

Evaluating the Academic Senate

Processes, Proposals, and
Possibilities

The Committee

Julie Bruno, Chair, ASCCC Secretary, Sierra College

Julie Adams, Executive Director

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The Operational Oversight Committee

More commonly referred to as...



Resolution

Periodic Evaluation of the Academic Senate for California Community Colleges

—Resolution 01.02 (Spring 2013)

- ✓ Create a task force consisting of equal numbers of Executive Committee representatives and member delegates to develop a process of periodic institutional review
- ✓ Periodic review is to assess operations, processes, policies, and programs of the ASCCC
- ✓ Propose the composition of the review/evaluation team

Resolution

Periodic Evaluation of the Academic Senate for California Community Colleges

—Resolution 01.02 (Spring 2013)

- ✓ Recommend what accountability standards will be used for the review
- ✓ Propose the components of the review
- ✓ Recommend a cycle for the review process
- ✓ Suggest a format for presenting commendations and recommendations

Resolution

Periodic Evaluation of the Academic Senate for California Community Colleges

—Resolution 01.02 (Spring 2013)

- ✓ Present task force recommendations for adoption at Spring 2014 Plenary Session
- ✓ ASCCC undergo and complete its first periodic review by the Fall 2014 Plenary session.

Companion to Resolution 1.02

Academic Senate Annual Report on Accomplishments and Operations

—Resolution 01.04 (Spring 2013)

- ✓ Communicate all recommendations and commendations from committees and task forces that review the organization's processes for assessing the operations, processes, policies, and programs and any planned changes based on those recommendations through a breakout session, a Rostrum article or other appropriate means no later than Spring 2014; and
- ✓ ASCCC , similar to other nonprofit organizations, develop an annual report to publicize its self-review results and ongoing accomplishments on behalf of the faculty statewide, with the first publication of this report to be completed by Fall 2014.



Operational Oversight Committee

- ✓ **Three face-to-face meetings since September**
September 6th, September 27th, and October 31st
- ✓ **Meetings with an extensive agenda**
Typically lasted for 5 hours each time
- ✓ **And there was homework...**

Defining Terms

study (verb)

1. The act of texting, eating, and watching TV with an open textbook nearby.
2. Mythical activity.

Defining Terms

- ✓ **Academic Senate or ASCCC** — the Executive Committee and all faculty members that are members of a local academic senate
- ✓ **Local/Member Senates** — The academic senates at each of the 112 California Community Colleges as well as District senates
- ✓ **Executive Committee** — Elected leaders of the ASCCC consisting of the president, vice president, secretary, treasurer, four area representatives and six additional members (2 from the north, 2 from the south, and 2 at-large) and the executive director (*ex officio*)
- ✓ **Ethics Domains** — Areas outlined in the ASCCC Code of Ethics
- ✓ **Evaluation Domains** — Several categories/areas that describe the work of the ASCCC



ASCCC is a Nonprofit Organization

The ASCCC is a 501 (c)6 organization, which places responsibilities on the Executive Committee many of which are more similar to local boards of trustees than to local academic senates. For example, the Executive Committee is responsible for the following:

- determining the organization's mission and purpose
- ensuring effective organizational planning
- monitoring and ensuring adequate resources
- managing and allocating resources effectively
- determining and monitoring the organization's program and services
- enhancing the organization's public image
- selecting the executive director and assessing his or her performance



ASCCC Mission Statement

The Academic Senate for California Community Colleges fosters the effective participation by community college faculty in all statewide and local academic and professional matters; develops, promotes, and acts upon policies responding to statewide concerns; and serves as the official voice of the faculty of California Community Colleges in academic and professional matters. The Academic Senate strengthens and supports the local senates of all California community colleges.



Proposed Evaluation Process: Quick Overview

- ✓ ASCCC to be reviewed on a 6-year cycle
- ✓ Group of 7 evaluators
- ✓ Evaluation domains include the 8 domains from the Code of Ethics Policy 10.00 plus one more on Planning
- ✓ Provide evaluators with a set of questions to use in their review of the ASCCC with respect to each domain
- ✓ Evaluators are to develop a written report that includes commendations and recommendations
- ✓ Recommendations are for the Academic Senate's consideration
- ✓ Assess the process at the end and revise as necessary



Mission Evaluation Domain

The Academic Senate has a clearly stated mission and purpose approved by the delegates. All of its programs support that mission and all who work for or on behalf of the Senate understand and act in accord with that mission and purpose. The mission is responsive to the constituency and communities served by the Academic Senate and of value to the higher education community at large.

Mission Evaluation Domain

Questions

- ✓ Does the ASCCC Exec Committee know if the mission is addressing the needs of its constituent academic senates? Does the ASCCC have a process for making that determination?
- ✓ Does the mission statement prompt planning and decision making? To what extent is the mission statement central to the choices that the ASCCC makes?
- ✓ Does the mission statement provide the preconditions for setting organizational goals? Is strategic planning aligned with the mission statement?



Governance Evaluation Domain

The Academic Senate has an active governing body in its Executive Committee that is responsible for setting the mission and strategic direction of the Academic Senate and oversight of the finances, operations and policies.

Governance Evaluation

Domain Questions

- ✓ Does the Executive Committee structure support the mission and implementation of the strategic plan?
- ✓ Does the Executive Committee represent established positions of the organization rather than the interests of individual members in making decisions on behalf of faculty in the California community colleges with respect to academic and professional matters?
- ✓ Does the Executive Committee establish and regularly set goals, assess the achievement of its goals, and share those results with the faculty of CCC?
- ✓ Does the Executive Committee provide member senates and other faculty with ongoing opportunities to interact with the Executive Committee and operations management regarding its activities?
- ✓ Does ASCCC employ mechanisms to gather and distribute information about its approaches, goals, and effectiveness in carrying out its mission to its member senates?



Programs and Planning Evaluation Domain

The Academic Senate's programs and initiatives are driven by its mission to empower faculty to better advocate regarding issues and interests involving academic and professional matters. The Academic Senate engages in deliberative and thoughtful planning activities in order to further the mission of the organization. These activities include not only long-range strategic planning but also careful consideration of more immediate activities and shorter-term projects and the ways in which these activities and projects are consistent with or fit into the overall strategic plan. The Academic Senate offers timely services that assist local senates with training and guidance to aid them in dealing with local issues and challenges.



Programs and Planning

Evaluation Domain Questions

- ✓ Does the organization have a strategic plan? Is that plan reviewed and updated on a regular cycle?
- ✓ Does the strategic plan state specific goals that are observable or measurable?
- ✓ Does the strategic plan align with the mission and vision statements of the organization?
- ✓ Is the strategic plan consistent with the adopted positions of the organization?
- ✓ If a need is identified outside the specific parameters of the strategic plan, do processes exist to pursue fulfillment of that need? Does a mechanism exist for responding to immediate issues that arise outside the standard planning process? Are any exceptions to the standard process connected to the strategic plan, and does a mechanism exist to communicate information about such exceptions to the member senates?

How to Choose the Evaluators?



Options for Evaluation Team Composition and Selecting Evaluation Team Members for ASCCC Evaluation Process

Evaluation Team Composition Options:

- A. 7 ASCCC Members (current or past): At-Large
- B. 7 ASCCC Members (current or past): 1 from each of the 4 areas, 3 At-Large
- C. 9 ASCCC Members (current or past): 2 from each of the 4 areas, 1 At-Large
- D. 7 Members: 6 from ASCCC (current or past) and 1 from another group such as FACCC, CCCCCO, CIOs, RP Group, CSU/UC Academic Senate
- E. 7 members: 5 from ASCCC (current or past) and 2 from other groups such as FACCC, CCCCCO, CIOs, RP Group, CSU/UC Academic Senate
- F. Other?

	Evaluation Team Composition	Selection Process	Pros	Cons
1	A, B, C, D, E	Executive Committee selects evaluators		
2	A, B, C, D, E	A committee reviews applications and possibly interviews candidates to select evaluators		
3	A, B, C, D, E	Evaluators are appointed by their groups that they represent		
4	A, B, C, D*, E*	Election by ASCCC delegates at plenary session		
5	A	Election by ASCCC delegates at plenary session with a set minimum number of candidates, say 15 for a 7-member team. If there are not 15 volunteers running, then each area nominates additional candidates until the threshold number of candidates is reached or exceeded.		

* For the ASCCC members

Other possibilities?



Comments,
Commendations,
Complaints, or Queries?

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Thank you!

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ASCCC Evaluation Domains and Questions

Professional Integrity

The Academic Senate promotes an environment that values respect, fairness, and integrity. All staff, Executive Committee members, and volunteers of the organization act with honesty, integrity, and openness in all their dealings as representatives of the Academic Senate. Executive Committee members adhere to the Code of Ethics for Executive Committee members and comply with the Academic Senate's Conflict of Interest Policy.

1. Does the Executive Committee have policies and processes that promote and ensure that Executive Committee members and volunteers act with honesty, integrity, and openness? Are the expectations contained in those policies and processes communicated clearly to all ASCCC volunteers and committee members?
2. Does the Executive Committee ensure that it administers its processes consistently and equitably?
3. Do the policies and practices of the Executive Committee promote collegial relationships?
4. Does the Executive Committee have policies and processes in place to ensure confidentiality when necessary? Do the policies address the parameters around confidentiality, including when it may be expected and when it is warranted?
5. Does the Executive Committee inform and educate its new members regarding all policies?
6. Do Executive Committee members formally state their commitment to the mission and values, of the organization?
7. Does the Executive Committee have a policy that indicates an expectation of regular attendance of members and parameters for addressing issues of non-attendance?
8. Does the Executive Committee have an ethics policy and a conflict of interest policy that the Executive Committee reviews regularly and revises as necessary?

9. Does the Executive Committee have a process to investigate a breach of ethics, conflict of interest, or other inappropriate behavior by Executive Committee members or by ASCCC appointees or volunteers?
10. Does the Executive Committee have a process for remediation if an investigation determines that an Executive Committee member did not follow the Code of Ethics policy or engaged in other inappropriate behavior? For extreme cases, does a mechanism exist for removing an unethical Executive Committee member?
11. Does the Executive Committee ensure that the executive director and other staff have a mechanism for reporting misconduct that protects the individual making the report from any punitive repercussions?
12. Does the Executive Committee ensure that volunteers have a mechanism for reporting misconduct that protects the individual making the report from any punitive repercussions?
13. Does the Executive Committee have a self-evaluation process in place to assess its own compliance with ASCCC policies?

Mission

The Academic Senate has a clearly stated mission and purpose approved by the delegates. All of its programs support that mission and all who work for or on behalf of the Senate understand and act in accord with that mission and purpose. The mission is responsive to the constituency and communities served by the Academic Senate and of value to the higher education community at large.

1. Does the ASCCC have a review process for its Mission Statement? Does this process include a mechanism for making changes to the Mission Statement when such changes are necessary? Does the review process take place on a regular cycle?
 - a) Is the Mission statement current?
 - b) Is the method through which the Mission Statement is reviewed, revised, and approved communicated to the member senates?
2. Is the Mission Statement widely publicized through its inclusion in various ASCCC documents and in other forms?
3. Does the ASCCC have a process to determine whether the mission is addressing the needs of its member senates?

4. Does the ASCCC's Mission Statement prompt planning and decision-making and provide preconditions for setting organizational goals? Is the Mission Statement aligned with strategic planning as the central component for choices that the ASCCC makes?
5. Does the ASCCC have a review process for its Values Statement? Does this process include a mechanism for making changes to the Values Statement when such changes are necessary? Does the review process take place on a regular cycle?
 - a) Is the Values Statement current?
 - b) Is the method through which the Values Statement is reviewed, revised, and approved communicated to the member senates?
 - c) Is the Values Statement consistent with the Mission Statement?
6. Does the ASCCC have a review process for the Vision Statement? Does this process include a mechanism for making changes to the Vision Statement when such changes are necessary? Does the review process take place on a regular cycle?
 - a) Is the Vision Statement current?
 - b) Is the method through which the Vision Statement is reviewed, revised, and approved communicated to the member senates?
 - c) Is the Vision Statement consistent with the Mission Statement?

Governance

The Academic Senate has an active governing body in its Executive Committee that is responsible for setting the mission and strategic direction of the Academic Senate and oversight of the finances, operations, and policies.

1. Does the Executive Committee structure support the ASCCC's mission and the implementation its strategic plan?
2. Does the Executive Committee provide its members with clear job descriptions, orientation, and ongoing training?
3. Does the Executive Committee represent established positions of the organization rather than the interests of individual members in making decisions on behalf of faculty in the California community colleges with respect to academic and professional matters?

4. Does the Executive Committee establish and regularly set goals, assess the achievement of its goals, and share those results with the faculty of CCC?
5. Does the Executive Committee provide member senates and other faculty with ongoing opportunities to interact with the Executive Committee and operations management regarding its activities?
6. Does ASCCC employ mechanisms to gather and distribute information about its approaches, goals, and effectiveness in carrying out its mission to its member senates?
7. Does the Executive Committee annually evaluate its own effectiveness as a governing body and as representatives for the faculty of California Community Colleges?
8. Are the roles of the president, executive director, and members of the Executive Committee clearly delineated and communicated to membership?
9. Does the Executive Committee carry out its responsibilities to hire and provide direction for the executive director?
10. Does the Executive Committee carry out its responsibility for evaluating the executive director's performance?
11. Does the Executive Committee effectively organize and structure its committees with clear roles and responsibilities assigned to each committee? Does each committee work toward the strategic goals that have been adopted?
12. Does the Executive Committee regularly evaluate the effectiveness of its committee structures and the volunteers that serve on its committees?

Responsible Fiscal Stewardship

The Academic Senate and its associated programs, projects, and committees manage their funds responsibly and prudently including the following considerations:

- a. The Academic Senate spends a reasonable percentage of its annual budget directly on programs in pursuance of its mission.
 1. Does the Executive Committee have criteria, procedures, and policies to ensure that the ASCCC's annual budget is spent appropriately on programs in pursuance of its mission?

2. Does the Executive Committee have policies and take actions to ensure that the ASCCC has adequate resources to carry out its mission?
- b. The Academic Senate spends an adequate amount of administrative expenses to ensure effective accounting systems, internal controls, competent staff, and other expenditures critical to professional management.
1. Does the Executive Committee ensure that the ASCCC undergoes an annual financial audit by an outside agency?
 2. Does the Executive Committee ensure that accounting processes and internal controls are consistent with all policies of the ASCCC?
 3. Does the Executive Committee address any issues found by internal or external audits in a timely fashion and effective manner?
 4. Does the Executive Committee ensure that the ASCCC follows standard accounting procedures expected of nonprofit entities?
- c. The Academic Senate compensates staff, and any others who may receive compensation, reasonably and appropriately.
1. Does the Executive Committee periodically review and update compensation policies for staff and others to assess consistency, fairness, and standard legal practices?
 2. Does the Executive Committee regularly review staff salary schedules?
 3. Does the Executive Committee compare staff salary schedules with comparable positions in comparable institutions?
- d. The Academic Senate does not accumulate excessive operating funds.
1. Does the Executive Committee have policies to ensure that it observes standard accounting procedures of organizations following GAAP?
 2. Does the Executive Committee have policies to prevent the accumulation of excess operating funds?
- e. The Academic Senate ensures that all spending practices and policies are fair, reasonable, and appropriate to fulfill the mission of the Academic Senate.

1. Does the Executive Committee regularly review its spending practices and policies to ensure that they are consistent with the mission of the ASCCC?
 2. Does the Executive Committee set criteria for spending practices and policies that are consistent with the mission of the ASCCC?
 3. Do the Executive Committee members understand their legal fiduciary responsibilities to the ASCCC?
- f. The Academic Senate follows General Accepted Accounting Principles (GAAP) and ensures that all financial reports are factually accurate and complete in all material respects.
1. Does the Executive Committee review and update accounting policies regularly and at other intervals as needed?
 2. Do the accounting policies of the ASCCC comply with GAAP for nonprofit entities?

Openness and Disclosure

The Academic Senate provides comprehensive and timely information to the public, the media, member senates, and constituent groups and is responsive in a timely manner to reasonable requests for information. All information about the Academic Senate fully and honestly reflects the policies and practices of the organization. Basic informational data about the organization, such as the Executive Committee minutes, agendas, Federal Tax Form 990, and audited financial statements, are available to the public. Informational materials accurately represent the organization's policies and practices. All financial, organizational, and program reports are complete and accurate in all material respects.

1. Does the ASCCC describe itself and its activities fully and honestly in all of its informational materials? Is this description consistent with and appropriate to the ASCCC's mission?
2. Do the Academic Senate agendas and minutes provide a level of detail regarding Executive Committee activities and decisions consistent with minutes and records from similar organizations? Are these agendas and minutes published in a manner that is timely and easily accessible to member senates and others?
3. Do Executive Committee meetings observe all legal guidelines and requirements that apply under open meeting laws?

4. Does the Executive Committee have processes to ensure that all required financial documents on behalf of the ASCCC (e.g., Federal Tax Form 990) are properly disclosed?
5. Does the Executive Committee have processes to ensure that the ASCCC's financial, organizational, and program reports are complete and forthright?
6. Does the Executive Committee develop internal procedures and processes for the ASCCC openly and transparently and publish them in a manner that allows for adequate explanation and opportunities for input?
7. Does the ASCCC clearly articulate all policies and procedures in writing and in a manner easily accessible to all faculty of California community colleges?
8. Does the ASCCC have a clearly stated and published process through which individuals can request information about the organization, including but not limited to financial documents, internal procedures and processes, and ASCCC work products such as papers, Rostrum articles, and resolutions? Are any costs for reproducing such documents clearly communicated in the policy?

Inclusiveness and Diversity

The Academic Senate maintains a policy of promoting diversity and inclusion and will actively pursue that policy in a manner that is consistent with its mission, its Constitution and Bylaws, with its Code of Ethics, and with a high degree of professionalism, fairness, and equality. The Academic Senate takes an active, meaningful, and consistent role in promoting diversity and inclusion in its hiring and promotion of staff, retention of volunteers, committee recruitment, and constituencies served.

1. Does the ASCCC have policies that promote diversity and inclusion in its hiring and promotion of staff and in the recruitment and retention of committee volunteers?
 - a. Does the ASCCC have an inclusiveness and diversity policy and statement that is clearly written and easily accessible?
 - b. Does the ASCCC have an equal opportunity/nondiscrimination policy that is reviewed regularly and posted prominently?
2. Does the Executive Committee ensure that the ASCCC regularly evaluates its processes for any barriers that may exclude or discourage participation by groups and works to eliminate them?

3. Does the Executive Committee ensure that the ASCCC regularly evaluates its processes for ways to include and encourage participation by a diverse group of individuals?
4. Does the Executive Committee demonstrate understanding of the role of broad participation and inclusion and encourage a balanced representation on committees by considering factors such as geography, population, and type of institution?
5. Does the Executive Committee have processes to ensure that fairness is maintained at all levels of the organization and that minority viewpoints are considered and valued?
6. Does the Academic Senate have a clearly stated and prominently available process for addressing discrimination complaints?

Programs and Planning

The Academic Senate's programs and initiatives are driven by its mission to empower faculty to better advocate regarding issues and interests involving academic and professional matters. The Academic Senate engages in deliberative and thoughtful planning activities in order to further the mission of the organization. These activities include not only long-range strategic planning but also careful consideration of more immediate activities and shorter-term projects and the ways in which these activities and projects are consistent with or fit into the overall strategic plan. The Academic Senate offers timely services that assist local senates with training and guidance to aid them in dealing with local issues and challenges.

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plan, and does a mechanism exist to communicate information about such exceptions to the member senates?

6. Are annual goals established by the organization? Are these annual goals connected to the strategic plan?
7. Does the mission of the ASCCC drive its participation in programs and initiatives?
8. Does the Executive Committee regularly evaluate its programs and initiatives?
9. Does the Executive Committee have a process to ensure that interested faculty have an opportunity to comment on the ASCCC's participation in programs and initiatives?
10. Does the Executive Committee evaluate the effectiveness of services provided (institutes, regional training, technical visits, etc.)?
11. Does the Executive Committee have a process to determine what services the ASCCC should offer to local senates?
12. Do planning activities take place regarding the fulfillment of resolutions passed by the statewide membership? Are such resolutions prioritized in a clear and deliberative manner?
13. Do any and all grant-funded projects engaged in by the ASCCC support the organization's mission? Are grant-funded projects connected to the strategic planning process?
14. Is the strategic plan published in a manner that makes it available to the organization's member senates? Is information regarding the ASCCC's short-term and long-term planning communicated clearly to the member senates?

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5	A	At-Large election during the ASCCC election process with a set minimum number of candidates, say 15 for a 7-member team. If there are not 15 volunteers running, then each area nominates additional candidates until the threshold number of candidates is reached or exceeded.		

* For the ASCCC members