# California Community Colleges
## Institutional Effectiveness

**Institutional Effectiveness Partnership Initiative**
**Partnership Resource Teams**
**List of Primary Successes and Menu of Options for Institutional Consideration**
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## Primary Institutional Successes

| Description of Primary Institutional Successes | Notes and Comments |
|---|---|
| College leadership team is focused on improving governance and refining/improving the "Plan for Engagement." | |
| Among individuals and constituent groups, there is broad support for and commitment to improving communication and strengthening engagement | |

## Menu of Options for Institutional Consideration for Its Innovation and Effectiveness Plan

| Area of Focus | Options for Institutional Consideration: Ideas, Approaches, Solutions, Best Practices | Models, Examples, and Comments |
|---|---|---|
| A. Employee Engagement: New Employee Orientation | 1. Provide and encourage participation in a formal onboarding process for all full-time employees with manager support.<br>2. Include faculty and classified staff input and participation in onboarding activities for new employees.<br>3. Survey employees or conduct focus groups to find out what onboarding processes are missing and need to be provided.<br>4. Develop a new employee orientation handbook/training consistent with what employees need in order to help with retention.<br>5. Ensure adequate capacity to consistently offer and schedule new employee orientation programs to capture needs and hiring timelines of all employee groups. | New Faculty Academy<br>District Leadership Academy<br>Formal Mentorship |
| B. Employee Engagement: Modes of Engagement | 1. Invest in appropriate hardware and training to hold meetings via distance technology.<br>2. Identify lean workgroups for specific topics that resolve when the task is complete. | American River College Workgroup Model<br>One useful technology model is Polycom (polycom.com), but others are also available. |
| C. Employee Engagement: Communication across the College | 1. Ensure all constituent groups are familiar with strategic initiatives and how shared governance agenda items align with initiatives. Consider posting initiatives as posters in all meeting rooms, on agendas, and in email signatures. Visibility=knowledge.<br>2. Develop regular "news bites" or an employee newsletter that highlights initiatives and progress in concise ways and directly invites employee participation.<br>3. Identify compensation or incentives to encourage broader employee participation. Administrators should make every attempt to lead by example.<br>4. Directly communicate support and provide time/space/compensation for classified and confidential employees to participate in governance processes.<br>5. Bring Counseling faculty more fully into Guided Pathways discussions regarding meta-majors, program mapping and student support services, so their expertise can be shared with the largest audience possible. | Bakersfield and Skyline Colleges have well developed Guided Pathways programs that have good communication plans as well as a process for including Counseling faculty in program mapping and other strategic areas. |

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|---|---|---|
| | 6. To improve campus morale and engagement in a time of leadership transitions, consider how the shared vision and rebranding for the college will be sustained, maintained, and reaffirmed.<br>7. Engage in collegewide professional development (e.g., flex) and/or town hall opportunities to enhance communication and develop a stronger sense of cohesion around the institution.<br>8. Conduct a series of moderated campus forums to allow all employee constituency groups to take active ownership of putting students first in all decision-making processes. Record all sessions. Such forums can provide a foundation for any reset of the participatory governance processes and create a starting point for updating any guiding documents.<br>9. Establish opportunities for the campus to celebrate professional growth and excellence, such as Classified or Confidential Employees Appreciation Week, Employee Retirement Celebrations, Service Awards Events, Faculty and Part-time faculty recognition days. Schedule these events at flexible and differing times to enable more employee groups to attend. | |
| D. Governance Structure Redesign | 1. Streamline the meeting schedule and revise charges for all key governance groups.<br>2. Schedule key decisions to avoid times of peak workload for faculty and for classified so they can fully participate.<br>3. Train all members of governance groups on their responsibilities and techniques to support governance. Provide workshops or other professional development to clarify participatory governance roles and responsibilities.<br>4. Convene a retreat including faculty, staff, students, and administration to clarify the coordination of participatory governance bodies and the activities of working councils and committees (including ad hoc committees as applicable). It might be helpful to map out areas of interest and influence for each of the bodies to identify overlap in functions and responsibilities.<br>5. Invite technical site visits from the ASCCC and CCCCS, as well as visits from the CIO group and perhaps the League to assist in the College's review and improvement of existing governance structures.<br>6. Provide leadership/facilitation training to promote open dialogue to address constituent sense of disempowerment and externalized locus of control; explore Inclusive Leadership as a core value and means of engaging leaders at all levels.<br>7. Employ a consultant to design and deploy a survey for employees (and student leaders) to gauge understanding of roles and responsibilities of serving on campus committees. Use results with forum feedback to define the scope of professional development training/activities for those participating on campus committees and to incorporate into onboarding processes for new employees.<br>8. To encourage trust among all constituent groups:<br>   a. Create opportunities for authentic dialogue across all constituent groups, where all voices are valued and heard.<br>   b. Build consensus about acceptable communication strategies across and within groups, constituencies, and committees.<br>   c. Establish common expectations for collegiality across campus.<br>   d. Freely share information, such as meeting agendas, minutes and recommendations. | Sacramento City College has one good example of a shared governance guide. Guide to Participatory Decision-making at Sacramento City College:https://dms.scc.losrios.edu/alfresco/d/d/workspace/SpacesStore/cde8be36-dea0-4b10-ab83-904a08b23f95/SCC%20Guide%20to%20Participatory%20Decision%20Making.pdf<br><br>Southwestern College "Ground Rules for Collegiality" http://www.swccd.edu/index.aspx?page=1556 |
| E. Governance Structure Redesign: Classified Engagement in Governance | 1. Evaluate options for improving coordination of sustained input from classified staff (e.g., modifying current communication practices, reestablishing a classified senate, etc.), and take action in accord with the findings.<br>2. Support Classified Staff with some flexibility to attend select Governance Groups.<br>3. Give Classified Staff increased agency over areas within Guided Pathways where they have special expertise (e.g., improving the student experience in navigating Admissions and Records). | |