REINVENTING SHARED GOVERNANCE AND EMPLOYEE COMMUNICATION

Working Tactical Implementation Plan

February 27, 2012

TACTIC: Establish a Trust Task Force at the college comprised of members from all constituent groups to develop a trust pledge for all college employees to commit.

Responsible Parties: Trust and Respect Subcommittee of the IGC/Staff Development Advisory Committee/Director of Human Resources

Status: Trust statement and recommendations from subcommittee turned over to Staff Development Advisory Committee for implementation during the Winter 2012 Semester. In-progress.

TACTIC: Develop and send all employees a quarterly PDF newsletter that would detail the status of major college initiatives in relation to the mission and strategic objectives.

Responsible Parties: President and Executive Assistant to the President and Board of Trustees in conjunction with Cabinet and the Marketing Department

Status: Institutional Governance Committee recommended that major projects be incorporated into existing Quarterly Report from the President to the Faculty, Staff and Board of Trustees. Already implemented.

TACTIC: Hold quarterly “State of the College” addresses with respect to the budget.

Responsible Parties: Vice President of Administration, Director of Financial Services

Status: IGC recommended that a budget report be made in May and an audit report in December.

TACTIC: Institute open budget planning sessions open to all employees.

Responsible Parties: Vice President of Administration, Director of Financial Services

Status: IGC recommended an in-person session in January followed by a written report each month until the final report in May, which would be done in person.

TACTIC: Create a formal program for job shadowing at the college.

Responsible Parties: Human Resources Department

Status: IGC recommended that this would be provided for those interested. Program to be implemented in September 2012. In progress.
TACTIC: Develop a “Lunch with a Cabinet Member” program.
Responsible Parties: Cabinet members and their respective Administrative Assistants.
Status: IGC recommended that each cabinet member meet with employees in the cafeteria (brown bag format, open invitation) twice a year, beginning during the Winter 2012 Semester.

TACTIC: Hold Monthly “Area Process and Operation Improvement Focus Sessions with Supervisors.”
Responsible Parties: All supervisors with oversight from Vice Presidents
Status: IGC recommended that supervisors be responsible for holding monthly meetings with implementation during Winter Semester 2012.

TACTIC: Develop “MCCC Process and Improvement Quarterly” PDF e-mail.
Responsible Parties: HR Department (information collection and submission) and Marketing Department (layout, editing, proofreading)
Status: IGC Recommended that employee accomplishments be highlighted in the Quarterly Report from the President.

TACTIC: Adopt two community projects for the college to support with time and energy each year – one led by faculty, the other by staff.
Status: IGC decided that successful projects are currently in place and will be continued.

TACTIC: Re-design the Quarterly Update from the President publication.
Responsible Parties: Marketing Department in conjunction with President’s Office and the Executive Assistant to the President and Board of Trustees
Status: Already implemented

TACTIC: Streamline All-MCCC E-mails to include only “mission-critical” information that affects all employees; Better utilize existing list-serves; establish an employee intranet for non-mission critical info.
Responsible Parties: IGC Communications Subcommittee
Status: The IGC Communications Subcommittee is developing a planned solution that will be proposed during Winter Semester 2012. In-progress.

TACTIC: Post Agendas and minutes in a timely manner; assign an administrative assistant to each committee to handle agendas and minutes.
Responsible Parties: IGC Shared Governance Structure Subcommittee, Committee Chairs and Secretaries with oversight from the Chair of the Shared Governance Committee and the President
Status: IGC recommended incorporating timeliness rules for agendas/minutes and introduce templates as part of manual on proposed new governance structure during Winter Semester 2012.

TACTIC: Develop a written document outlining a summary of the key issues discussed at the Administrative Council meetings for distribution to all-college employees.
Responsible Parties: President and Executive Assistant to the President and Board of Trustees
Status: IGC noted that this tactic may not be applicable under the proposed “council” form of shared governance being explored by the IGC.
TACTIC: The President should create a summary document outlining key issues discussed and actions taken at each Board of Trustees meeting, commenting on the impact of the issues under discussion and impact on the college.

Responsible Parties: President and Executive Assistant to the President and Board of Trustees (key issues summary); all administrators (discussing the key issues with those they supervise).

Status: IGC recommended the President develops a brief summary after each board meeting, with implementation during Winter Semester 2012.

TACTIC: Include an educational component quarterly at Board meetings to enhance the continuing educational development for the entire Board.

Status: The IGC decided that this practice is currently in place, and information is presented at each board meeting as needed.

TACTIC: Members of the Board of Trustees should shadow a faculty member for a day in each of the major divisions and guest lecture in classes.

Responsible Parties: President

Status: The IGC recommended a poll of faculty be taken to see who is interested in providing an opportunity for trustees to sit in on a class or shadow faculty for a day. Dr. Nixon will present these opportunities to the Board of Trustees each semester, beginning winter 2012.

TACTIC: Members from the faculty, the staff and Student Government should present a short, five minute report to the Board of Trustees at each meeting.

Responsible Parties: Administrative Council, Faculty Council (new), Staff Council (new), Coordinator of Student Activities

Status: The IGC recommended that a member of each area report to the Board once a semester. Administrators would report in the first month of the semester (someone other than a Cabinet member). This item would be placed on the agenda. Implementation would begin Fall Semester 2012.

TACTIC: Stop the monthly all-staff meetings and replace them with the previously suggested written reports outlining issues discussed at the Administrative Council and Board of Trustees meetings and the “Town Hall” meetings described below.

Responsible Parties: President

Status: IGC Recommended keeping monthly maintenance/support staff meetings but not making them mandatory. This has already been implemented.

TACTIC: Develop mechanisms at the college to allow for small group conversations with the President to provide discussion and employee input rather than simply information dissemination. The President should regularly conduct “Town Hall” meetings with employees at the college.

Responsible Parties: President and Executive Assistant to the President and Board of Trustees

Status: IGC recommended meetings be done monthly and be implemented during the Fall 2012 Semester.

TACTIC: After the “Town Hall” meetings, a regular e-mail should be sent to all employees summarizing the key issues brought forth at the meetings and follow-up on the issues if needed.

Responsible Parties: Administrative Assistant to the President (notes) and President (follow-up e-mail)

Status: IGC recommended this be implemented during the Fall 2012 Semester.
TACTIC: Create President’s “Think Tank” groups to address issues and provide recommendations on items that are brought forth in the “Town Hall” meetings.
Status: The IGC decided that this would be addressed in the new governance structure.

TACTIC: Provide supervisory management training for the managers at Monroe County Community College.

Responsible Parties: Staff Development Advisory Committee/Human Resources Department
Status: The IGC Recommended management training be provided for all managers beyond current training and turned the issue over to Staff Development Advisory Committee to implement after July 1 due to budget implications. In-progress.

TACTIC: A formal feedback loop needs to be established for every committee recommendation.
Status: The IGC decided that this would be addressed in the new governance structure.

TACTIC: Create a Faculty Senate to provide a forum for faculty to discuss academic issues not in the context of the bargaining contract.
Status: The IGC decided that this would be addressed in the new governance structure as a Faculty Council.

TACTIC: Even with the current budget constraints of the college, a faculty development program should be established to encourage innovation in teaching and learning.

Responsible Parties: TBD
Status: The IGC recommended that professional development funds from all departments be pooled to make one fund and use the same distribution mechanism as The Foundation grants. This tactic will be further refined by the IGC by March 2012.

TACTIC: The college community should support the new Staff Association and encourage all staff at the college to become involved.
Status: Already implemented

TACTIC: Continue the current employee recognition program at Monroe County Community College aimed at recognizing the valuable contribution of staff at the college and enhance the program.

Some suggested components of the recognition program may include:
• Encourage managers to give staff written thank you notes for a job well done on a special project or event.
• Create an “MCCC Star” staff award to reward employees for providing exemplary customer service.
• Create a “Star Performer” award to present to an outstanding staff member.
• Create a TIP$ (Top Ideas for Productivity and Savings) or “Great Idea” program in which staff members can share their ideas for improved operations and are recognized monetarily for their contributions.
• Create an MCCC Family Day for faculty and staff.

Responsible Parties: Human Resources Department, Staff Development Advisory Committee
Status: The first and third items are already implemented. The IGC recommended expanding the second suggestion by developing a form and database. The second and third CLARUS recommendations are combined in Enriching Lives Awards and already implemented. No recommendations were made on final two bullets. Deadlines: TBD.
TACTIC: Work with staff to develop individualized learning plans.

Responsible Parties: Human Resources Department, Professional Staff Development Advisory Committee

Status: IGC acknowledged that the college is doing this now with the new staff personal/professional development program, but a process to determine individual strengths/weaknesses should tie this process to the current evaluation. Results would be used to choose personal/professional development. An implementation date was set for Fall 2012 semester.

TACTIC: The college needs to develop a council model for joint decision-making that will appropriately vet the recommendations across the organization.

Responsible Parties: IGC, Governance Structure Subcommittee of IGC

Status: Model and manual for new governance structure are being developed; Proposed new structure will be introduced to campus via a pilot program Winter Semester 2012.

TACTIC: Create a Facebook page for employees to ask questions, make comments, and post information.

Status: The IGC recommended omitting this because the new governance structure will give employees opportunities to do this.

TACTIC: Utilize electronic voting to build consensus on issues.

Status: The IGC recommended omitting this because the new governance structure will give employees opportunities to do this.