

DISTRICT EXECUTIVE COUNCIL (DEC)

2024-25 GOVERNANCE AND COMMUNICATION EFFECTIVENESS SURVEY REPORT

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<https://www.gcccd.edu/research-planning/index.php>
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Executive Summary

This report summarizes findings from the 2024-25 District Executive Council (DEC) Governance Survey. The survey collected responses from 13 council members, including administrators (6), full-time faculty (3), classified staff (3), and one student, with representation across the District and varying years of service.

Key Findings:

- 1) **Demographics and Participation:** Respondents are significantly involved in governance, with about half of council members (46%) serving on three or more governance groups. Council participation includes representatives from across the District, covering Administrators, Faculty, Classified Staff, and Students.
- 2) **Governance Processes, Interactions, and Outcomes:** The council is rated highly for transparency, efficiency, alignment, and clear roles. However, representation, accountability, and evaluation are areas respondents felt could improve. Council members from Cuyamaca College noted limited dialogue and agenda timing issues.
- 3) **Communication and Decision-Making:** Strong ratings were given for respectful engagement (100%) and attendance (85%), but communication from constituents showed variability, indicating a need for better upward information flow. Cuyamaca College respondents reported lower engagement compared to Grossmont College and District Services.
- 4) **Resource Adequacy:** Most resources were rated "Adequate" or "More than adequate," with information flow and access to information scoring highest. Cuyamaca College respondents consistently gave lower ratings, while District Services and Grossmont College rated resources highly.
- 5) **Meeting Management and Leadership:** High satisfaction was reported for meeting schedule adherence, agenda/minutes availability, and punctuality. Cuyamaca College respondents gave lower scores for council charge clarity, meeting length, and chair effectiveness.
- 6) **Council Charge and Composition:** Most respondents (11/12) affirmed the council's charge and composition as appropriate, though one council member noted a disconnect between the advisory role and top-down communication practices, limiting collaborative input.
- 7) **Accomplishments:** The council strengthened participatory governance, produced a governance handbook, broadened representation, and made progress on initiatives such as the camera project.
- 8) **Areas for Improvement:** Respondents emphasized enhancing two-way communication, ensuring inclusivity, and clarifying subcommittee responsibilities. Suggestions included more deliberate consultation, transparent operational processes, and avoiding favoritism toward specific groups.
- 9) **Recommendations for 2025-26:** Focus on fostering genuine collaboration, maintaining governance momentum, enhancing transparency in shared documents, and ensuring equitable representation across constituencies.

Summary: The council demonstrates strong operational practices and transparency but requires targeted improvements in representation, accountability, and two-way communication. Addressing these gaps through inclusive engagement, clearer processes, and earlier agenda reviews will enhance council effectiveness and stakeholder satisfaction in the 2025-26 academic year.

1. METHODOLOGY

The survey collected responses across:

- **Demographics:** Role, institution, years of service, and years on governing council.
- **Governance Processes, Interactions, and Outcomes:** Frequency of engagement (Almost Always, Sometimes, Rarely, Never).
- **Communication and Decision-Making:** Agreement levels (Strongly Agree, Somewhat Agree, Neither Agree Nor Disagree, Somewhat Disagree, Disagree, Strongly Disagree).
- **Resource Adequacy:** Resource availability (More than adequate, Adequate, Less than adequate).
- **Overall Satisfaction:** Agreement on governance satisfaction.
- **Open-Ended Comments:** Qualitative feedback.

Data was analyzed by calculating frequencies and percentages, disaggregated by role and institution.

2. RESPONDENT DEMOGRAPHICS

Respondents served on 1 to 5 or more other governance groups, with 6 respondents (46%) serving on 4 or more groups, indicating significant involvement in governance activities.

- **Roles:** 6 Administrators, 3 Full-time faculty, 3 Classified staff, 1 Student. See Table 1.
- **Institutions:** 3 Cuyamaca College, 4 Grossmont College, 5 District Services, 1 unspecified.
- **Years on DEC Governing Council:** 3 (<1 year), 2 (1 year), 5 (2 to 4 years), 3 (5+ years)
- **Membership on Other Governing Councils:** 3 (served on 1 council), 3 (served on 2 councils), 2 (served on 3 councils), 4 (served on 4 councils)

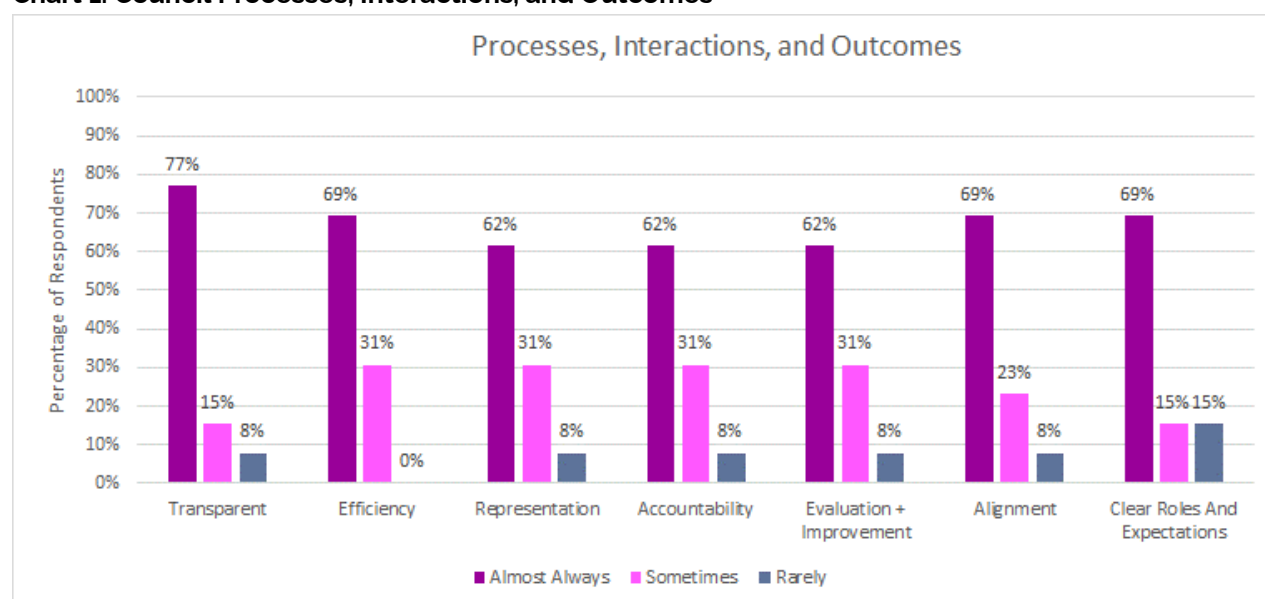
Table 1. Respondent Demographics

Role	Cuyamaca College	Grossmont College	District Services	Not Reported	Total
Administrator	1	1	4	0	6
Full-time Faculty	1	1	0	1	3
Classified Staff	1	1	1	0	3
Student	0	1	0	0	1
Total	3	4	5	1	13

3. GOVERNANCE PROCESSES, INTERACTIONS, AND OUTCOMES

The survey evaluated seven dimensions of council effectiveness: Transparency, Efficiency, Representation, Accountability, Evaluation + Improvement, Alignment, and Clear Roles and Expectations. Response options included, "Never," "Rarely," "Sometimes," or "Almost Always." None of the respondents selected, "Never" for any of the seven dimensions.

Chart 1. Council Processes, Interactions, and Outcomes



The council is generally perceived as effective, with strong ratings in Transparent, Efficiency, Alignment, and Clear Roles and Expectations. See Chart 1. However, there are areas for improvement in Representation, Accountability, and Evaluation + Improvement, particularly among Cuyamaca College members and newer council members. Addressing these gaps through targeted engagement and process improvements could enhance overall council effectiveness and inclusivity.

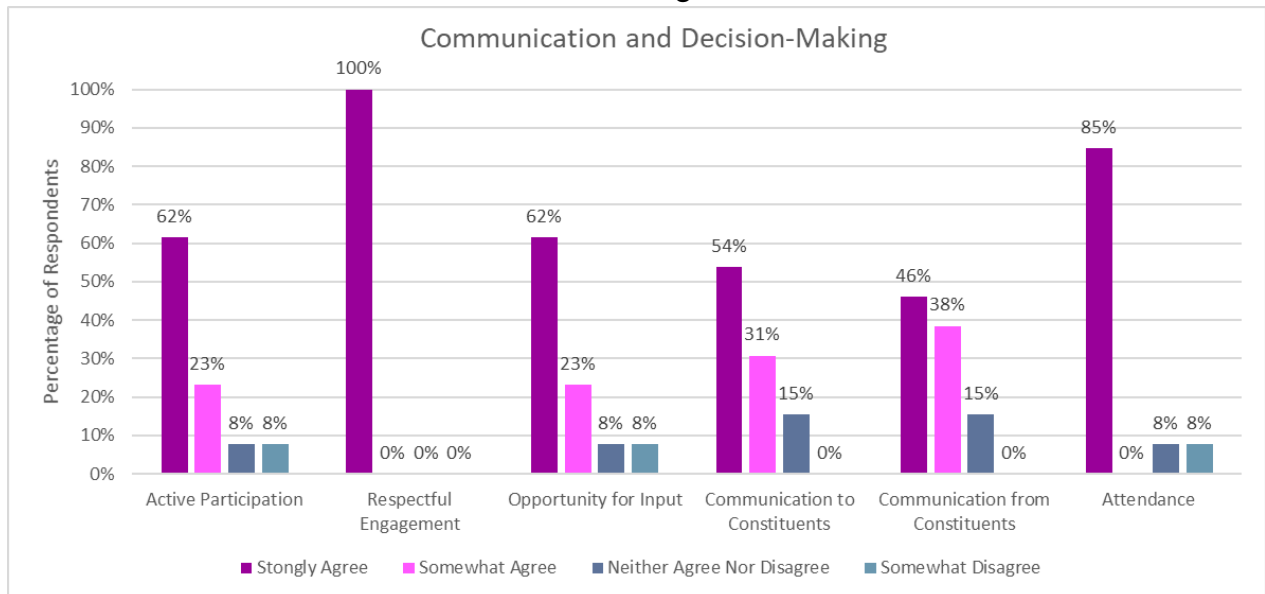
Comments from council members regarding their responses to questions on council processes, interactions, and outcomes:

- 1) This [council] functions more as a space for members to receive reports. There is very little dialogue or collaboration. It is also difficult to truly engage in conversation when the Council is reviewing the Board agenda for a meeting to take place the very next day. It seems ill-advised to review the agenda so close to the scheduled meeting. Would it be possible to schedule this Council closer around the time the Board is initially finalized?
- 2) I think transparency and communication have improved significantly since we went through the IEPI participatory governance work. This includes understanding of member roles and the difference between operations and policy work. I think we still have some work to do in these areas but there has been great progress.
- 3) Keep the excellent job up.

4. COMMUNICATION AND DECISION-MAKING

The survey evaluated six dimensions of council member's involvement and interaction: Active Participation, Respectful Engagement, Opportunity for Input, Communication to Constituents, Communication from Constituents, and Attendance. Response options included, "Strongly Disagree," "Somewhat Disagree," "Neither Agree Nor Disagree," "Somewhat Agree," or "Strongly Agree." None of the respondents selected, "Strongly Disagree" for any of the six dimensions.

Chart 2. Council Communication and Decision-Making



As displayed in Chart 2, ratings across all six council effectiveness dimensions were generally positive, with "Strongly Agree" most common—especially for Respectful Engagement (100%) and Attendance (85%). While Active Participation, Opportunity for Input, and Communication to Constituents also scored strongly, each had small numbers of "Somewhat Agree" or neutral ratings. Communication from Constituents showed the most variation, indicating room for improving upward information flow. Administrators, particularly at Grossmont and District Services, reported the highest ratings, while Cuyamaca College faculty and classified staff indicated lower engagement and communication effectiveness.

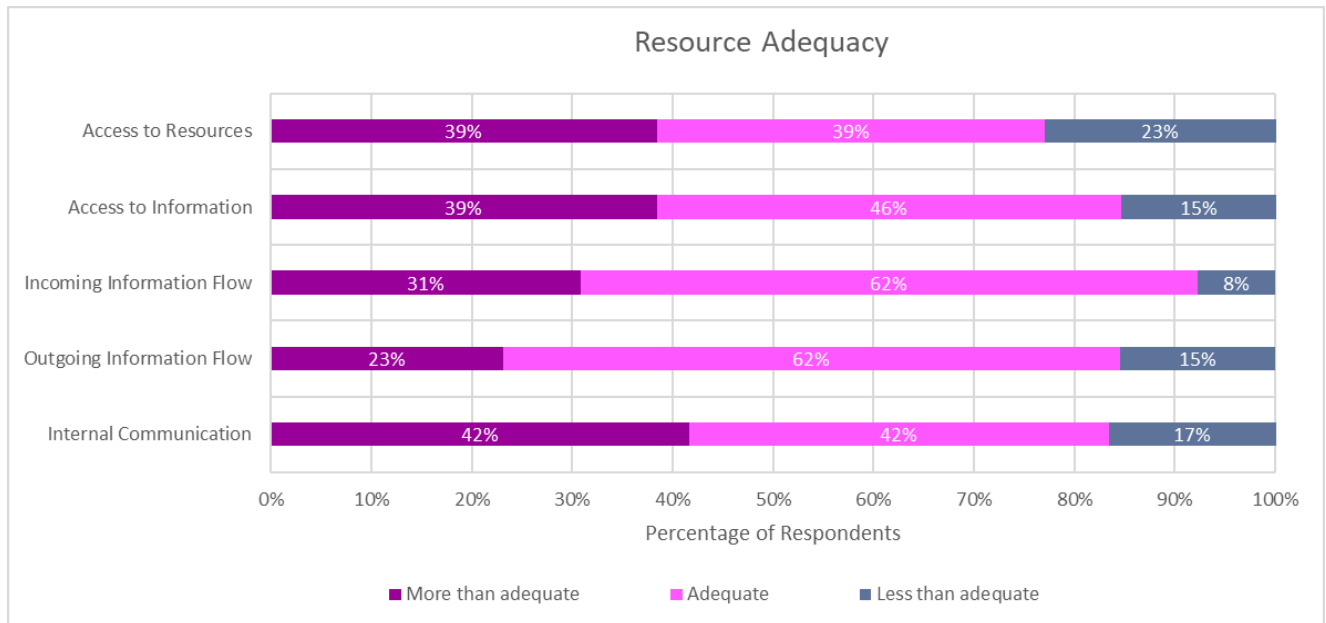
Comments from council members regarding their responses to questions on council processes, interactions, and outcomes:

- 1) It is difficult to be a contributing member in a council designed to report out to members. There is no actual collaboration and very little group engagement with issues brought up.
- 2) I think I could do a better job of communicating out to my group.

5. RESOURCE ADEQUACY

The survey evaluated five dimensions of council member's perceptions of resource adequacy: Internal Communication, Outgoing Information Flow, Incoming Information Flow, Access to Information, and Access to Resources. Response options included, "More than adequate," "Adequate," or "Less than adequate."

Chart 3. Council Perceptions of Resource Adequacy



Ratings were generally positive, with most responses marked "Adequate" or "More than adequate." Results, however, varied by institution and role. Cuyamaca College respondents gave the lowest ratings, frequently selecting "Less than adequate." District Services and Grossmont College stood out with stronger scores, especially from administrators and faculty, who consistently rated areas as "More than adequate." Classified staff responses were mostly "Adequate" across all areas. Faculty results were location-dependent, with Grossmont showing high ratings across all areas, while Cuyamaca reported much lower perceptions of adequacy. Overall, the strongest areas were Information Flow and Access to Information, while Access to Resources and Internal Communication showed the widest variation, particularly at Cuyamaca College. See Chart 3.

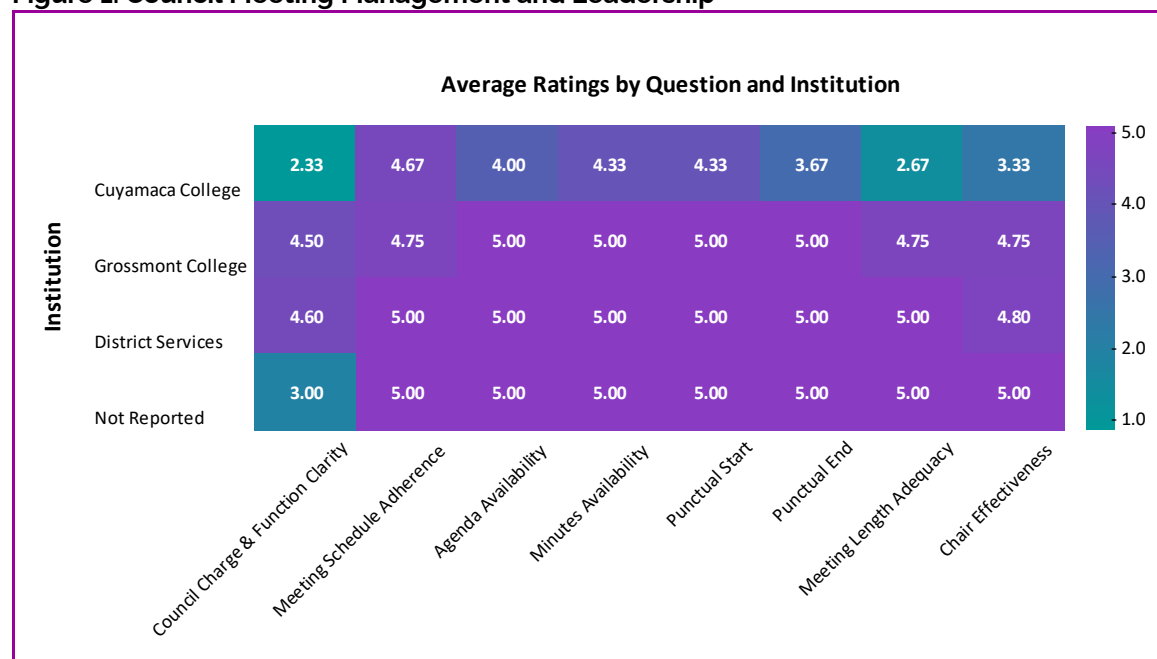
Comments from council members regarding their responses to questions about resource adequacy:

- 1) It would help if documents and pages listed in the agenda were linked in the agenda.
- 2) In the past, the District was notified of the Board Policies and Administrative Procedures that were finalized and approved by the Board via email every month.

6. MEETING MANAGEMENT AND LEADERSHIP

The survey evaluated eight dimensions related to meeting management and leadership: Council Charge & Function Clarity, Meeting Schedule Adherence, Agenda Availability, Minutes Availability, Punctual Start, Punctual End, Meeting Length Adequacy, and Chair Effectiveness. The five response options included, (1) "Strongly Disagree," (2) "Disagree," (3) "Neither Agree Nor Disagree," (4) "Agree," and (5) "Strongly Agree."

Figure 1. Council Meeting Management and Leadership



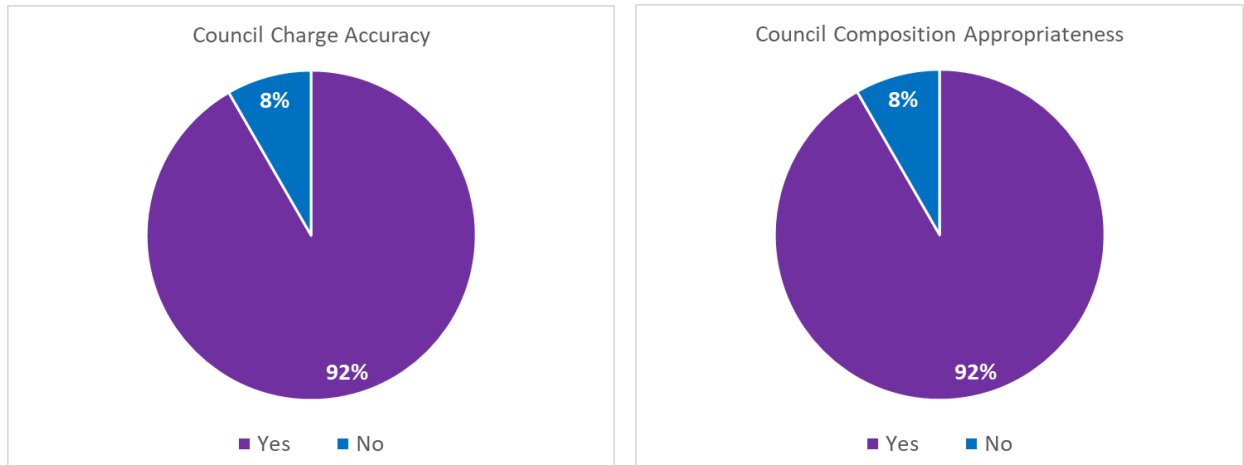
As shown in Figure 1, survey results on all eight council meeting effectiveness questions show generally high satisfaction, with *Strongly Agree* as the most common response. Highest agreement occurred in Meeting Schedule Adherence, Agenda Availability, Minutes Availability, and Punctual Start/End, which were rated *Strongly Agree* by most respondents. Ratings varied notably by institution. Cuyamaca College recorded the lowest overall scores and indicated weaker agreement with questions about Council Charge & Function Clarity, Meeting Length Adequacy, and Chair Effectiveness. District Services responded with consistently high ratings, with administrators and classified staff giving almost all *Strongly Agree* responses, reflecting perceptions of strong operational practices. Grossmont College had very positive ratings across all roles, with administrators and faculty giving perfect scores and only a few "Agree" responses from student and classified staff council members. The most variable item across institutions was Council Charge & Function Clarity, ranging from *Strongly Disagree* at Cuyamaca to *Strongly Agree* elsewhere, highlighting clear institutional differences in clarity, meeting efficiency, and leadership perceptions.

Respondents did not provide any comments regarding their responses to the survey questions in this section.

7. COUNCIL CHARGE AND COMPOSITION

Council members were asked to indicate whether the council's charge and composition accurately reflected its function. Response options were "Yes" or "No." Members who selected "No" were prompted to provide an explanation for their response.

Charts 4 & 5. Council Charge and Composition



The majority of respondents indicated that both the council's official charge and its composition are appropriate for its function. Of the 12 council members who answered these questions, 11 affirmed the accuracy of the charge, and an equal number confirmed the appropriateness of the composition. One respondent disagreed with the charge's accuracy, noting that the stated advisory role of the Chancellor does not align with actual practice, where communication flows predominantly from the Chancellor to members rather than through collaborative dialogue. This respondent also observed that while the charge describes the council as reviewing and recommending Governing Board docket items, the agenda is typically finalized before the meeting, limiting the opportunity for meaningful recommendations. One respondent viewed the composition as inappropriate. However, they did not provide an explanation for their response. Additionally, one council members did not respond to either question, leaving some gaps in stakeholder feedback. Overall, the results displayed in Charts 4 & 5 reflect a strong consensus on both the charge and composition, with the sole dissent highlighting a potential disconnect between policy intent and operational reality.

8. ACCOMPLISHMENTS AND IMPROVEMENTS

Accomplishments

The council provided consistent oversight, keeping members informed about governance meeting topics and agendas. It facilitated communication by creating space for updates from other district councils, helping members stay informed and connected. Notable contributions included improving participatory governance, producing a governance handbook, increasing diversity in representation, making progress on the camera initiative, and maintaining a good meeting model. These efforts collectively supported transparency, informed decision-making, and collaboration across councils.

Areas for Improvement

Respondents noted a need for stronger communication with subcommittees, with clearer understanding of responsibilities and charges. The consultation process should be more deliberate, transforming the council into a forum for the Chancellor to receive recommendations and engage in two-way dialogue, rather than functioning primarily as a top-down reporting mechanism. Additional improvement suggestions included enhancing communication with other councils, ensuring inclusivity by not catering to any single constituency (such as academic senate), and establishing clearer, transparent operational and hiring processes. Strengthening these areas could foster more engagement, balanced representation, and collaborative problem-solving.

Comments from council members regarding council accomplishments:

- 1) We had items go to ROC.
- 2) Provided oversight and kept members informed about governance meeting topics and agendas.
- 3) Facilitating communication from the other District Councils. By providing space for updates from the other councils it helped us all stay informed.
- 4) Improvements to participatory governance overall - and communication with the other councils.
- 5) Governance handbook
- 6) Making clear headway on cameras
- 7) Good meeting model

Comments from council members regarding how the council's work could be improved:

- 1) There need to be better communication between ROC and the sub committees on what they are charged with and who they are responsible to.
- 2) There needs to be more deliberate work on how consultation works. This is a council and should therefore be a space for the Chancellor to receive recommendations and engage with feedback from all constituencies. However, DEC functions more as a report down. Information is passed down from the Chair and there is very little room to engage in dialogue or problem-solving.
- 3) As represented by my scores, DEC is functioning well.
- 4) Increased diverse perspectives in our representation.
- 5) Not catering to academic senate
- 6) Establish clearer business processes for hiring district employees. Establish transparent operational processes on how decisions are made.

9. IMPROVING DISTRICT'S GOVERNANCE

Council members were asked to provide suggestions for improving the District's governance in academic year 2025-26. Members proposed a stronger emphasis on genuine consultation and collaboration in council processes, encouraging more opportunities for shared dialogue and decision-making. They also expressed the importance of maintaining forward momentum on governance initiatives. Transparency was highlighted as an area for enhancement, with concerns noted about a reduction in the level of detail provided in certain regularly shared documents compared to previous years. Finally, one comment observed the perception of clear catering to specific groups, implying a need to ensure equitable treatment and balanced representation across all stakeholders.

Comments from council members regarding improving District's governance in 2025-26:

- 1) More focus on actual consultation and collaboration.
- 2) Keep moving forward!
- 3) Clear catering to specific groups
- 4) I feel that further transparency is always better. I know that certain documents that we receive monthly have less information than in years past. And it is always better to be more transparent than less.

10. SUMMARY

The 2024–25 District Executive Council (DEC) Governance Survey demonstrates that the council is operating with a strong foundation of transparency, efficiency, and meeting management. Members attend regularly and value the respectful engagement and availability of information that supports council effectiveness. The production of a governance handbook, increased diversity in representation, and progress on initiatives such as the camera project highlight meaningful accomplishments during academic year 2024–25.

At the same time, areas for growth remain. Respondents—especially from Cuyamaca College—highlighted concerns with representation, accountability, consultation processes, and clarity of the council’s advisory role. Feedback emphasized the need for stronger two-way communication, more deliberate consultation, and avoidance of practices that appear to favor specific groups

Moving forward into 2025–26, council members suggest that the council build on its strengths by:

- Deepening genuine collaboration and dialogue among all constituencies.
- Ensuring inclusivity through balanced representation and equitable practices.
- Enhancing transparency and restoring detail in district communications.
- Clarifying subcommittee responsibilities.

By addressing these opportunities, the DEC can further reinforce its role as a collaborative and effective governance body that reflects the needs and voices of the entire District community.

Default Question Block



GROSSMONT-CUYAMACA

COMMUNITY COLLEGE DISTRICT

District Executive Council (DEC)

Please take a few minutes to answer some questions concerning the operation and effectiveness of the District Executive Council (DEC) on which you served in 2024-25. Your honest feedback will be used to improve governance structures and council operations.

Please identify your position at Grossmont-Cuyamaca Community College District:

- ☐ Student
 - ☐ Full-time faculty
 - ☐ Part-time faculty
 - ☐ Classified staff
 - ☐ Administrator
-

Please select the place where you primarily work.

- ☐ Cuyamaca College
- ☐ Grossmont College
- ☐ District Services

As of the end of the 2024-25 academic year, for how many years did you continuously serve on this council?

- ☐ Less than one
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more

Excluding this council, on how many other Grossmont-Cuyamaca Community College District participatory governance groups did you serve during the 2024-25 academic year?

- ☐ Less than one
- ☐ 1
- ☐ 2
- ☐ 3
- ☐ 4
- ☐ 5 or more



GROSSMONT-CUYAMACA

COMMUNITY COLLEGE DISTRICT

District Executive Council (DEC)

Please rate how often this council's processes, interactions, and outcomes during 2024-25 reflected each of the following characteristics:

	Never	Rarely	Sometimes	Almost Always
TRANSPARENT: Easy to access information and council documentation; clearly defined roles, responsibilities, and processes; effective and meaningful communication with the District community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EFFICIENCY: Made efficient use of members' time, expertise, skills, and effort; addressed the council's charge and function in the best possible manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
REPRESENTATION: Members were empowered to share perspectives and thoughts on issues and topics discussed by the council; constituent group perspectives were valued	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ACCOUNTABILITY: Made progress toward District strategic priorities and the council's goals/intended results	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EVALUATION + IMPROVEMENT: Council was focused on evidence-based improvement in processes, structures, outcomes, etc.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Never	Rarely	Sometimes	Almost Always
ALIGNMENT: Council placement within the governance structure is appropriate, given its charge/function	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
CLEAR ROLES AND EXPECTATIONS: Council members were aware of their roles and responsibilities to their constituent groups, the governance group, and for District governance group members overall	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any comments you have regarding your responses to the above items.



GROSSMONT-CUYAMACA

COMMUNITY COLLEGE DISTRICT

District Executive Council (DEC)

Thinking about your service on this council during the 2024-25 academic year, please indicate the extent to which you agree or disagree with the following statements:

	Strongly Disagree	Somewhat Disagree	Neither Agree Nor Disagree	Somewhat Agree	Strongly Agree
I was an active, contributing member of this council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I treated others' ideas with respect, whether or not I agreed with them	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I had sufficient opportunities to provide input into council recommendations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I effectively communicated information about the council to my constituent group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I effectively communicated information from my constituent group to the council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I regularly attended council meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any comments you have regarding your responses to the above items.



GROSSMONT-CUYAMACA

COMMUNITY COLLEGE DISTRICT

District Executive Council (DEC)

Please rate the following aspects of this council's work during the 2024-25 academic year:

	Less than adequate	Adequate	More than adequate
Communication within the council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information flow from the council to your respective constituency group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information flow from your respective constituency group to the council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to information needed for council deliberations	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Access to other resources needed for the council to work effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any comments you have regarding your responses to the above items.



GROSSMONT-CUYAMACA

COMMUNITY COLLEGE DISTRICT

District Executive Council (DEC)

Thinking about your service on this council during the 2024-25 academic year, please rate your agreement with the following statements :

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Council members clearly understood the charge and function of the council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meetings were held at the regularly scheduled time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Meeting agendas were available to members prior to the start of each council meeting	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
Draft minutes of prior meetings were available to members at the start of each council meeting for approval	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The council started on time (within 5 minutes of expected start time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The council ended on time (within 5 minutes of expected end time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The length of the meetings was adequate to perform the work of the council	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The chair(s) operated the council effectively	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please provide any comments you have regarding your responses to the above items.



GROSSMONT-CUYAMACA

COMMUNITY COLLEGE DISTRICT

District Executive Council (DEC)

Please summarize this council's most significant accomplishment this year *from your perspective*.

Based on your experience on the council this academic year, please describe how the group's work could be improved.

Does the official council charge accurately describe the function of this group?

To access the council charge, visit the [District Committees Intranet](#) page (note that you will need to login with you GCCCD credentials)

☐ Yes

☐ No, please explain:

Is the official council composition appropriate for this group to carry out its charge?

To access the council composition, visit the [District Committees Intranet](#) page (note that you will need to login with you GCCCD credentials)

☐ Yes

☐ No, please explain:



GROSSMONT-CUYAMACA

COMMUNITY COLLEGE DISTRICT

Feedback on District-Wide Governance

Please share any suggestions you have for improving the District's governance in academic year 2025-26.