

Common Recommendations for Improvements:

- Recommendations for improvement to the integrated planning and budgeting process included: increased transparency, consistency, participation and collaboration among constituents and units.

Recurring Themes:

- Consistency and Transparency
- Need for simplicity, adherence and follow through
- Need for evidence of fairness and completeness of process

Collegial Decision Making

Collegial Decision Making	Always/Most of the Time		Occasionally/Some of the Time		Rarely/Never		I don't know.	
Governance committees represent all constituency groups in decision making processes.	15	21%	36	50%	8	11%	13	18%
Governance committees collaborate to implement data driven and integrated planning and budgeting processes.	12	17%	30	42%	16	22%	14	19%
Governance committees engage in dialogue about institutional effectiveness.	19	27%	32	45%	9	13%	11	15%
Overall, decision making through Participatory Governance at Merritt College results in improved student learning and achievement.	11	15%	29	40%	18	25%	14	19%
Please rate the effectiveness of the collegial decision making process at Merritt College.	Average: 4.76							

- Collegial decision making had the lowest average effectiveness rating, 4.76, with a mode of 5.0.
- Approximately half of respondent indicated the Collegial Decision making process completes or adheres to the above criteria at least some of the time, but a significant portion of the College may be unaware or unfamiliar with the collegial decision making process.
- Low (1-5) effectiveness ratings were due to reasons including: low or reduced participation, trust and follow through of the shared governance model, and perceptions of ultimate administrative power over decisions made.
- High (6-10) effectiveness ratings were due to recent efforts and improvements despite the continued issues of low participation and consistency in the process. Several comments noted the effort to involve all constituency groups.

Common Recommendations for Improvements:

- Inspirational and effective leadership of the process, increased and wide-spread involvement, productive, effective and formalized meetings, persistent hope for continued improvement, training about the process and components

Recurring Themes:

- Leadership and ownership of the collegial decision making process to ensure the process is followed.
- Increase new participants.
- Increase productivity and efficiency of meetings.

Participatory Governance Committee Assessment

Summary

- The committees and governance exist to serve and support the entire campus, yet a significant portion of the campus is unclear about Participatory Committees, and each committee's purpose, charge and/or activities.

Common Themes and Recommendations for Improvement

- Increase communication from the committees to the campus, both on what decisions were made and how they were made.
- Increase and diversify committee participation and attendance.
- Combine the Budget and Planning Committees.

College Council

College Council	Always/Most of the Time		Occasionally/Some of the Time		Rarely/Never		I don't know.	
All constituency groups are able to bring requests for policy and procedural changes to the College Council for discussion.	21	30%	21	30%	5	7%	24	34%
The College Council obtains input from all constituency groups on policy and procedural changes.	17	24%	22	31%	6	8%	26	30%