Plan for Engagement: Strategies & Actions to Deepen Institutional Dialogue

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CPC Work Group to Deepen Institutional Dialogue

Formed at May 16, 2018 CPC Meeting Consisting of Faculty, Staff & Students

Faculty
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Students
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Others
Nonita Fortman (staff/note taker)
Brian Lofman (administrator/facilitator)
June 7
July 19
August 23
October 3*
*with Jill Christensen, employee engagement consultant
October 29
November 26
Six Strategies to Deepen Institutional Dialogue

1. Improve Communication & Communication Flow

2. Boost Participation in Institutional Dialogue about Strategic Priorities

3. Strengthen Cooperative Interactions

4. Increase Responsiveness

5. Align Activities with Institutional Goals & Strategic Priorities

6. Expand Shared Leadership
1. Improve Communication & Communication Flow

- Examine and evaluate how information is shared with and feedback is obtained from faculty and staff within academic affairs areas and non-instructional offices, including the length of the cycle through feedback

- Increase opportunities for expanded audiences to provide input and feedback, including the potential for anonymous submissions, by providing a link on each governance council’s web page

- Structure the College website and create a communications news feed as feasible to more effectively communicate essential information and to provide for meaningful search results

- Use email more systematically, such as but not limited to gathering information that has been dispersed via email by individual persons and offices to alternatively be sent from a central source on a weekly basis to the College community

- More effectively communicate that college re-design is not just another initiative, but a mindset and approach to making improvements that integrates across many initiatives
2. Boost Participation in Institutional Dialogue about Strategic Priorities

- Conduct survey to obtain data on employee engagement

- Provide training to managers concerning how to both encourage staff to participate and assign workload in explicit recognition of the importance of the ongoing collaboration of staff

- Identify funds to encourage part-time faculty to participate

- Continue to work toward improving student participation and otherwise incorporating the student voice
3. Strengthen Cooperative Interactions

✓ Increase recognitions for the work accomplished by employees

✓ Emphasize the critical importance of collaboration to ensure student success, and reinforce collegiality via equitable power dynamics in governance

✓ Provide increased opportunities for engagement and counter dis-engagement across divisions, ranks, and constituent groups
4. Increase Responsiveness

✓ Provide customer service training for employees at all levels regarding how to serve students and internal stakeholders effectively and efficiently

✓ Ensure employees at all levels respond on timely basis to email and phone calls

✓ Ensure that established queues are followed in responding to requests/tasks/work required, and shorten queues as possible
5. Align Activities with Institutional Goals & Strategic Priorities

- Align the purpose of institutional units with institutional goals; stop doing things that matter less to concentrate on things that matter more

- Ensure that time and energy are placed on strategic priorities and other high priority issues in employee work assignments, in participatory governance meetings, and at the College more generally/flex days

- Ensure that all employees understand the broader context of their work, and how it contributes to institutional performance and student success

- Provide facilitator training to council and committee chairs to ensure effective and efficient meeting management
6. Expand Shared Leadership

- Expand co-chairing opportunities for councils and committees to allow for administrator/faculty/staff tri-chairs as feasible

- Increase the pool of potential College leaders by providing opportunities for leadership development open to any interested employee, and that allow faculty, staff, students, and administrators to participate collaboratively in external workshops and to work jointly on internal issues