

Academic Senate:

Self-Assessment Results & 2026-27 Goal Setting

SEPTEMBER 2026

Agenda

1 Self-Assessment Survey results on:

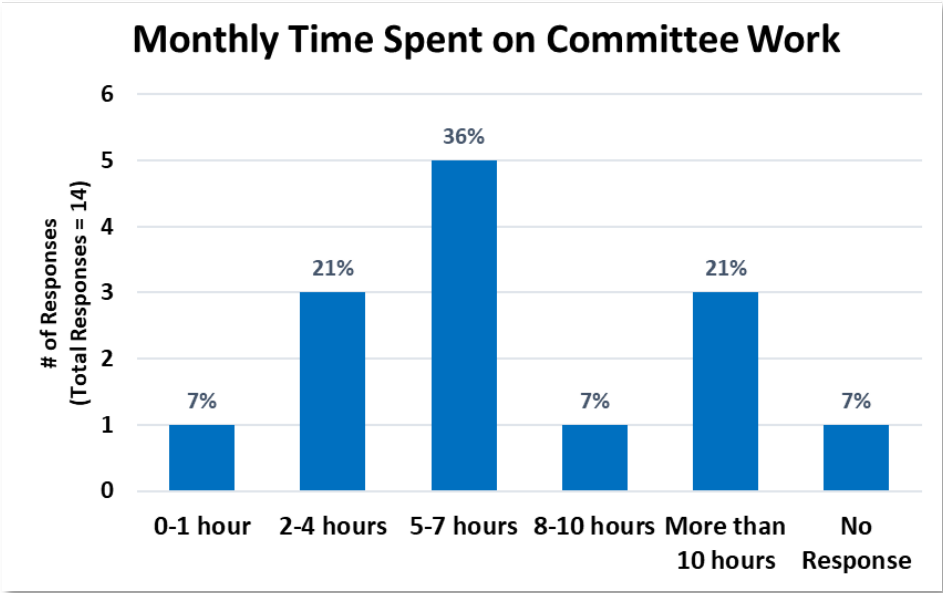
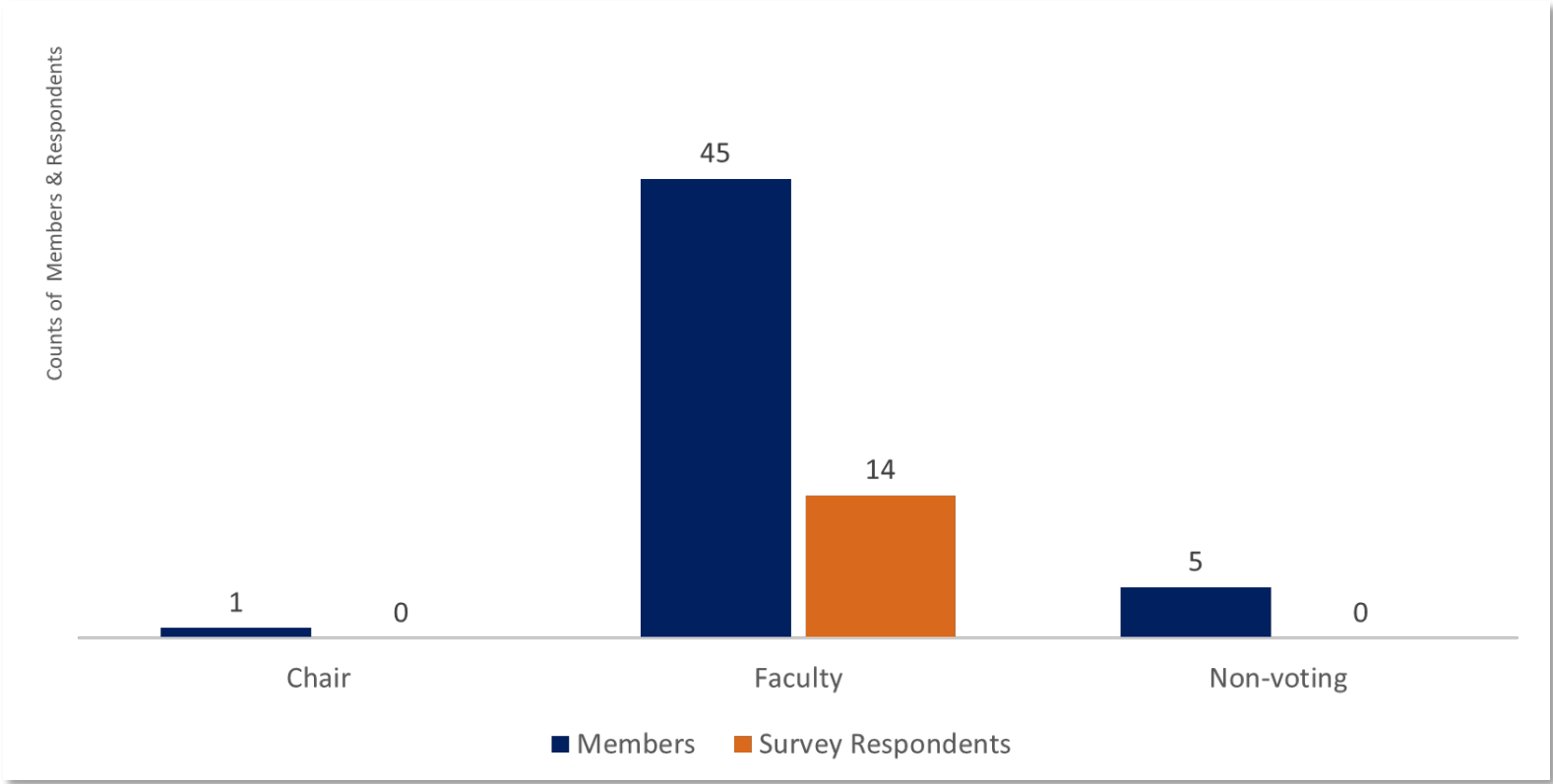
- Response rate & time spent on committee work
- Completion of goals & accomplishments in 2025-26
- Member Engagement
- Communication & Openness for Change/Innovation
- Committee Operations
- Planning Processes
- Opportunities for Improvement

2 Setting goals for 2026-27

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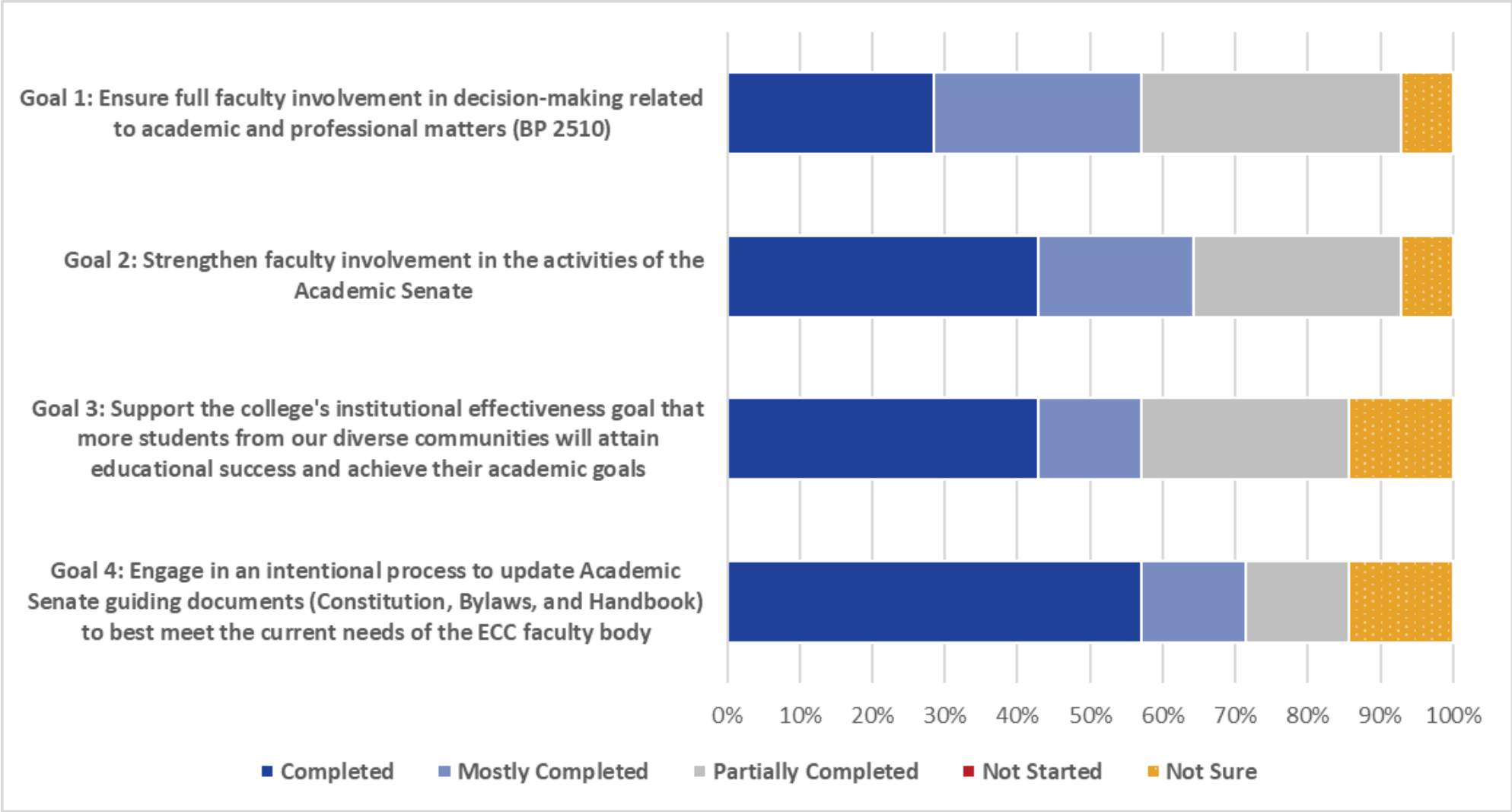
Response Rate & Time Spent on Committee Work

27.5% Overall Survey Response Rate



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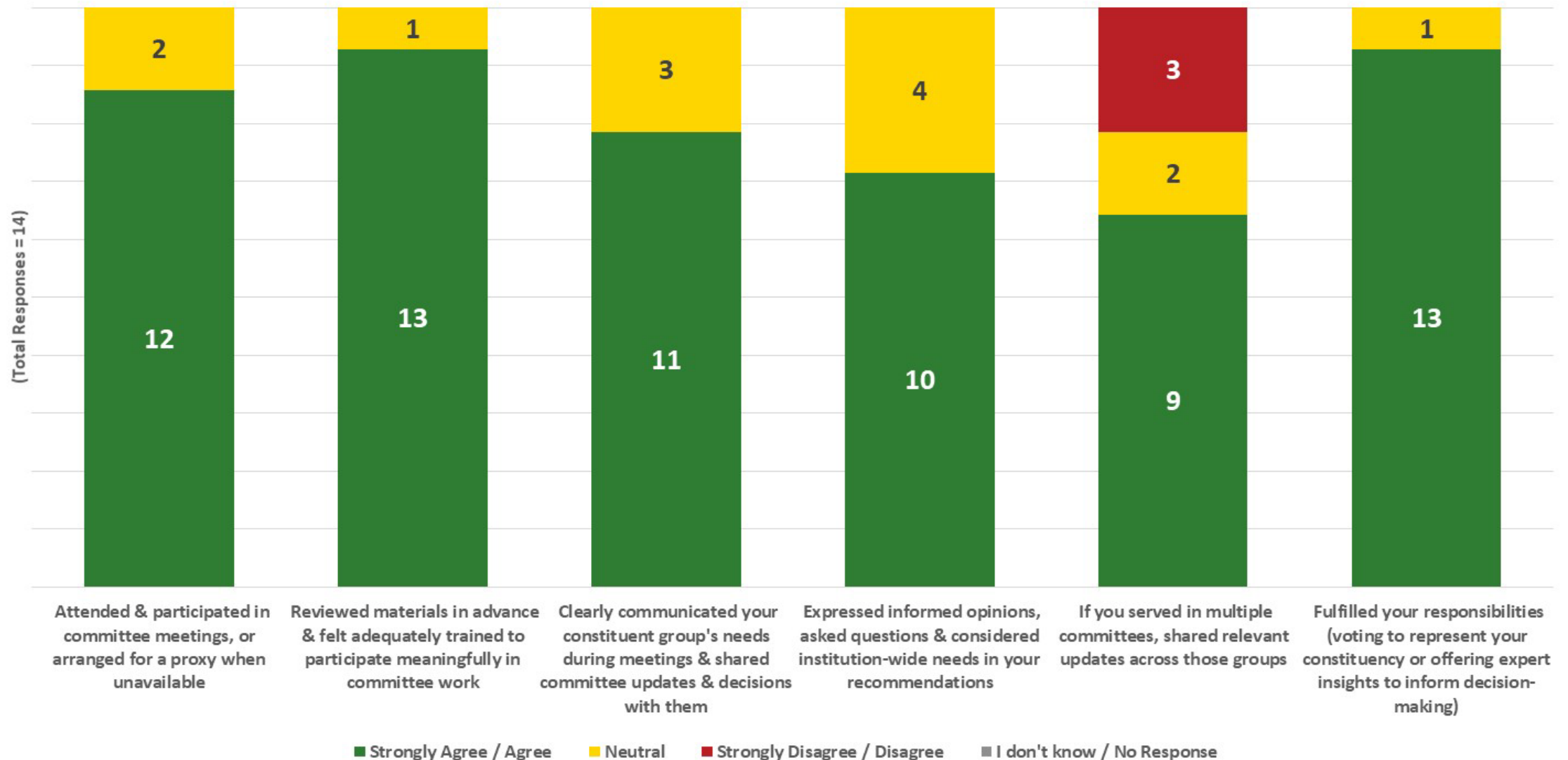
Completion of Last Year's Goals



1 Last Year's Significant Accomplishments

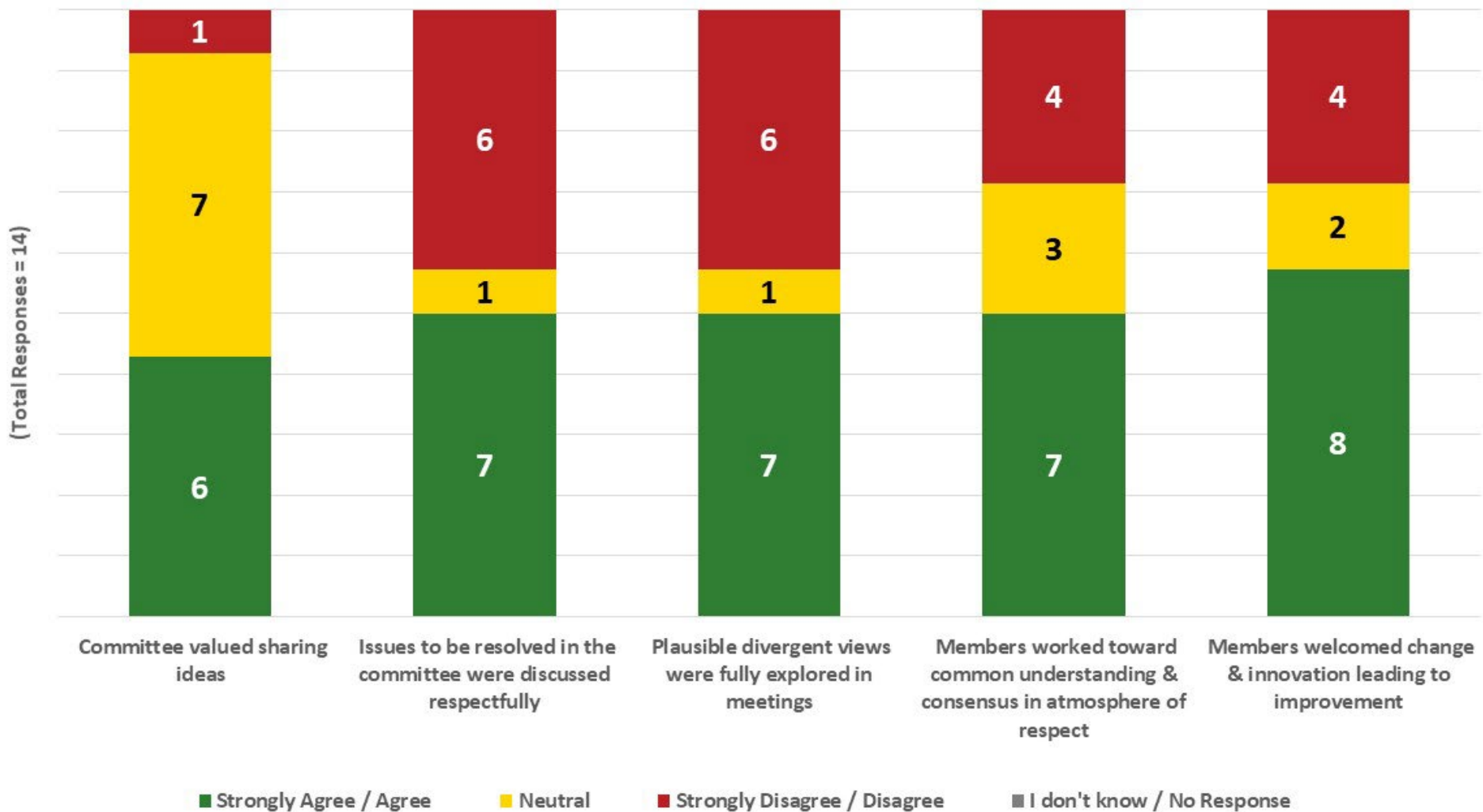
Greatest accomplishments	Summary of Comments
Constitution & Bylaws Update	• Reviewed and updated the Senate constitution and bylaws • Constitution update ratified by faculty vote • Revised the senator allocation formula by division to better reflect the composition of faculty and added part-time faculty representation from every division
Policy Review	• Reviewed and revised Board Policies (BPs) and Administrative Procedures (APs) within Senate purview
Faculty Support & Team Collaboration	• Supported faculty professional development • Improved collaboration among Senate team members

1 Last Year's Committee Member Engagement

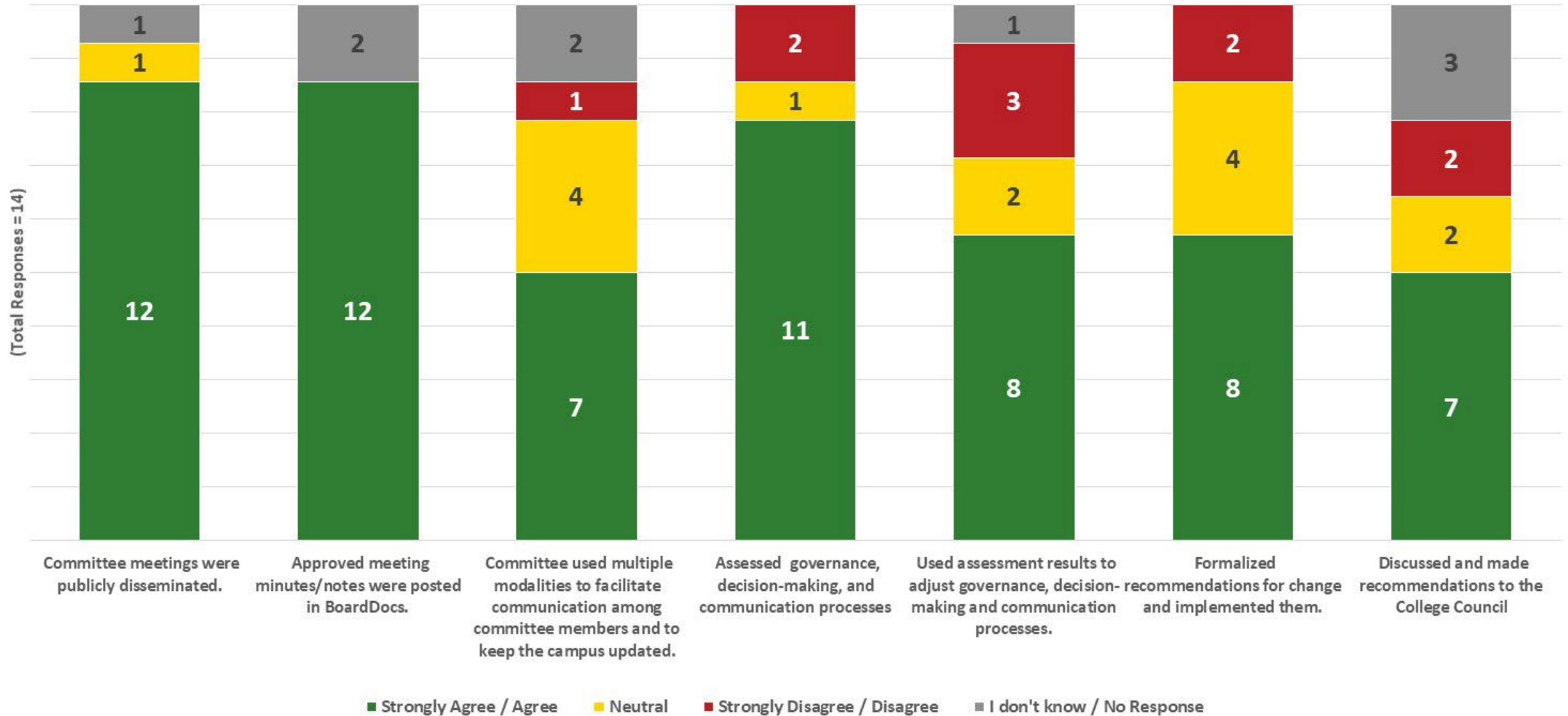


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Last Year's Committee Communication & Openness for Change/Innovation

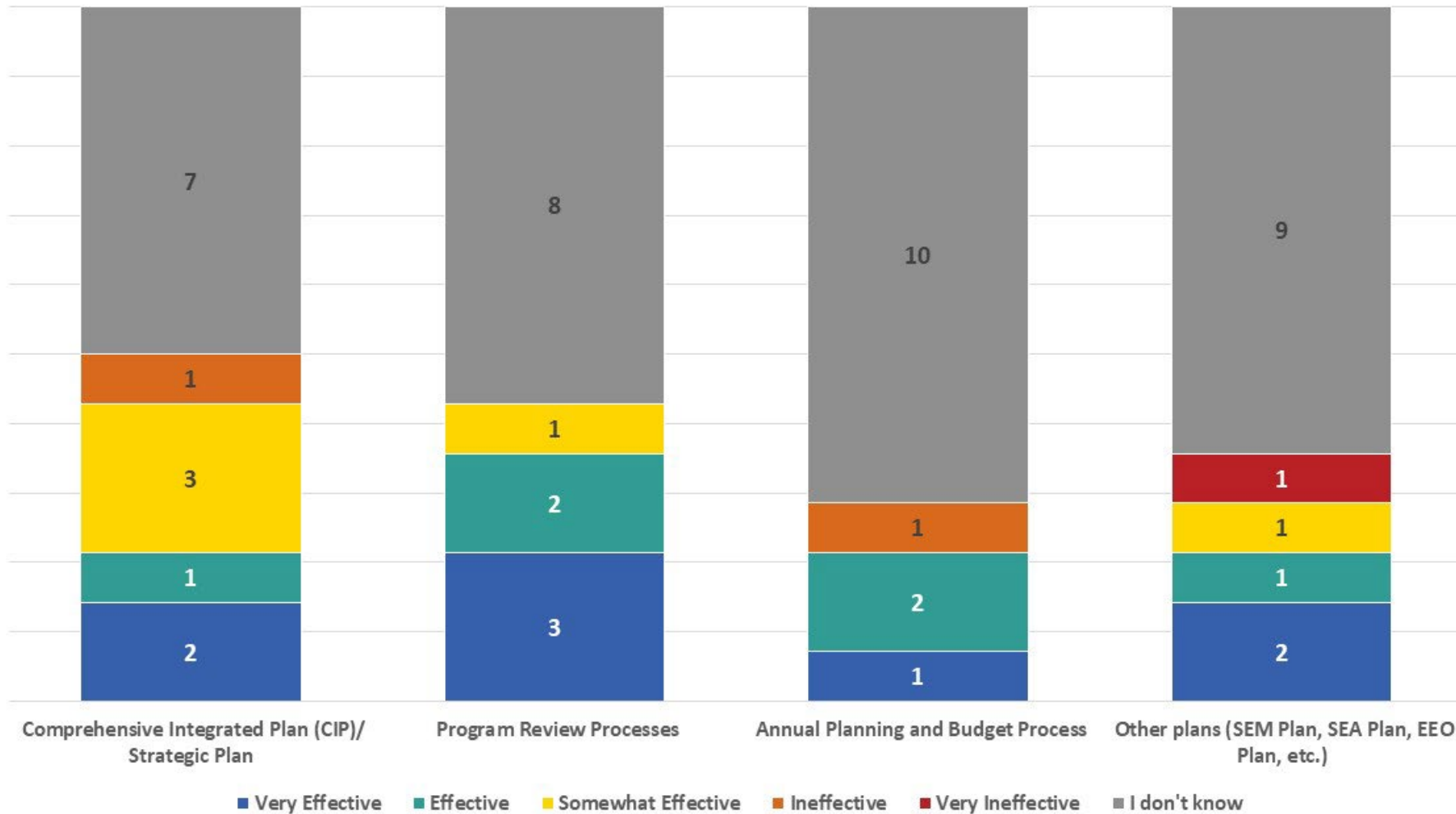


1 Last Year's Committee Operations



1 Last Year's Effectiveness in Planning Processes

How effective was the committee in these processes?



1 Opportunities for Improvement

Opportunities for Improvement	Summary of Comments
Leadership & Meeting Conduct	• Foster a respectful meeting climate and enforce decorum and procedural rules; reduce personal attacks, sarcasm, and dismissiveness. • Strengthen Senate leadership: communication, organization, and follow-through. • Ensure impartial, equitable meeting management, including equitable access to agenda and committee roles. • Limit speaking time per speaker to allow broader participation and diversity of perspectives. • Reconsider administrator meeting presence which affects faculty participation.
Communication & Culture	• Balance efficient agenda management with open dialogue on faculty concerns. • Create a safer space for senators to voice opinions. • Strengthen the working relationship between the Federation and the Senate. Get regular updates from the Federation. • Increase the Senate's visibility and centrality in campus decision-making; address the perception that it hasn't made meaningful progress in recent years
Follow-Through on Pending Items	• Complete the outstanding bylaws update • Fill vacant Senate positions

2 For Discussion to Set 2026-27 Goals

- Based on the survey results, what areas present the greatest opportunities for improvement?
- Which goals were not addressed completely in 2025-26? Should Academic Senate continue to work on these goals in 2026-27?
- Considering the role of Academic Senate, which institutional outcomes and/or initiatives could benefit from the Senate's support (see slides #14 through 17)?

For Reference

Academic Senate's Purpose

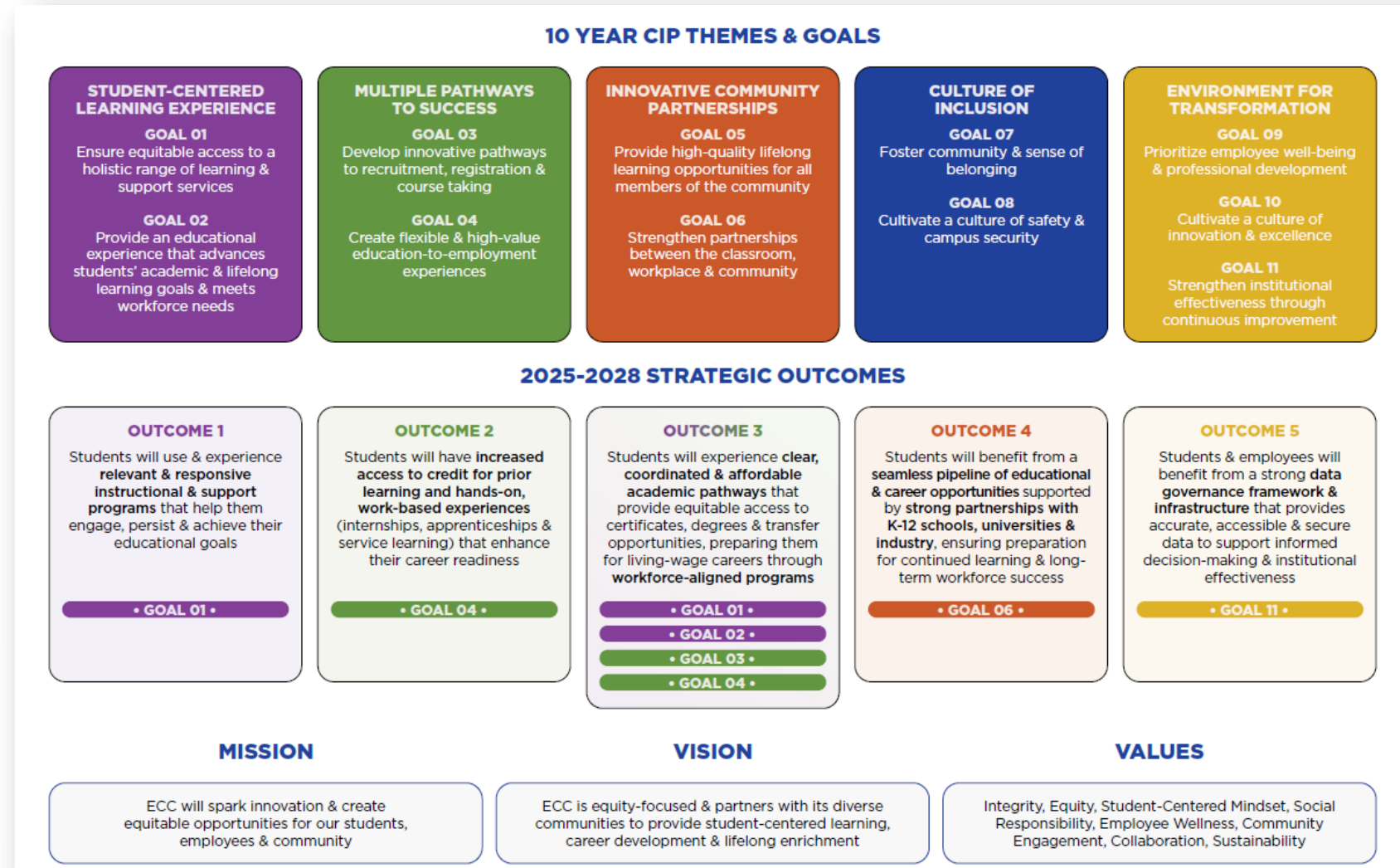
To provide faculty the means for full participation in the formulation of policy on academic and professional matters relating to the college, including those in Title 5 (§53200-53206). The Board of Trustees will normally accept the recommendations of the Academic Senate on academic and professional matters in the following “10+1” areas in the senate purview (BP 2510).

1. Curriculum, including establishing prerequisites and placing courses within disciplines
2. Degree and certificate requirements
3. Grading policies
4. Educational program development
5. Standards and policies regarding student preparation and success
6. District and college governance structures, as related to faculty roles
7. Faculty roles and involvement in accreditation process, including self-study and annual reports
8. Policies for faculty professional development activities
9. Processes for program review
10. Processes for institutional planning and budget development, and
11. Other academic and professional matters as mutually agreed upon between the Board of Trustees and the Academic Senate.

2024-2035 Strategic Planning Framework

Institutional priorities have been consolidated into **five themes and 11 goals**.

Institutional priorities have been operationalized in the **2025-28 Strategic Plan** by means of **outcomes and initiatives** (next slide)



2025-2028 Strategic Plan Initiatives

OUTCOME 1 Introduce Relevant & Responsive Instructional & Support Programs	OUTCOME 2 Access to Credit-for Prior Learning & Hands-on, Work-Based Experiences	OUTCOME 3 Clear, Coordinated, & Affordable Academic Pathways for High-Wage Careers	OUTCOME 4 Seamless Pipeline of Educational & Career Opportunities for Continued Learning & Long-Term Workforce Success	OUTCOME 5 Data Governance Framework and Infrastructure
Evidence-Based Teaching for Equity <i>Dean of Library, Academic Support & Noncredit</i>	Integrated Career and Work-Based Learning Supports <i>Dean of Workforce Readiness & Student Life</i>	Stackable Certificates for Accelerated Workforce Preparation <i>Dean of Library, Academic Support & Noncredit</i>	Dual Enrollment and Early College Expansion <i>Dean of Library, Academic Support & Noncredit</i>	Project Plan for Data Governance Framework and Infrastructure <i>Chief Technology Officer</i>
Infrastructure for Evening & Working Students <i>Dean of Strategic Enrollment</i>		CTE Pathway Mapping with K–12 and Industry <i>Dean of Business, Design & Applied Technology</i>		
One-Stop Student Support Model <i>Dean of Strategic Enrollment</i>	Labor Market Analysis for Curriculum Alignment <i>Dean of Workforce Readiness & Student Life</i>	OER/ZTC Degree and Certificate Pathways <i>Dean of Library, Academic Support & Noncredit</i>	Enhanced Transfer Pathways to 4-Year Institutions <i>Dean of Counseling & Student Success</i>	
Peer Mentoring for Student Success <i>Dean of Library, Academic Support & Noncredit</i>		Institutional Structures for CTE Sustainability <i>Dean of Business, Design & Applied Technology</i>		
Support Services Awareness for Underrepresented Students <i>Dean of Student Support Services</i>	Industry and Employer Partnership Strengthening <i>Dean of Workforce Readiness & Student Life & Dean of Community Advancement</i>	New Workforce-Aligned Bachelor's Degrees <i>Dean of Business, Design & Applied Technology</i>	Industry Partnerships for Direct Employment Pathways <i>Dean of Business, Design & Applied Technology</i>	
Communications Strategy to Promote Use of Student Services <i>Executive Director of Marketing & Communications</i>		Expand Non-Credit Pathways <i>Dean of Library, Academic Support & Noncredit</i>		

Other Outcomes Implemented through Other Institutional Plans

Institutional priorities have been also operationalized by means of **additional outcomes in other institutional plans**

Strategic Enrollment Management Plan <i>VPAA & VPSS</i>	Student Equity & Achievement Plan <i>VPSS</i>	People Plan <i>VPHR</i>	Technology Plan <i>Chief Technology Officer</i>	Facilities Plan <i>Executive Director of Facilities, Planning & Services</i>
Optimized Student Scheduling	Childcare Support System Inclusive Campus Environment	Employee Engagement	Streamlined Student-Facing Operations	Modernized Campus Facilities Strategic Infrastructure Planning
Optimized Student Registration		Inclusive Campus Culture for Employees	AI literacy for Employees	
Enhanced Student Recruitment		Leadership Development Aligned with Institutional Values	Streamlined Technology-Enhanced Operations	

2026-29 Board of Trustee Priorities

Increase Enrollment

Achieve sustained enrollment growth through improved student experience, strategic outreach, and program innovation

- Improve application, registration, and scheduling systems
- Launch targeted marketing and outreach to attract new and returning students
- Expand workforce and continuing education pathways
- Set and monitor annual enrollment growth targets tied to funding and resource allocation

Achieve a Balanced Budget Within Four Years

Attain a structurally balanced budget by FY 2029 through disciplined fiscal management and revenue growth

- Align resource allocation with strategic priorities and enrollment-driven revenue
- Maintain mindful oversight of salary and benefit expenditures
- Evaluate long-term strategies to sustain competitive compensation while maintaining fiscal balance.
- Complete annual audits on time and strengthen fiscal transparency

Increase Focus on Student Success Measures

Improve student retention, completion, and post-graduation success through data-driven strategies and integrated planning

- Enhance academic and student support programs that promote completion and transfer.
- Use data analytics to monitor and improve SCFF-related metrics
- Align institutional initiatives with the CIP and Strategic Plan
- Establish measurable three-year goals for student success outcomes.