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for California Community Colleges

Proposal for Consulting Services (Amended): Participatory Governance, Decision-Making, and Communication

To: Mazie Brewington, Vice President, Administrative Services
Antelope Valley College
From: Matthew C. Lee, Ph.D.
Date: February 11, 2013

Brief Description of Needs

- Participatory governance and decision-making processes (including but not limited to those involved in evaluation, planning, and resource allocation) at Antelope Valley College (AVC) have become cumbersome and more difficult in recent years, resulting in delays in some critical decisions. Among numerous pressing issues, the most urgent concern is the need for better understanding and application of the concept of consensus in committee deliberations. The desire for improvement is widespread among College and constituency leadership.
- Although AVC employs several methods to facilitate campus-wide communication about planning and decision-making processes and results, and has instituted some improvements recently, such communication is still not as effective as it should be.
- AVC would like an external consultant to review the processes and structures it has established related to governance, decision-making, and communication, in light of best practices and criteria such as the applicable ACCJC Standards and Rubrics, and make concrete recommendations for improvements.

ACCREDITATION
INTEGRATED PLANNING
EVALUATION
TROUBLESHOOTING

Phase I: Discovery, Analysis, and Recommendations for Action

Dates of Services

February 21-March 15, 2013

Note: Completion of the project in the time indicated is contingent on formal Board approval of an agreement, or written authorization by the College President or designee to begin work, prior to the start date. It is also contingent on the validity of the *Assumptions* listed below. If access to the necessary information is delayed, then the final report will be delayed beyond the date shown above.

Scope of Services

1. Review and analyze documentation of the current status of the applicable participatory governance, decision-making, and communication structures and processes, and other information as needed. Documentation to be reviewed may include the following:
 - a. Accreditation documentation
 - (1) ACCJC Action Letter of about February 4, 2013, as soon as it is available
 - (2) AVC Follow-Up Report, Fall 2012
 - (3) ACCJC Action Letter of January 31, 2011
 - (4) ACCJC Evaluation Report, November 2010
 - (5) AVC 2010 Self-Study
 - b. College foundational statements
 - c. AVCCD policies and procedures related to the applicable structures and processes

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- d. Descriptions, charges, memberships, selected minutes, and other prescriptive and descriptive documentation of applicable committees and other structures
 - e. Handbooks, instructions, templates, and other forms and documents currently used in the applicable processes
 - f. A representative sample of the most significant products of the applicable structures and processes, such as the Educational Master Plan, Communication/Marketing Plan, Finance Plan, Human Resources/ Staffing Plan, Facilities Master Plan, and Computer and Information Technology Plan; recently completed outcomes assessment and improvement cycles at each level and in each area of the College (including Institutional Learning Outcomes); and recent resource allocation requests and actual allocations
 - g. Recent research on AVC campus governance, decision-making, communication, and institutional climate and culture
 - h. Other documentation as needed
2. In up to five days of on-site consultation, conduct structured interviews regarding the applicable structures and processes with appropriate members of the College community, individually or in groups. Those members may include the following:
- a. Executive Leadership
 - (1) President
 - (2) Vice President, Academic Affairs
 - (3) Vice President, Administrative Services
 - (4) Vice President, Student Services (Acting)
 - (5) Vice President, Human Resources and Employee Relations (Acting)
 - b. Director, Institutional Research and Planning (Co-chair of Strategic Planning and Budget Council)
 - c. Governance Leadership
 - (1) Academic Senate President (Co-chair of Strategic Planning and Budget Council)
 - (2) Federation of Classified Employees President
 - (3) Associated Student Organization President
 - (4) Confidential/Management/Supervisory Group President
 - d. Major Planning Committee/Subcommittee Leadership: Chairs and/or Co-chairs of the following committees/subcommittees, if not already listed above:
 - (1) College Coordinating Council
 - (2) Strategic Planning and Budget Council
 - (3) Mutual Agreement Council
 - (4) Communication Subcommittee
 - (5) Budget Subcommittee
 - (6) Finance Subcommittee
 - (7) Student Learning Outcomes Committee
 - (8) Committee/subcommittee responsible for the Educational Master Plan
 - (9) Committee/subcommittee responsible for Program Review
 - (10) Committee/subcommittee responsible for the Facilities Master Plan
 - (11) Committee/subcommittee responsible for the Computer and Information Technology Plan
 - e. Up to three additional campus leaders as mutually agreed upon and as the on-site schedule permits
3. Analyze the results of the structured interviews.
4. Gather and analyze additional information as needed to clarify or explain the documentation and interview results.
5. Based in part on the results of the analysis, facilitate one two-to-four-hour workshop for up to 25 committee leaders and participants, to build understanding of the concept of consensus, and of how best to apply it, to improve the quality and timeliness of committee deliberations and recommendations.
6. Prepare a written Report that includes the following components:
- a. Results of my analysis of the College's current participatory governance, decision-making, and communication structures and processes, in light of best practices and criteria such as the applicable ACCJC Standards and Rubrics.
 - b. Recommendations on concrete actions needed in the applicable areas to resolve the identified issues in sustainable fashion.
7. Attend one meeting of up to two hours in person or by phone or conferencing tool with the President, Executive Council, and/or others to discuss the Report and implementation of the recommendations in it.

Fee
\$21,600

Payment

- \$10,800 will be invoiced upon approval of this proposal, and payment will be due 30 calendar days thereafter.
- The remaining \$10,800 will be invoiced upon submission of the Report, and payment will be due 30 calendar days thereafter.

Phase II: Additional Consulting Assistance in Implementing Recommendations

Please note that the precise nature and extent of work in Phase II will depend on the findings and recommendations in Phase I, and on the College's response to them. The list below represents in fairly general terms a set of possible implementation support services from which a college with a similar pattern of issues can benefit. Should the College request any of these services or others, I will submit a revised Proposal for Phase II services and fees to address that request.

Dates of Services

To be determined by mutual agreement

Possible Implementation Support Services

1. Facilitate up to six two-hour workshops over three days on effective organization, participation, documentation, and leadership in participatory governance. Examples of possible topics include, but are not limited to, the following:
 - a. Effective documentation and dissemination of committee proceedings and recommendations
 - b. Title 5 requirements and responsibilities in participatory governance
 - c. Best practices: Member and convener responsibilities
2. Facilitate up to four other customized two-hour workshops over two days on topics as mutually agreed upon.
3. Directly facilitate in person up to a total of six two-hour meetings of committees or other groups experiencing significant operational issues, to kickstart progress toward long-term resolution of those issues.
4. Provide up to 40 hours of off-site guidance and/or other support to such committees or other groups, via email, phone, or Skype or other teleconferencing tool.
5. Evaluate and provide feedback on specific communication vehicles (e.g., committee documentation and posting, newsletters, website design and content, forms design, and the like) for up to 20 hours.
6. Review and provide feedback and recommendations on the initial design and content of up to two 30-page handbooks or guides on participatory governance, communication practices, integrated planning, program review, resource allocation, the outcomes cycle, or other topics of similar scope.
7. Provide feedback on one draft of up to two such handbooks.
8. Participate by phone or conferencing tool in up to six one-hour meetings with the President or Executive Council or designee to coordinate efforts, report on progress, solicit feedback, and provide further advice on implementing the recommendations.
9. Other services as mutually agreed upon.

Fee Range for Services 1-8

\$11,000-\$37,000. As noted above, the exact amount will depend on the nature and extent of services requested.

Payment

- A portion of the fee will be invoiced upon commencement of Phase II, and payment will be due 30 calendar days thereafter.
- The remaining portions of the fee will be invoiced monthly, and payment of each invoice is due 30 calendar days after submission of the invoice.

Assumptions

Timely access to information is crucial to completion of this project as specified above. I make the following assumptions:

- I will have easy remote access via the Internet to nearly all the documentation I will need.
- College personnel will supply in timely fashion (i.e., within one working day) the rest of the documentation and other information that I request.
- College personnel will also be cooperative and timely in responding to requests for interview or meeting times.

Logistical Notes and Requirements

- I expect to split my time between the College and my offices, with the proportion of my time at each location in a given period dependent on the tasks at hand.
- I also expect to make use of email, telephone, and/or Skype or other teleconferencing tools as much as possible to optimize the efficient use of everyone's time.
- I will need College clerical support for interview arrangements and the like.
- I will need a meeting room at the College for the on-site interviews.

Expenses

Ordinary expenses (phone, fax, postage, etc.) are included in the listed fees. All extraordinary expenses and any travel and mileage beyond trips to and from the College are subject to prior approval, and will be billed separately.

Pledge

Should you accept any portion of this proposal, I pledge to provide you with my best advice, based upon my professional experience and judgment. That advice, however, should not be construed to replace the expertise of other professionals such as attorneys, accountants, engineers, or architects, and the decision to act or not to act upon my advice rests solely with Antelope Valley College.

Additional Consulting Assistance

If the College requires additional consulting assistance beyond the Scope of Services in this proposal, I will be happy to discuss the College's needs with the applicable personnel, and then submit a new proposal for services to meet those needs.