

Common Recommendations for Improvements:

- Clear timelines and simplified process, one-on-one training and guidance and review, revise the template and questions, include all constituents and increase participation, provide incentives or acknowledgement, increased dialogue to foster understanding of the purpose and use of program review.

Recurring Themes:

- Training
- Streamlined process with clear and reasonable timeline start to finish
- Regular and inclusive dialogue within the department and with the Administrator

Integrated Planning and Budgeting

Integrated Planning and Budgeting Process	Always/Most of the Time		Occasionally/Some of the Time		Rarely/Never		I don't know.	
	Count	Percentage	Count	Percentage	Count	Percentage	Count	Percentage
Budget development and resource allocation is driven by planning and assessment.	19	25%	23	31%	15	20%	18	24%
Resources requests are linked to data and institutional goals.	20	27%	26	35%	12	16%	17	23%
Overall, integrated planning and budgeting results in improvement of student learning and achievement at Merritt College.	15	20%	23	31%	17	23%	20	27%
Please rate the effectiveness of the integrated planning and budgeting process at Merritt College.	Average: 4.94							

- A significant portion of the College is unfamiliar with integrated planning and budgeting processes.
- Even though the mode rating of effectiveness was a 5.0, the average was slightly below, at 4.94, which means the majority of respondents rated the effectiveness 5 or below.
- Those rating on the lower end of effectiveness cited reasons including lack of evidence of the process, lack of understanding, clarity, transparency or follow through in the process.
- Respondents rating the effectiveness of integrated planning and budgeting favorably noted that the process is improving, despite the challenges to remain sustainable and transparent.

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.