



**COMMUNITY COLLEGE  
OF RHODE ISLAND  
DIVISION OF ACADEMIC AFFAIRS**

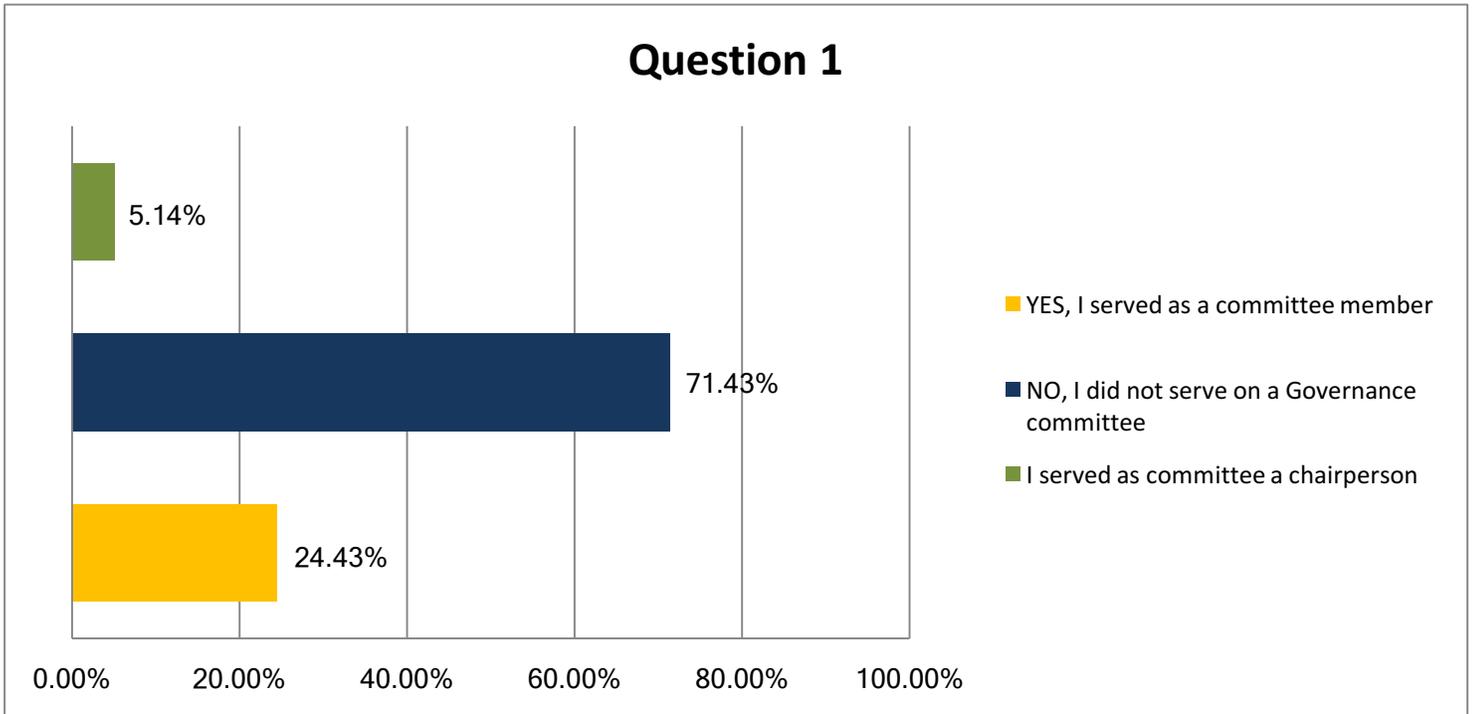
**Governance Survey Data**

**May 16, 2016**



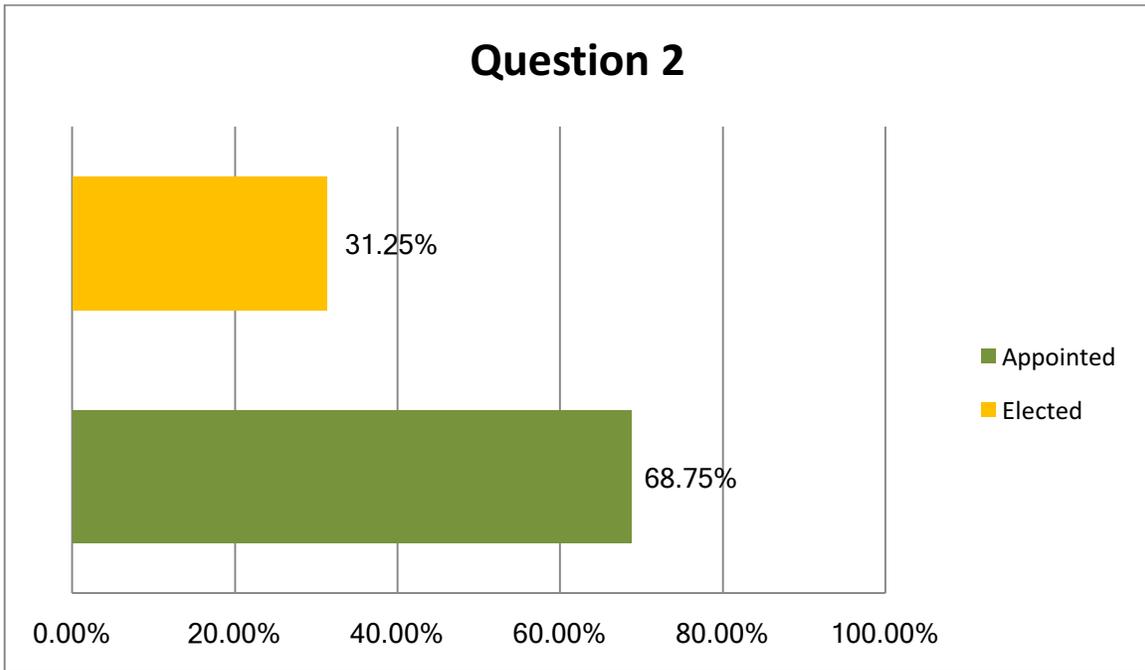
Question 1: Have you served on a Governance committee since 2013? (If your answer to question #1 is 'No', skip to question #10)

Answer Choices	Responses	Percent
<b>YES, I served as a committee member</b>	<b>41</b>	<b>24.43%</b>
<b>NO, I did not serve on a Governance committee</b>	<b>125</b>	<b>71.43%</b>
<b>I served as committee a chairperson</b>	<b>9</b>	<b>5.14%</b>
<b>Total:</b>	<b>175</b>	



Question 2: Was your committee position...

Answer Choices	Responses	Percent
Appointed	33	68.75
Elected	15	31.25
Total:	48	

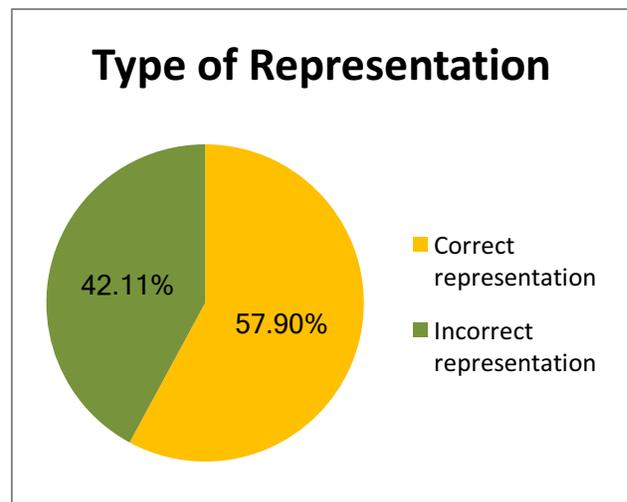
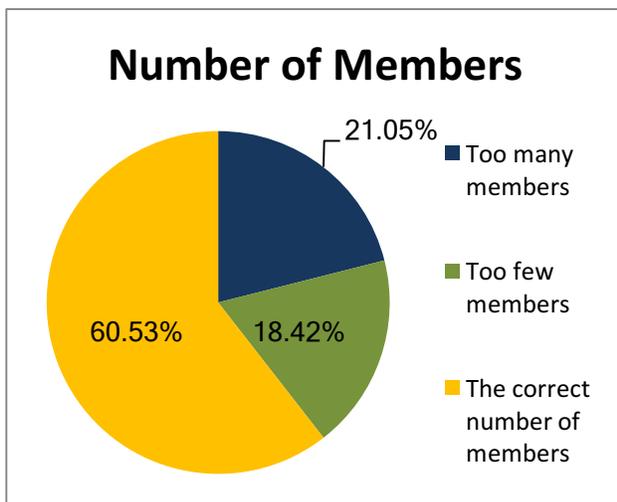


Question 3: Do you feel the number/representation of the committee members was (Please select one option from the right column and one option from the left column).

Answer Choices	Responses	Percent
Too many members	8	14.04%
Too few members	7	12.28%
The correct number of members	23	40.35%
Correct representation	22	38.60%
Incorrect representation	16	28.07%
<b>Total:</b>	<b>57</b>	

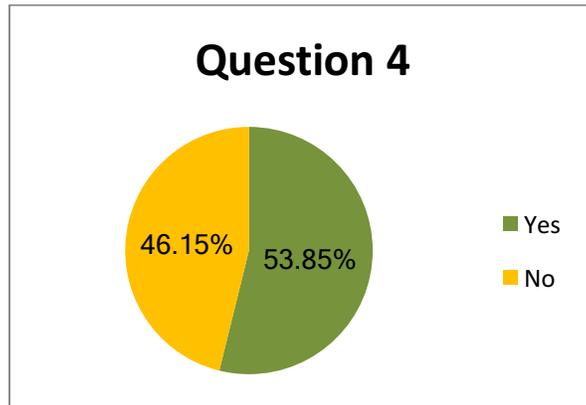
This question was actually two questions in one and may have confused respondents. As a result, the data does not appear to be valid. If one looks at the number of responses for the two separate questions (The number of representatives and the type of representation, there are 38 responses to each. Using the new data, the below table correctly reports the data.

Answer Choices	Responses	Percent
<b>Number of Members</b>		
Too many members	8	21.05%
Too few members	7	18.42%
The correct number of members	23	60.53%
<b>Total:</b>	<b>38</b>	
<b>Type of Representation</b>		
Correct representation	22	57.90%
Incorrect representation	16	42.11%
<b>Total:</b>	<b>38</b>	



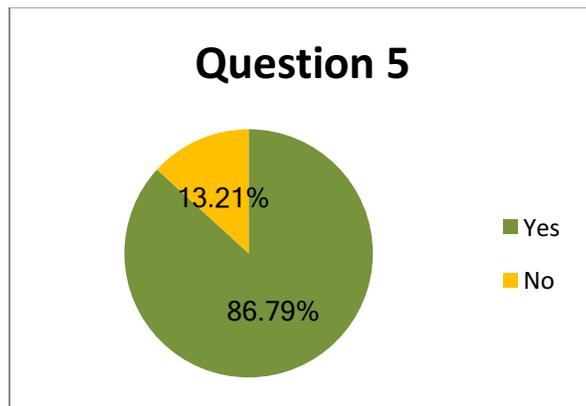
Question 4: Were quarterly committee meetings held each academic year?

Answer Choices	Responses	Percent
Yes	28	53.85%
No	24	46.15%
<b>Total:</b>	<b>52</b>	



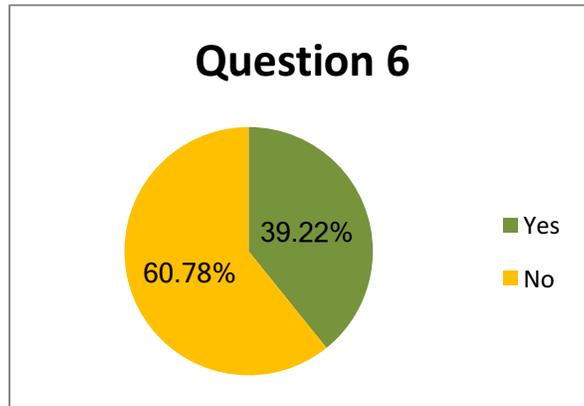
Question 5: Were committee meeting agendas presented in advance of each meeting?

Answer Choices	Responses	Percent
Yes	46	86.79%
No	7	13.21%
<b>Total:</b>	<b>53</b>	



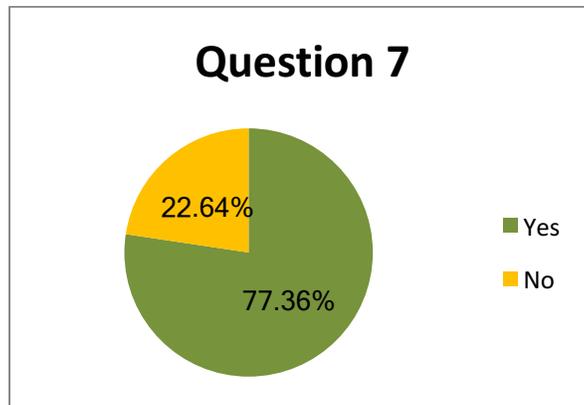
Question 6: Regarding agenda items that were voted on for committee approval resulting in an Action Item and presented to CCRI President’s Council (PC): Were these addressed by PC and a decision returned to the committee in a timely manner?

Answer Choices	Responses	Percent
Yes	20	39.22%
No	31	60.78%
<b>Total:</b>	<b>51</b>	



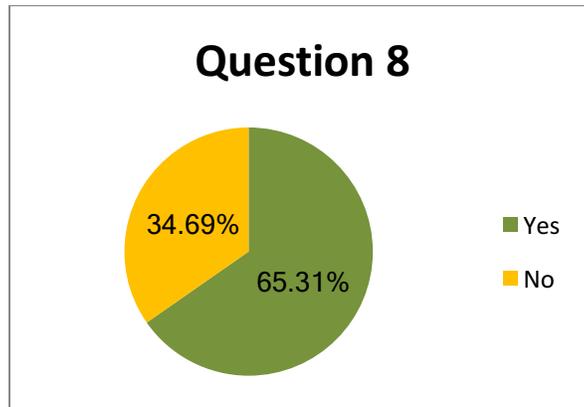
Question 7: Were committee meeting minutes distributed for approval in a timely manner?

Answer Choices	Responses	Percent
Yes	41	77.36%
No	12	22.64%
<b>Total:</b>	<b>53</b>	



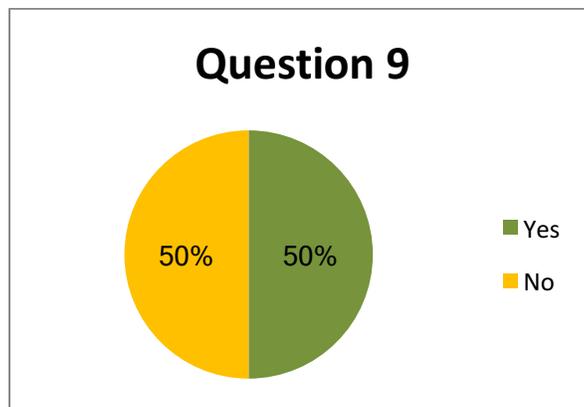
Question 8: Were committee meeting minutes posted on the Governance website in a timely manner?

Answer Choices	Responses	Percent
Yes	32	65.31%
No	17	34.69%
<b>Total:</b>	<b>49</b>	



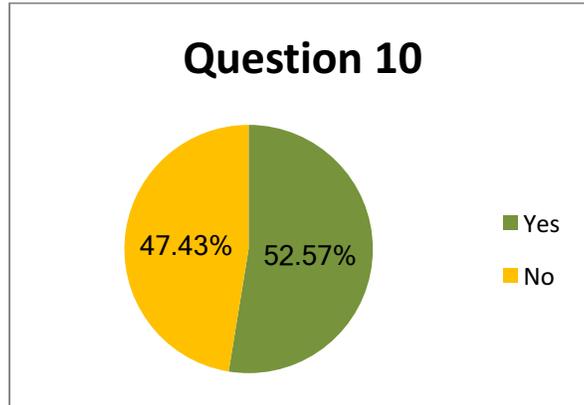
Question 9: Did serving on the Governance committee(s) provide a meaningful experience for you to impact the College?

Answer Choices	Responses	Percent
Yes	26	50%
No	26	50%
<b>Total:</b>	<b>52</b>	



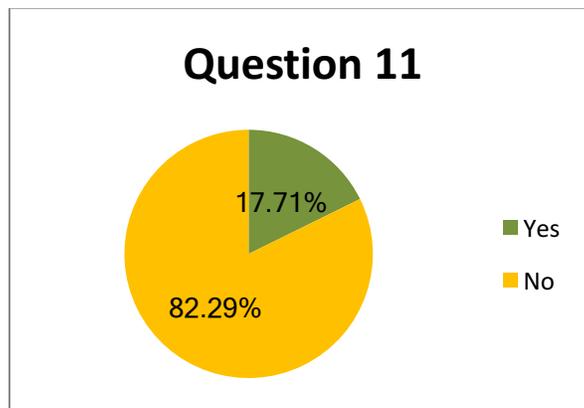
Question 10: Have you ever accessed the CCRI Governance website?

Answer Choices	Responses	Percent
Yes	92	52.57%
No	83	47.43%
<b>Total:</b>	<b>175</b>	



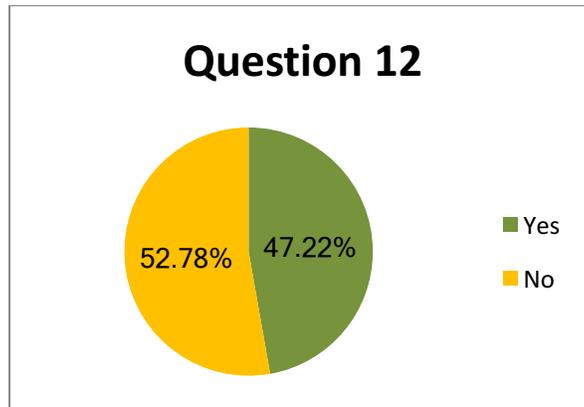
Question 11: Have you ever presented a topic/concern to a Governance committee to be addressed?

Answer Choices	Responses	Percent
Yes	31	17.71%
No	144	82.29%
<b>Total:</b>	<b>175</b>	



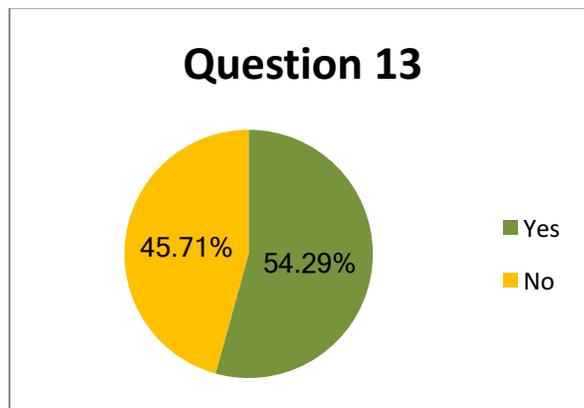
Question 12: If you answered “YES” to question 11, was your topic / concern addressed in a timely manner?

Answer Choices	Responses	Percent
Yes	17	47.22%
No	19	52.78%
<b>Total:</b>	<b>36</b>	



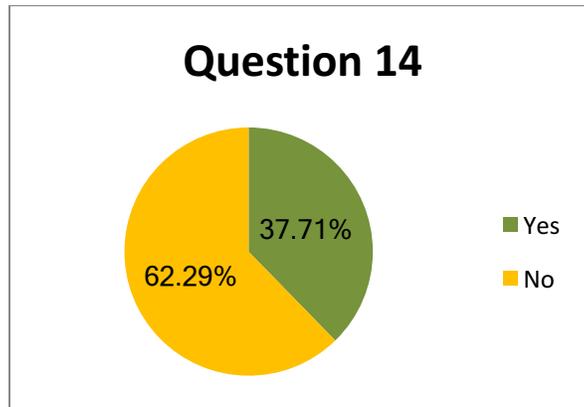
Question 13: Do you have interest in serving on a Governance committee in the future?

Answer Choices	Responses	Percent
Yes	95	54.29%
No	80	45.71%
<b>Total:</b>	<b>175</b>	



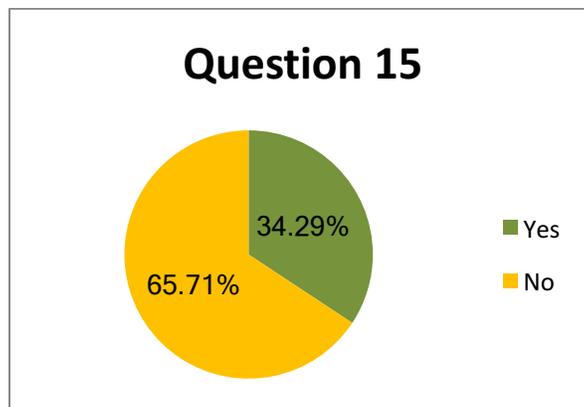
Question 14: Do you consider the current Governance structure to have been effective in serving the needs of the CCRI community?

Answer Choices	Responses	Percent
Yes	66	37.71%
No	109	62.29%
<b>Total:</b>	<b>175</b>	



Question 15: Do you consider the current Governance structure to be “user friendly” for students, faculty, and staff?

Answer Choices	Responses	Percent
Yes	60	34.29%
No	115	65.71%
<b>Total:</b>	<b>175</b>	



Question16: Please enter any additional thoughts regarding the current CCRI Governance system.

Number	Response Text
1	Governance is too complex and does no work. There is overlapping of functions within the college and governance. The missions of committees should be addressed and revisited.
2	Needs to be reconsidered. Viewed by my department as ineffective.
3	Membership in the ADA committee has waned and repeated requests to fill vacancies received no response. The committee has made thoughtful recommendations for committee representation and, again, would like to proceed with filling the vacancies.
4	Spent many hours on committees and voted on items that were ignored at the president council level. Apathy on part of faculty as well.
5	I'm really not sure on questions 14 and 15 since I have not needed to address any of the committees. I've not heard any complaints from colleagues.
6	Change can assure the College---which is crucial for our student population---is vital and not mired in "this is the way we've always done it..(an attribute that is part of a very strong RI culture and easier to deal with than change tends to be.)
7	#12 - Not always. However previous to the new governance model, topics and concerns were addressed more promptly by holding meetings more often. Action items and follow-up reports were elevated to appropriate administration, thereby expediting action plans, project charters and implementation.
8	The current governance was put in hastily to meet requirements of the NEASC accreditation. Input was requested from faculty and staff at various times during the process, but most individuals did not take it seriously because there was a feeling that the process and proposal were jokes. The structure, levels of approval and membership were not structured to develop a successful system. What a committee could and could not do was not clear and no one could or would provide answers or direction. As a result, some committees accomplished nothing. Other committees made decisions and moved right to implementation without authority to do so. Others followed the process only to find the approval process opaque, undefined and unimportant to the committee.
9	I believe in the Governance system. I know that it was carefully and thoughtfully revised in 2013.
10	The role of the Calendar committee was never clear. From the start it was a constant question, what was needed, what was expected? Each member having a different idea on what that was. Most members were appointed and didn't know why they were selected. A majority of the meetings were spent on these topics without really getting anywhere. In the end it was decided that the calendar committee would be changed from a governance committee to an action group. Again without an understanding of what was needed and expected. If that was resolved I think there could be value in having a calendar committee.
11	I am not aware of what the governance system is or does. can you explain? there is no option on this survey to select N/A so I answered no to all.

12	My responses were partially true as I served on 3 governance committees. It was very obvious when we were participating in the governance process that there was little or no buy in on the part of administration. It made what we were doing a waste of time. It felt like governance was in place for accreditation but no more. The first governance structure was cumbersome and I think that if we were all used to how it worked from prior experience, it may have been more efficient. IT was an issue. There were too many committees weighing in on the same issue with varying timeframes. When everyone's tenure was up, nobody wanted to jump in.
13	The limit on members prohibited those who were interested in serving on the committee and willing to offer their time from doing so. We lost some valuable members when the new governance system was put in place.
14	Please simplify the system.
15	The "structure" was shaped in a thoughtful, collaborative manner, but the administration did not get behind it's implementation. Three faculty led the charge (who deserve loads of praise), but in the end, admin charged them to create a Governance structure in order to meet NEASC standards, rather than welcome the systemic involvement of all constituents.  Please note: in my view this survey leads readers to deem the current Governance structure as ineffective. The structure was vetted and sound, but the culture that required it lacked the courage and/or resources to "bring it home".  Thank you.
16	Are adjuncts invited to be on these committees?
17	The latest version of governance was created in a last-minute and undemocratic fashion by an administrator as part of CCRI's NEASC report. The latest system never, to my knowledge, consulted with faculty. In fact, I served on a NEASC team (Integrity standard) and part of our report pointed out the long-term lack of a working governance system. Since NEASC accreditation was achieved, I have never once (not once!) received an email about openings on committees, issues decided on by committees, or anything at all related to the work of governing committees. I looked at the governance website directly following the NEASC accreditation visit and there were no agendas or minutes posted for any of the committees. Looking today, 04/21/2016, I notice that many of the committees have not met since 2014. It has been a source of long-standing frustration that, from my perspective, CCRI has no functioning governance system and I (as a relatively new, eager, committed faculty member) have had zero opportunities to participate in the governance of my institution.
18	I have been on faculty for 1 year. I am still learning the processes. I am going to access the Governance website and become more familiar with the information.
19	The governance process when I was involved was not very interesting--finding out which groups were under which decision structure. It wasn't getting anything done, as far as I could tell.
20	I'm not really sure what the Governance structure does.
21	Lack of communication from leadership was a detriment. Governance turned into an 'action group'. Response from leadership was very untimely.
22	CCRI ought to determine the minimal requirements for governance as determined by NEASC. That should define how many committees we have. There is an inherent confusion between the roles of

	governance vs. people's jobs. This makes some committees feel like a third wheel. One committee I am on typically (and thankfully) cancels its meetings rather than waste time. Why meet for the sake of meeting? Less is more when it comes to governance.
23	I think there is a general feeling of not being able to understand what governance is, how it works, and what it means to the college. It's not a clear, nor a transparent, process.
24	I am a member of the AAC. I have been on several subcommittees over the past several years. Once the proposals leave the committee, we rarely know what happens when they move past the AAC.
25	<ol style="list-style-type: none"> <li>1. Governance committee members never received promised training.</li> <li>2. Committee members need to understand the difference between Management and Governance, i.e. management is "hands-on," governance is "hands-off."</li> <li>3. In my opinion committee members need to be knowledgeable/informed about the areas they are advising.</li> <li>4. ITAC, ISAC, and ATAC should be consolidated into one IT governance committee. All areas of IT are interdependent.</li> <li>5. My understanding is that CCRI governance is shared. It is essential that faculty and administrators/Academic and Business Affairs areas function as equal partners and collaborators where all members have equal rights, privileges, and obligations. So long as the attitude is "them and us," sharing of governance between faculty and administrators/Academic and Business Affairs will be fraught with conflict and distrust.</li> <li>6. I was also appointed to the Distance Learning (DL) Advisory Committee, which is not listed? The DL Committee was chaired by the DL Coordinator. Do you think there is a conflict of interest to have the DL Coordinator chairing the DL Advisory Committee?</li> </ol>
26	Really uninformed about the governance system or how it works. The communication on this has been limited and perhaps this is a great place to start for the college.
27	I believe the CCRI Governance system needs to be relevant and 'real' for everyone with our CCRI community and our outside community -
28	We have many vacant positions on our committee that need to be filled. Many of the positions have been vacant since the committee was formed. There appears to be a lack of interest/involvement to serve on this committee, which is student centered (Student Advisory). If there are no volunteers or elected members, they should be assigned by their administrator so there is fair representation. Based on the Governance website, it does not appear that many of the committees meet on a regular basis, at least based the agendas and minutes that are not posted. I fear accreditation will be in jeopardy based on our lack of commitment to the governance structure.
29	The election process has not been followed since we revised the system. Vacancies need to be filled. The terms of positions and how many consecutive terms that can be served is not committee friendly. The terms should be two years and then the member must be re-elected or re-appointed. There should not be limits to how many terms a member can serve or a forced hiatus between terms.

30	Members with own agendas to get their own things done versus serving our constituents. Governance is hands off, not hands on. That is why it is called governance. No one ever followed the system. Most likely because it was too convoluted. Too many committees reporting to other committees. To work effectively we should flatten out the hierarchical structure of governance that we currently have. As issues funneled through the channels they most likely became watered down causing no resolution of most inquiries. Also, due to our current culture it was hard to find committed staff to contribute effectively without offering incentives. I found it to be a waste of time since the system was not being utilized the correct way and a lack of response from the proper channels.
31	I answered 14 and 15 with a NO but, as I stated, I have never gone on the website or brought a topic to governance. My answer is solely based on what I had heard from those on the committee who always said it was a daunting task on the committee and they didn't feel as though it served its purpose. Over here at the Lincoln campus maybe the Lincoln renewal project can be tied into the governance structure? I served on the Environmental Health and Safety Committee that was in place 15 years ago and folks on the Lincoln Campus still come to me for campus safety and security questions and I try to get answers for them.
32	I don't understand the governance system, and I'm not sure what the system actually is. It doesn't seem all that useful to me, although it's likely useful at a level above faculty and it's quite possible I just don't understand it.
33	The governance system is good in principal, but there was no follow through at upper levels. Additionally there seemed to be some obstructions. It would be great if all levels of the college were working at this together instead of the fragmented previous attempt.
34	I am not familiar enough with the current Governance structure to questions 14 or 15. I guess that is my comment - I need more information - Note I wanted to leave questions 14 & 15 blank but it seems that is not possible, so I answered no to each
35	elections are not the most suitable way of finding membership. Volunteering is better
36	The current governance structure was basically written by administrators in a rush to get it NEASC ready. While others had input on the proposed structure, most input was ignored---based on my experience at an information session. The document was convoluted, long, and difficult to read. Hence, few people voted on it. I had an opportunity to run for the committee I had been on for many years and declined as I was not going to run against my fellow faculty and colleagues. The system is not welcoming with all its rules and requirements.
37	It seemed to be a contrived process to appease the NEASC deficiency and not to best serve the college.
38	re: #4 the number of ADA Committee meetings vary from year to year...sometimes more, sometimes less than quarterly.  re: #15 Much better structure than its predecessor, but still time consuming.
39	Governance at CCRI has been & will continue to be a joke. The "vacuum" of governance reported by NEASC over a decade ago has been replaced by the top-down control of the Governor & her over-paid acolytes. Fair, shared governance remains an illusion at CCRI...
40	I'm not sure about what the entails with certain governance structure and roles.

41	I felt as though the committees operated in silos and that the meetings were not a productive use of time. Each meeting we simply gave the committee and update on what was happening in our department. Unfortunately, there was little to no representation from the faculty, department chairs and other staff. Each month we would present the same information to the same 6 or 7 staff/administrators.
42	Never even heard of a Gov. Comm. We need better advertising. Thank you.
43	Include adjunct faculty in governance.
44	Thank you.
45	I get plenty of information on my committee, but nothing on the others. There are no public announcements of meetings or agendas. Yes, some, but not all are put on the website, but if you want real participation, you push the information out, not hide it on a website and hope people check in at the right time in order to participate.  Things leave the governance committees and seem to die. Not sure if VPs aren't bringing things to President's Council, or PC isn't acting on them, but no one ever hears what happens (up or down) at PC unless you are at PC. No public announcement of new policies or even an accessible list of policies- even if it affects your area.
46	Did not this webpage existed. Glad to learn of its existence!
47	I feel the governance structure has improved over the years but it was designed around existing committees/structure that need to be re-designed.
48	The top down governance/leadership structure at CCRI is never going to function. This can be seen in the emails being sent out recently from the new administration when they keep talking about their "team". There is NO flow of information from those doing the educating (i.e., professors) to those being paid to facilitate education (i.e., staff, administrators...).
49	I feel that the structure and process were never clearly explained to faculty. Do not know how to access website
50	Have attended about 3 Governance meeting during a much earlier (several years prior to 2013) conversation regarding governance. Since 2013, I did look at the website, once. I'd prefer to hear someone tell me about it (chairs, department heads...in a staff meeting), then I'd be more likely to look at and read sections of the document that may have a value for areas I'm most interested in. At this point, I'm not quite sure to what extent the doc plays into institutional policy or planning or to what its intended purpose actually is.  Q 14...didn't have the choice to indicate, "I don't know".
51	No transparency. No real input. Especially no faculty confidence or participation in affecting change. Another Committee to Eliminate Committees committee.
52	I am an assistant professor that must teach overtime every semester and over the summer because my base salary is so low. I am also taking graduate courses and serving on department and college wide committees to strengthen my case for tenure and promotion. I look forward to a future (near?) where I actually have time to serve on a governance committee. Lack of faculty participation in governance does not equal apathy. Rather, most faculty are either too busy to serve and/or feel their input will be ignored and the administration will just do as they please.

53	Needs to be re-evaluated and simplified
54	It was clearly tacked together for NEASC like some Potemkin village and is a ramshackle mess.
55	<p>Everyone at the College is aware the Governance system was thrown together at the last minute by Cathy Livingston to appease the NEASC accreditation team. It is a farce.</p> <p>We need to completely start over.</p> <p>One way to go is with a Faculty Senate -- similar to the system at URI. Faculty who participate should be given course release time.</p> <p>You get what you pay for...</p>
56	Apparently the Governance Committee is a well kept secret. I've been here 30 years, and this is the first I've heard of it.
57	The list of approved committees seems incomplete. Many questions here could not be adequately responded to with Y/N. Hope there is some space for discussion.
58	membership was a major problem with the committees. There were vacancies and unfilled positions which led to very uneven representation. Also, there was a lack of understanding about which committees actually made policy or what their role/mission was in the institution.
59	More than anything, the current failure in regards to Governance at CCRI has had to do with a lack of strategic leadership. It seems as though the administration placed governance in a constant waiting cycle. The impression left upon me is that governance was instantiated in order to placate those that wished to be involved in a meaningful way. College governance should either be embraced or abolished.
60	It needs to be streamlined and held accountable. Some committees meet regularly, others do not. There is no mass communication to the college faculty and staff as to what is happening within the committees.
61	Not all processes are being followed correctly. Some things still happen without the knowledge of the governance committee that should be notified. I.E classrooms being created or reconfigured without the knowledge/approval of the Educational Spaces Committee. Some committees don't meet on a regular basis, if at all.
62	there is a huge lack of communication and understanding of the process.
63	I think it is confusing to know exactly what each committee does without having to read an abundance of material.
64	<p>This is Maggie Burke, and I'm very happy to discuss the governance. I'm the chair of DLAC (not listed here) and ATAC. ATAC requested to be moved to be under the VPAA over a year ago, and the business vice president would not address the concern.</p> <p>I feel that what I've accomplished with the two committees is possible because I'm DL coordinator, and not related as much to the committee itself as part of governance. I had input into the composition of DLAC, and so I believe it has reasonable membership. ATAC is far too small to accomplish any meaningful work.</p> <p>All committees feel disconnected one from the other.</p>

<b>65</b>	I don't know anything about the CCRI Governance system, therefore I have no comments regarding its effectiveness. Perhaps the fact that I don't know anything about it says everything.
<b>66</b>	There aren't very many committees listed above; is that all of the approved governance committees?
<b>67</b>	unaware that the Environmental safety committee was still in existence
<b>68</b>	My concern is the infrequency of governance committee meetings and the impact that has on making timely changes in academic areas.