



# El Camino College

## 2019-20 Planning and Budget Committee

### Self-Evaluation Report<sup>1</sup>

---

#### Summary of Findings, Recommendations & Improvements mentioned by Respondents

##### Findings: Purpose, Goals & Tasks

- **Almost all respondents** (93%) stated being aware of **PBC's purpose**.
- **Most respondents** (73%) stated having a clear **understanding of the committee's responsibilities**. Twenty percent of respondents declared lack of awareness.
- **Most respondents** (73%) stated **reviewing the *Making Decisions at El Camino College* document** during a committee meeting.
- **Sixty percent of respondents** asserted participating in the **committee's setting of goals**.
- **Fifty three percent of respondents** asserted reviewing **the progress of the committee's annual goals**. Another 14% did not participate in this task.

##### IRP Recommendations & Improvements Mentioned by Respondents

- Secure attendance at PBC's goal-setting session and at meetings where the committee reviews progress of annual goals, so that the majority of members participate in these activities.
- Ensure that the PBC set annual goals every year.
- Strengthen the collegial consultation character of the committee. Work should focus on providing recommendations rather than on solely reviewing information.
- Strengthen the importance of committee members' role in the planning and budgeting process.
- Balance the two areas of purview of the committee so that PBC focuses on both areas equally.
- Based on PBC's goals, develop a work plan to determine the committee's annual tasks.

##### Findings: Committee's Functioning

- **Eighty one percent of respondents** asserted **using, in some degree, the survey's results to plan the upcoming year committee's work**.
- **Most respondents** stated **receiving meeting minutes** (74%) and **materials** (73%) sufficiently in advance to review.
- **Most respondents** (73%) asserted having **opportunities to provide input for the committee**. **Sixty six percent of respondents felt comfortable contributing ideas** during meetings. Twenty seven percent of respondents did not feel the same way.
- **Forty seven percent of respondents** stated receiving **orientation when beginning to serve in the committee**. Forty percent of respondents did not go through orientation.

---

<sup>1</sup> This report does not include committee members' assessment of PBC's annual goals, since the committee did not set goals for the 2019-20 year.

## IRP Recommendations & Improvements Mentioned by Respondents

- Ensure new PBC members receive orientation at the beginning of their term.
- Provide committee members with training on the College budgetary process to ensure complete understanding of numbers and figures.
- Increase members' active participation in meetings to increase PBC's role in providing recommendations for making decisions, rather than concurring with already made decisions.
- Continue strengthening the practice of asking for ideas from committee members so that meetings are not limited to approval of minutes and reports.
- Increase coordination of co-chairs' work.
- Dedicate a shorter time to review meeting minutes and/or encourage review before meetings.

## Findings: Decision-Making Effectiveness & Communication

- **Most respondents (83%)** stated that they **communicated the committee's decisions to the constituents** they represent.
- **Sixty percent of respondents** said they **clearly understood how decisions are made** in the committee. Thirty three percent of respondents stated the contrary.
- **Sixty percent of respondents were provided with the information they needed to make decisions** in the committee. Twenty seven percent of responded stated the contrary.
- **Sixty percent of respondents** asserted being **aware of the way PBC communicated its decisions to other committees**. Twenty percent of respondents asserted the contrary.
- **Respondents' perception showed great variation in three questions:**
  - Evaluation of the committee's work practices
  - Evaluation of how decisions are made
  - Evaluation of how decisions are communicated

## IRP Recommendations & Improvements Mentioned by Respondents

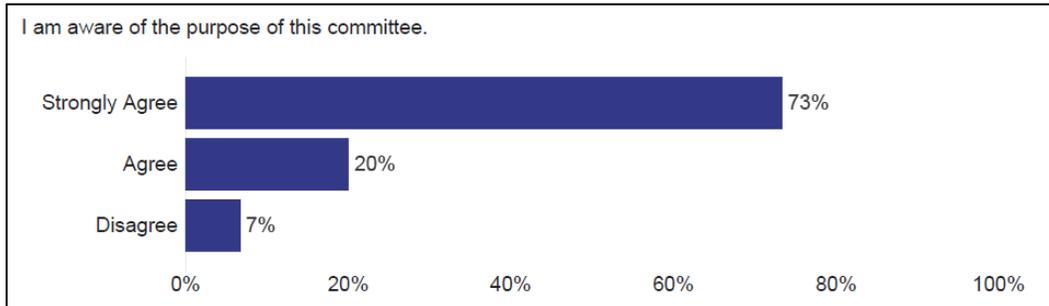
- Devote time to clarify how the committee evaluates its work practices; how it evaluates the way decisions are made; and what's the process to evaluate the way decisions are communicated.
- Increase PBC's level of input and decision-making opportunity in regards ECC budgetary decisions.

# Findings

## Purpose, Goals & Tasks<sup>2</sup>

Almost all respondents (93%) stated being aware of PBC's purpose.

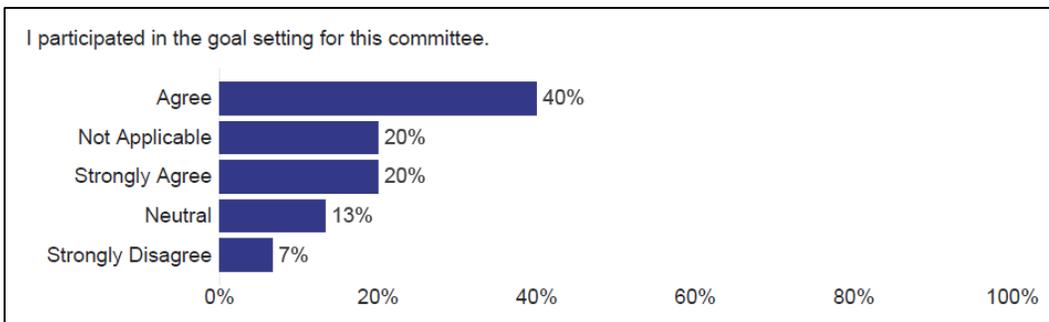
Chart 1



One respondent abstained from answering this question.

Sixty percent of respondents asserted participating in the committee's setting of goals.

Chart 2



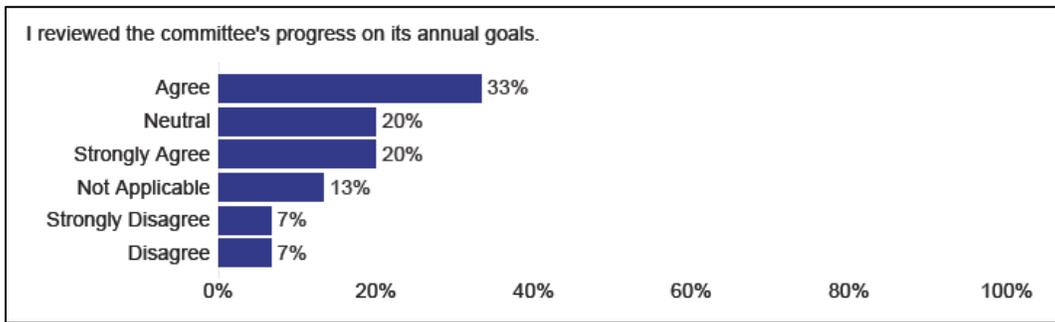
One respondent abstained from answering this question.

---

<sup>2</sup> From a total of sixteen respondents, fourteen served in the committee as chair or in a supporting role. The other two respondents were guests, presenters, or spectators.

Fifty three percent of respondents asserted reviewing the progress of the committee’s annual goals. Another 14% did not participate in this task.

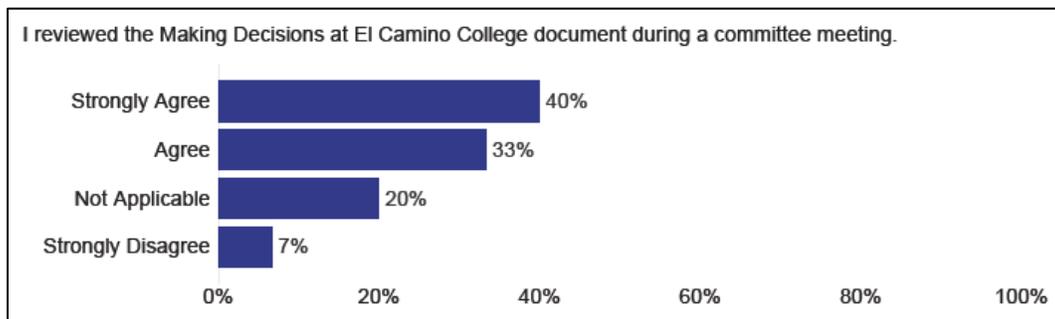
Chart 3



One respondent abstained from answering this question.

Most respondents (73%) stated reviewing the *Making Decisions at El Camino College* document during a committee meeting.

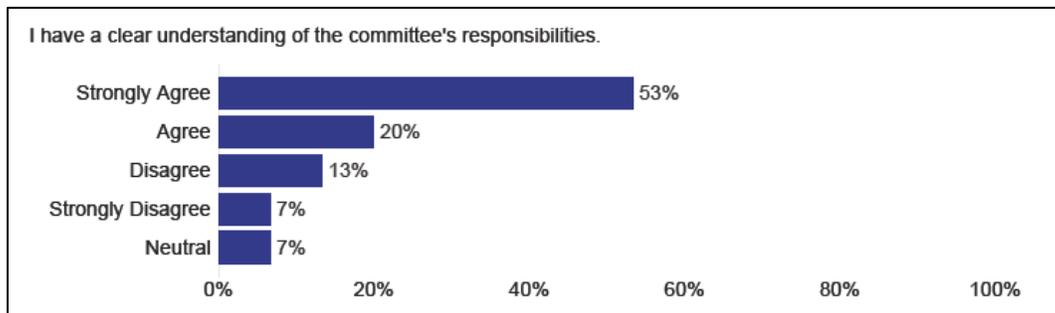
Chart 4



One respondent abstained from answering this question.

Most respondents (73%) stated having a clear understanding of the committee’s responsibilities. Twenty percent of respondents declared lack of awareness.

Chart 5

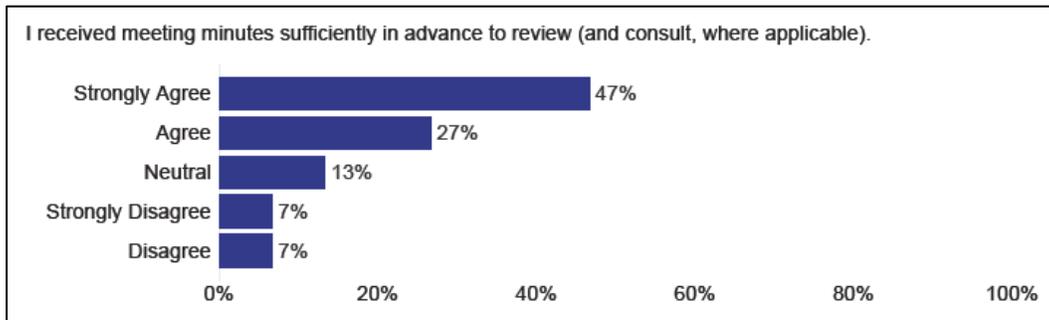


One respondent abstained from answering this question.

## Committee's Functioning

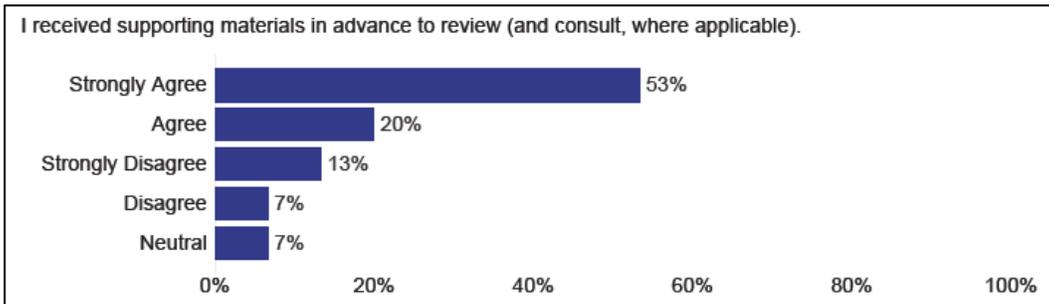
Most respondents stated receiving meeting minutes (74%) and materials (73%) sufficiently in advance to review.

Chart 6



One respondent abstained from answering this question.

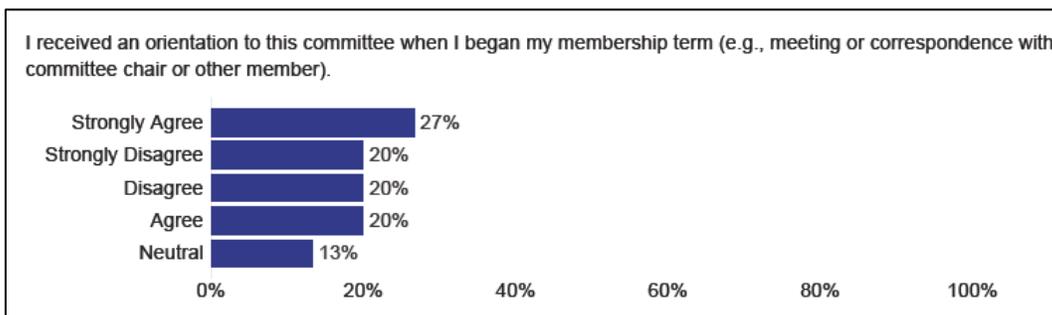
Chart 7



One respondent abstained from answering this question.

Forty seven percent of respondents stated receiving orientation when beginning to serve in the committee. Forty percent of respondents did not go through orientation.

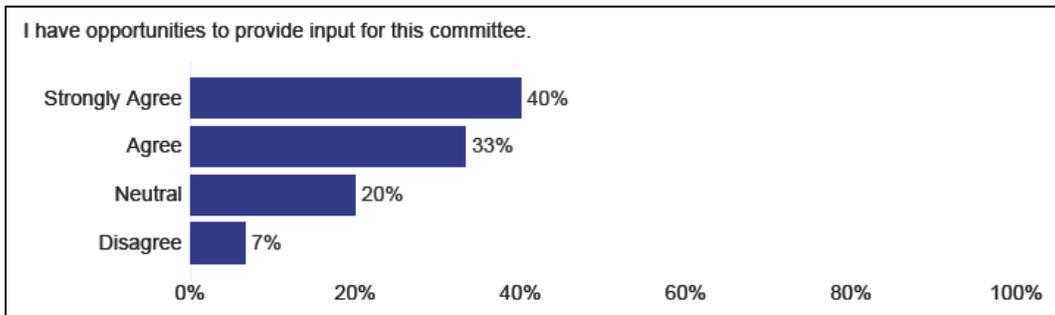
Chart 8



One respondent abstained from answering this question.

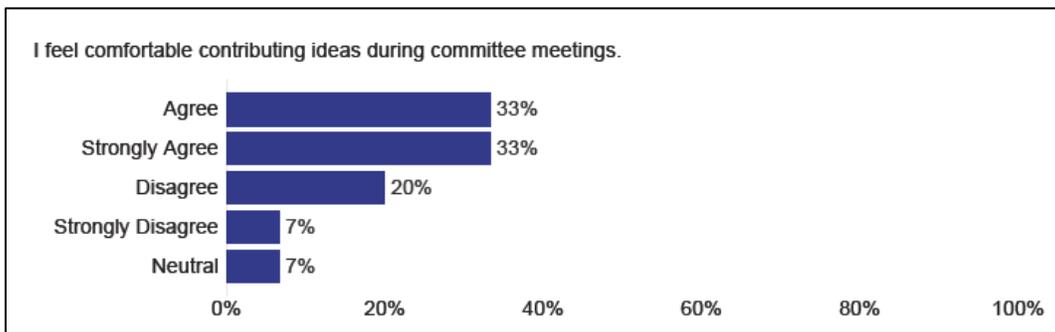
Most respondents (73%) asserted having opportunities to provide input for the committee. Sixty six percent of respondents felt comfortable contributing ideas during meetings. Twenty seven percent of respondents did not feel the same way.

Chart 9



One respondent abstained from answering this question.

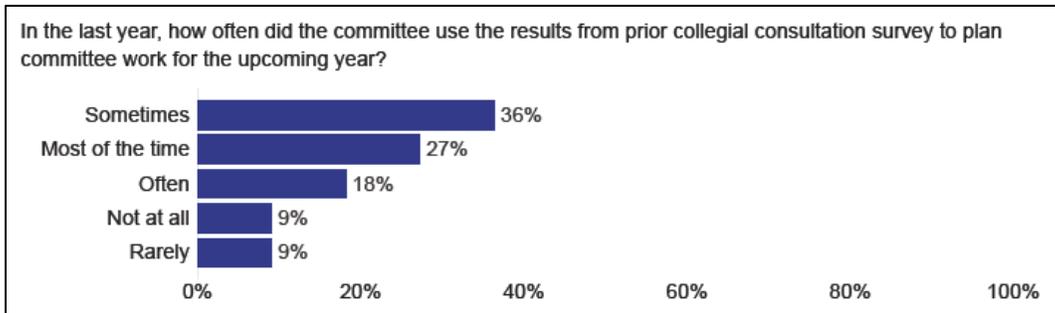
Chart 10



One respondent abstained from answering this question.

Respondents' perception about the frequency of use of this survey's results showed great variation, as observed in the chart below. Eighty one percent of respondents asserted using, in some degree, the results to plan the upcoming year committee's work.

Chart 11

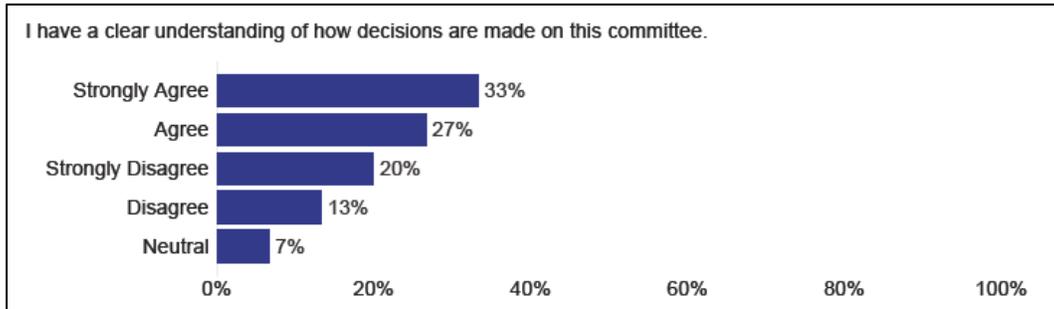


Two respondents abstained from answering this question.

## Decision-Making Effectiveness & Communication

Sixty percent of respondents said they clearly understood how decisions are made in the committee. Thirty three percent of respondents stated the contrary.

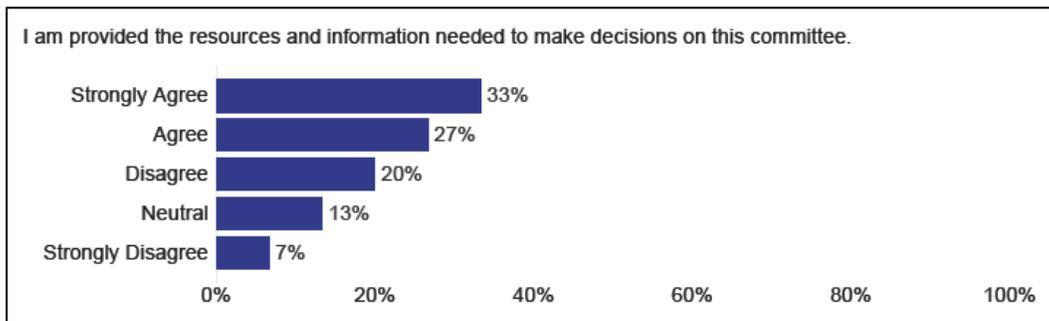
Chart 12



One respondent abstained from answering this question.

Sixty percent of respondents were provided with the information they needed to make decisions in the committee. Twenty seven percent of respondents stated the contrary.

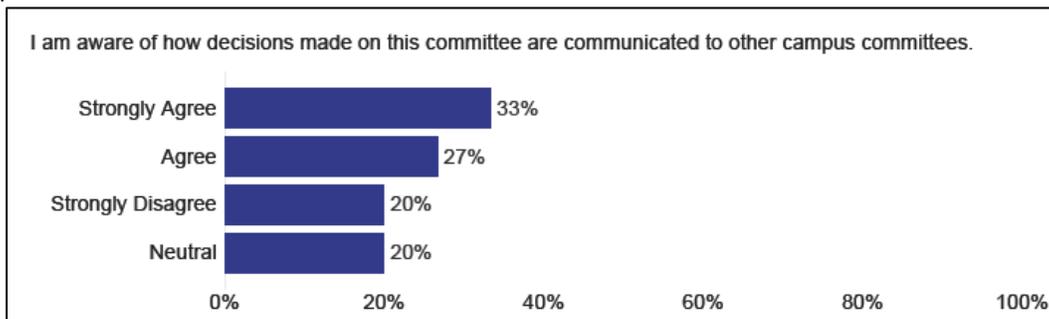
Chart 13



One respondent abstained from answering this question.

Sixty percent of respondents asserted being aware of the way PBC communicated its decisions to other committees. Twenty percent of respondents asserted the contrary.

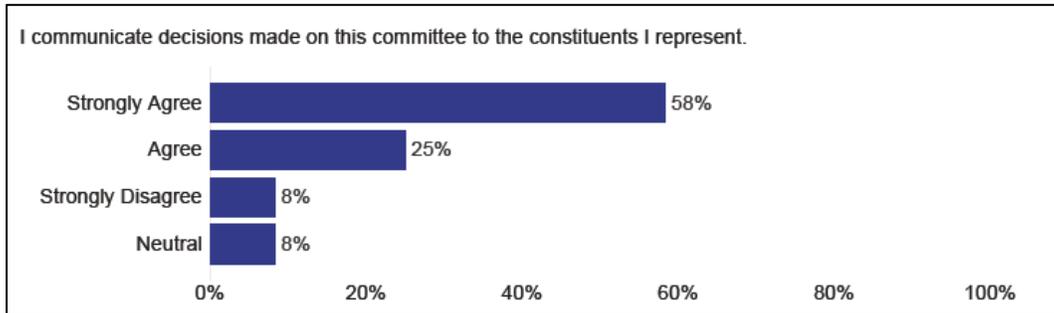
Chart 14



One respondent abstained from answering this question.

Most respondents (83%) stated that they communicated the committee’s decisions to the constituents they represent.

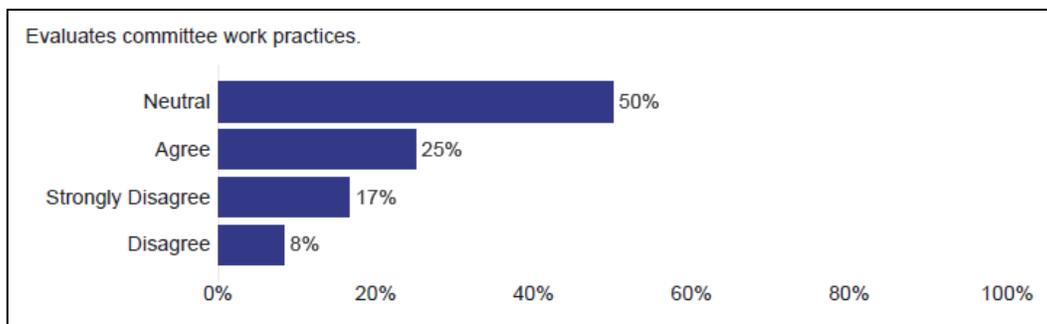
Chart 15



Three respondents abstained from answering this question.

Respondents’ perception about the evaluation of the committee’s work practices showed great variation, as observed in the chart below. Fifty percent of respondents neither agree nor disagree with the statement provided. Twenty five percent of respondents asserted the committee evaluated these practices, and another 17% said they did not.

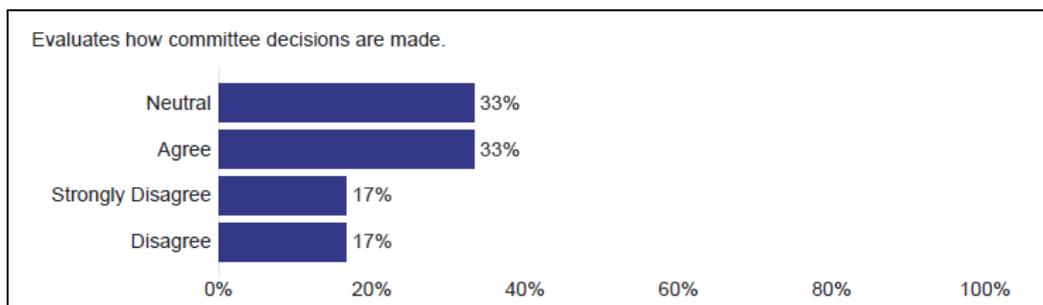
Chart 16



Two respondents abstained from answering this question.

Respondents’ perception about the evaluation of how decisions are made in the committee showed great variation, as observed in the chart below. A third of respondents chose not taking a position; another 33% asserted that the committee did go through this evaluation; and another 34% stated that the committee did not evaluate how decisions are made.

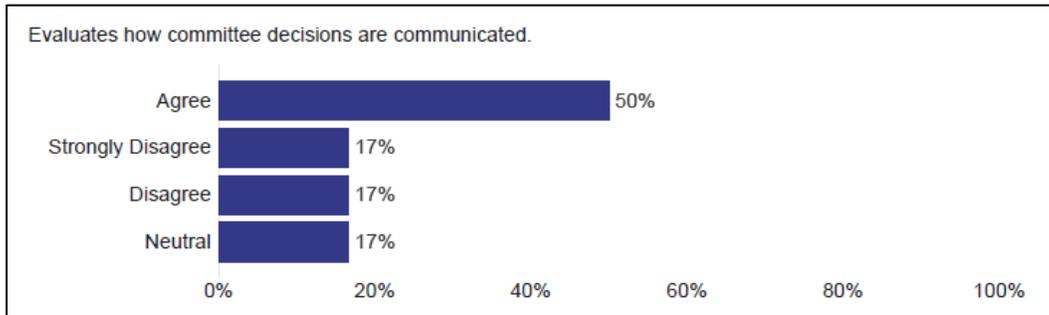
Chart 17



Two respondents abstained from answering this question.

Respondents' perception about the evaluation of how decisions are communicated showed great variation, as observed in the chart below. Half of respondents asserted that the committee did go through this evaluation; 34% of respondents stated that the committee did not evaluate how its decisions are communicated; and 17% chose not taking a position.

Chart 18



Two respondents abstained from answering this question.

## Accomplishments Mentioned by Respondents

### Area of Purpose, Goals & Tasks

- Designated new co-chairs in accordance with the purpose of the committee (Vice President of Administrative Services and Director of Institutional Research and Planning).
- Provided recommendations to Executive Cabinet about priorities to consider when allocating the 2020-21 budget.
- Developed rubric for the new funding formula.
- Dealt with ambiguity.

## Improvements Mentioned by Respondents

### Area of Purpose, Goals & Tasks

- Strengthen the collegial consultation character of the committee. Work should focus on providing recommendations rather than on solely reviewing information.
- Strengthen the importance of committee members' role in the planning and budgeting process.
- Balance the two areas of purview of the committee (planning and budgeting) so that PBC focuses on both areas equally.
- Based on PBC's goals, develop a work plan to determine the committee's annual tasks. Currently, agendas mostly include informational items.

### Area of Committee's Functioning

- Provide committee members with training on the College budgetary process to ensure complete understanding of numbers and figures (most committee members do not understand them but are uncomfortable about expressing it).
- Increase members' active participation (few people talk during meetings). Real dialogue must occur so PBC can have a stronger role in providing recommendations for making decisions, and move away from asking PBC to concur with already made decisions.

- Continue strengthening the practice of asking for ideas from committee members so that meetings are not limited to approval of minutes and reports.
- Ensure orientation for new committee members.
- Increase coordination of co-chairs' work.
- Dedicate a shorter time to review meeting minutes and/or encourage review before meetings.

## Area of Decision-Making Effectiveness & Communication

- Increase PBC's level of input and decision-making opportunity in regards ECC budgetary decisions.

## Appendix

### Background

In an effort to improve decision-making at ECC, the College Council charged a Task Force to write Making Decisions at El Camino College (2015-2020). This document explains the structures, relationships, and philosophy for making inclusive, data-informed, and well-communicated decisions through collegial consultation committees.

As one of the six college consultation committees, the Planning and Budget Committee (PBC) serves as the consultation committee for campus-wide planning and budgeting. The PBC assures that planning and budgeting are integrated and evaluated while driven by the mission and strategic initiatives set forth in the Strategic Plan. The PBC makes recommendations to the President on all planning and budgeting issues and reports committee activities to campus constituencies.

The Making Decisions document includes a set of annual activities that contribute to effective and inclusive committee functioning. These are: a) Provide an orientation for committee members, b) review the committee's purpose statement, purview and goals, c) **Conduct a self-evaluation to determine the committee's** effectiveness, and d) review the Making Decisions document.

### Objective of the Survey

Based on the Making Decisions document referred above, a self-evaluation survey was created to determine the Planning and Budget Committee's effectiveness.

### Method

Members of the Planning and Budget Committee completed the survey via Qualtrics web-based tool. The Qualtrics link was sent through the co-chair's email address.

### Respondents

Out of the twenty eight members who received the survey, sixteen completed the instrument (57% response rate).

### Respondents' Verbatim Observations on Accomplishments

- *Including planning personnel in key roles on the committee*
- *The committee continued to meet through tough times, though less frequently than before.*
- *None*
- *I do not have enough information to evaluate this statement.*

- *Change in leadership of the committee - new chair and co-chair.*
- *Dealing with ambiguity*
- *Provide recommendations to Executive Cabinet about priorities that needs to be taken into consideration when allocating the 2020-21 budget*
- *Rubric for the new funding formula and prioritization of funding based on the college mission statement.*
- *Establishing the appropriate leadership.*
- *Passing the budget*

## Respondents' Verbatim Observations on Improvements

- *Ms. Ingram and Ms. Unda have started to ask for ideas from the committee, which is a good change. I would like to see more of that, beyond approval of minutes and reports.*
- *This committee needs more input and decision-making opportunity regarding budgetary decisions of the college. It has become an informational committee rather than a committee that makes budget recommendations. This committee is told about decisions that are made and asked to concur rather than have any real dialogue and input regarding budgetary decisions. Further, this committee has been diverted from its role in the budget focusing primarily on planning. A balance needs to return to this committee to make planning and budgeting decisions. I haven't seen this committee make a single budget recommendation, let alone a decision, in the recent years I have been on the committee. At least Fallow went through the motions of letting this committee make recommendations that were often rejected but at least the committee went on record with their recommendations and he had the courage to reject them. Under President Maloney, this committee has been stripped of all budgetary responsibility and decision making which puts forth a false impression that college budget decisions are made/recommended by the PBC. This is worse. There is no shared governance or collegial consultation here.*
- *I was put on this committee recently with no information how the committee works. I have had to figure it out on my own.*
- *A way of showing the importance to the committee members of our role to the planning and budgeting process. I think that's being worked on but looking to see more.*
- *Co-chairs should coordinate more their work.*
- *More active participation needs to happen. During meetings, few people talk.*
- *A work plan would be useful to understand the tasks this committee should perform throughout the year, based on the committee's goals. Right now, agendas seem more a list of informational items.*
- *Budgeting and training workshop for committee members including orientation for new members of the committee.*
- *Intentional lessons to members on truly understanding all the numbers and figures. I think most committee members do NOT understand this but are uncomfortable about expressing it.*
- *Suggest that meeting minutes not be reviewed line-by-line during meeting. Encourage review before meetings. During several meeting review of minutes takes up to 20 minutes.*