year. We want to make sure the two positions are filled. Along with other vacant positions. \*Curriculum Representatives could use more support for identifying what information needs to be shared out from Curriculum Committee meetings. Ex: Create an online repository for Curriculum Representatives with a list of bulleted information to be shared with their respective constituents. \*We will need an updated website for the Curriculum Committee/Office. It needs to be more consistent with other college web pages and spotlight information for the new curriculum process with eLumen in the coming year.

## **De Anza Student Body (DASG)**

Open and effective communication is the best way to ensure that all actors involved are informed adequately and in a timely manner. Internally, the senate should have a channel of communication where every senate is required to check and can stay connected with work outside of the Wednesday meetings. So much goes on behind the scenes, having a space where all senates can voice their opinions is important. Some things the future senate can learn from our weaknesses is to better explain senate actions to other governances; both by informing beforehand and explaining thoroughly Transparency. Communicating clearly what you want or need while making sure to acknowledge other people’s feelings, thoughts and capacity. One thing to improve is

consistency. If there's a commitment, make sure to follow through it. Communicate openly so that our message gets through to people and promote senate meetings more. We regularly updated the Instagram with important updates and invitations to DASG events. Next year we will have a Canvas Shell, which more students will check. We need to do a better job of finding a way to make students care about governance proceedings.

### **Equity Action Council (EAC)**

\*What worked well is that we continue to agendize committee reports including DASG. \*Suggestion: Take 1 to 2 minutes at the end of each meeting to recap what will be shared out so that information is consistent when they report back to their respective constituencies. \*Need to have more consistent student voices on the committee. \*Continue to incorporate Conocimiento/Grounding activity at start of meeting. \*Tri-Chair model continues to work well \*EAC continues to be a point of reference and a resource for the community at large. \*Bringing in speaker has been helpful in sharing knowledge and deepening our understanding of equity work. \*Updates from Mallory & Lisa (IR Office) is always welcome and helpful.

### **Instructional Planning and Budget Team (IPBT)**

The committee posts agendas and notes on the webpage consistently. Meeting links are available ahead of time, so anyone is able to attend. The weekly DASG report out is helpful in hearing about what students are working on to inform IPBT processes. There is also a standing report out at each College Council meeting and Academic Senate. Committee members were encouraged to ensure that they are on the agenda to report out to their constituency group in which they represent. Affinity groups are voting members of the committee, which is new this year, and also share information out to their constituency groups through notes or report outs. Recommendations and program review forms are posted on the website. The committee and IR collaborate on data informed decisions.

### **Student Learning Outcomes (SLO) Committee**

The committee continued to post information and resources on its SLO website. An SLO newsletter was sent out to highlight important information. The SLO team made presentations to department chair meetings as well as SSPBT meetings. Team members presented to academic senate quarterly. The SLO committee is planning monthly workshops to take place in the 2022-23 academic year. The committee will also attempt to reinstate the SLO office hours.

### **Student Services Planning and Budget Team (SSPBT)**

There is a standing report out at College Council and in the SSPBT meetings. Consistency in the internal group in policy and procedures so it is disseminated correctly and how we operate as a committee. Reminder of the 7 year planning cycle and what each year entails and how we align our priorities. CAS Standards will assist with the alignment since it is more applicable for Student Services.

### **Technology Committee**

Academic and Classified Senates have committee report-outs as a standing item on agendas, as does College Council. The committee recommends that report-outs continue to be delivered verbally with transcript (for accessibility reasons), rather than solely in writing.