OVERVIEW

Lake Tahoe Community College (LTCC) instituted a revised governance structure during the 2012-13 academic year. As part of this revision, the primary governance councils also implemented consensus-based decision-making as the method by which meetings were conducted. These include:

1. Institutional Effectiveness Council (IEC)
2. Budget Council
3. Facilities Council
4. Technology Council
5. College Learning Council (CLC)

As part of their ongoing commitment to institutional effectiveness and continuous improvement, the governance councils participated in a self-evaluation that focused on three key areas: Consensus Decision-Making, Intra-Council Communication, and Inter-Council Communication. Additionally, the overall performance of each council was assessed. The results of this self-evaluation for each Council are presented and discussed below.

CONSENSUS DECISION-MAKING

Consistently across the councils, the implementation of consensus decision-making was seen as generally successful with room for improvement. With additional years of practice and a continued adherence to the principles of consensus it is expected that councils will increase their understanding, utilization, and the effectiveness of this new model, as assessed on the questions below.

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q1. How would you rate your understanding of the principles of consensus decision-making utilized by this Council?	Very Good	4	4	3	3	6	20
		66.7%	57.1%	60.0%	60.0%	60.0%	60.6%
	Good	2	3	2	2	4	13
		33.3%	42.9%	40.0%	40.0%	40.0%	39.4%
	Poor	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Very Poor	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	5	5	10	33
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q2. To what extent has this Council adhered to the principles of consensus decision-making as you understand them?	Always	4	5	4	1	5	19
		66.7%	71.4%	80.0%	20.0%	50.0%	57.6%
	Very Often	0	2	1	3	4	10
		0.0%	28.6%	20.0%	60.0%	40.0%	30.3%
	Occasionally	2	0	0	1	1	4
		33.3%	0.0%	0.0%	20.0%	10.0%	12.1%
	Never	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	5	5	10	33
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q3. How effective has the consensus decision-making process been, from your perspective, in facilitating dialogue that leads to better engagement and decisions?	Very Effective	2	4	1	0	2	9
		33.3%	57.1%	20.0%	0.0%	20.0%	27.3%
	Effective	3	3	4	5	8	23
		50.0%	42.9%	80.0%	100.0%	80.0%	69.7%
	Ineffective	1	0	0	0	0	1
		16.7%	0.0%	0.0%	0.0%	0.0%	3.0%
	Very Ineffective	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	5	5	10	33
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q4. Overall, how well has the consensus decision-making process been working in this council this year?	Very Near to the ideal	2	4	1	1	2	10
		33.3%	57.1%	20.0%	20.0%	20.0%	30.3%
	Near the ideal	4	3	4	4	8	23
		66.7%	42.9%	80.0%	80.0%	80.0%	69.7%
	Far from the ideal	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Very Far from the ideal	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	5	5	10	33
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

INTRA-COUNCIL COMMUNICATION

Dialogue and discussion is at the heart of consensus decision-making. Results on the questions below suggest additional efforts should be made to further promote dialogue within the councils, specifically by allowing enough time on each agenda.

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q5. Would you agree or disagree that the level of dialogue within this Council has been sufficient?	Strongly Agree	2	2	2	0	6	12
		33.3%	28.6%	40.0%	0.0%	60.0%	36.4%
	Agree	2	5	3	5	4	19
		33.3%	71.4%	60.0%	100.0%	40.0%	57.6%
	Disagree	2	0	0	0	0	2
		33.3%	0.0%	0.0%	0.0%	0.0%	6.1%
	Strongly Disagree	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	5	5	10	33
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q6. Would you agree or disagree that issues brought before this Council over the past academic year were afforded enough time for discussion?	Strongly Agree	3	3	3	1	4	14
		50.0%	42.9%	60.0%	20.0%	40.0%	42.4%
	Agree	3	4	2	4	6	19
		50.0%	57.1%	40.0%	80.0%	60.0%	57.6%
	Disagree	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Strongly Disagree	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	5	5	10	33
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q7. How often, if ever, did you feel like issues were rushed through the Council without being given the appropriate amount of time for review?	Often	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Sometimes	2	1	1	2	3	9
		33.3%	14.3%	20.0%	40.0%	30.0%	27.3%
	Rarely	2	4	3	3	3	15
		33.3%	57.1%	60.0%	60.0%	30.0%	45.5%
	Never	2	2	1	0	4	9
		33.3%	28.6%	20.0%	0.0%	40.0%	27.3%
	Total	6	7	5	5	10	33
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

INTER-COUNCIL COMMUNICATION

As suggested by the results below, additional efforts need to be devoted to improving the understanding of the process for communication between the councils within the governance structure. For the first year of implementation, these results are not necessarily surprising. At the same time this is an area in need of improvement.

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q8. How would you rate your understanding of the process for inter-council communication on issues that are discussed in more than one Council?	Very Good	1	1	0	1	1	4
		16.7%	14.3%	0.0%	20.0%	10.0%	12.5%
	Good	3	4	2	4	6	19
		50.0%	57.1%	50.0%	80.0%	60.0%	59.4%
	Poor	2	2	2	0	3	9
		33.3%	28.6%	50.0%	0.0%	30.0%	28.1%
	Very Poor	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	4	5	10	32
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q9. Would you agree or disagree that this Council has made sufficient effort to communicate on issues that are discussed in other governance councils?	Strongly Agree	1	2	0	0	0	3
		16.7%	28.6%	0.0%	0.0%	0.0%	9.4%
	Agree	3	3	4	4	9	23
		50.0%	42.9%	100.0%	80.0%	90.0%	71.9%
	Disagree	2	2	0	1	1	6
		33.3%	28.6%	0.0%	20.0%	10.0%	18.8%
	Strongly Disagree	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	4	5	10	32
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

OVERALL

Opinions were generally positive across the councils with regard to the overall performance of the council in relation to its specific charge as part of the governance structure at LTCC. Additional years of implementation will be needed to allow each council to establish a clear purpose. As more issues are brought to the governance councils, and sufficient time is devoted to dialogue, that purpose should solidify in the minds of the council members as well as the College as a whole.

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q10. Overall, how is the Council's understanding of its purpose as part of the governance structure at LTCC?	Very Near to the ideal	1	2	1	0	3	7
		16.7%	28.6%	25.0%	0.0%	30.0%	21.9%
	Near the ideal	4	5	3	5	6	23
		66.7%	71.4%	75.0%	100.0%	60.0%	71.9%
	Far from the ideal	1	0	0	0	1	2
		16.7%	0.0%	0.0%	0.0%	10.0%	6.3%
	Very Far from the ideal	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	4	5	10	32
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

		Institutional Effectiveness Council (IEC)	Budget Council	Facilities Council	Technology Council	College Learning Council (CLC)	Total
Q11. Overall, how has the Council performed with regard to adhering to its charge, as stated in the bylaws?	Very Near to the ideal	3	2	0	1	3	9
		50.0%	28.6%	0.0%	20.0%	30.0%	28.1%
	Near the ideal	2	5	3	4	6	20
		33.3%	71.4%	75.0%	80.0%	60.0%	62.5%
	Far from the ideal	1	0	1	0	1	3
		16.7%	0.0%	25.0%	0.0%	10.0%	9.4%
	Very Far from the ideal	0	0	0	0	0	0
		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	Total	6	7	4	5	10	32
		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

SUMMARY

The first year of the implementation of both a revised governance structure and consensus decision-making process at LTCC was generally successful as viewed by the council members who responded to this self-evaluation. Improvements can be made in each area, particularly in the understanding of the process for inter-council communication, but also in the time allotted for and devoted to intra-council dialogue. The results of this self-evaluation will be used to guide the evolution of the governance structure in the 2013-14 academic year, with subsequent evaluation at the end of the spring quarter.