

LEADERSHIP FOCUS GROUP MEETING 11/11/08

AQIP Category Five, LEADING AND COMMUNICATING addresses how your leadership and communication processes, structures, and networks guide your organization in setting directions, making decisions, seeking future opportunities, and communicating decisions and actions to your internal and external stakeholders.

[5P5]. How do you make decisions in your organization? How do you use teams, task forces, groups, or committees to recommend or make decisions, and carry them out?

How-

Board, Managers, Administrators ultimately make decisions- often times decisions are made based on recommendations from committees, focus groups, survey, etc.

Groups/committees are formed/include individuals (both internal & external) that are concerned with issues

Policies and procedures in place that sometimes generate/direct how decisions are made

Within divisions there are discussion by members of the division, but if it is college wide then sub committees such as (CPSC) are formed to make a decision

By defining each role of the member of the team. Each member carries out his/her role and when they need to make a decision they come together and make it

Sometimes we make decisions and sometimes we don't - decision making can be collaborative, from personnel, supportive information used - there are a lot of established committee to make decisions.

Selection committees help make decisions. There are so many decisions made in a place like Mott that we all have some sort of decision making or help in making decisions - It can happen in strange ways, but someone makes the final decision on all the variables involved. We help, assist in many ways.

Evidence-

Datatel users group - CPSC

Benefits task force

Search committees/interview committee

Cafeteria/food service committee, etc.

Open forums (employee and student)

Conversation day/town hall meeting

CPSC procedures are spelled out on website under the faculty/staff page

The evidence would be the rosters w/ names for people - procedures for like interview committees to follow. Communication by email, interoffice mail, phone, one on one contact (personal interaction)

[5P6]. How do you use data, information, and your own performance results in your decision-making processes?

How-

Institutional research department gather data - publish data

Budget forecasts are based on student enrollment data

Monthly budget reports - spending within own departments and how much to purchase

Class schedules based on enrollment

Reports from state agencies

Experiences by learning - looking at how it was done in the past - is it the most productive way to do it

The answer to this question is relative to your area of work i.e., in ITS we use data and information as a reference for future problem solving

In academics there is a lack of information sharing

We use data to drive decision making with respect to fund allocations, to make determinations for strategies for program improvement. To actually determine or evaluate how we are progressing with our goals and objectives. We have certain data that we have to use to meet requirements. We have to look at occupational skill attainment data, placement and employment, graduation rates, we use data to promote the college. Data is scanned to use and monitor our image, that is directly tied to the college - and that in itself is performance driven and directly impacts decision making - process

Evidence-

IR generated reports

Budget reports

Day to day communications among employees - email, etc.

Leadership meeting where information is shared

Open forum reports

The IT request system

What we do is shown by the public image - not tangible but a result of our work

[5P7]. How does communication occur between and among levels and units of your organization?

How-

Staff meetings

E-mail

Voice mail

Open forums

Manage meetings

Executive cabinet

Board of Trustees meetings and workshops

Forward, connections, chronicle, MCC TV

Word of mouth/grapevine

Lack of communication between decision makers and the rest of the college

This area could use significant improvement

Meetings may not be regular enough

Upper levels of academic areas communicate indirectly, insist on hierarchical process, and are not always perceived to communicate fully or honestly

Communication has become too much a matter of "directives"

Improvement is the key to better moral

Communication is sometimes formal , open forums, meetings, informal ways - upper executives cabinet, deans meetings, division meetings, staff meetings. Campus wide and TV monitors - Newsletters for different departments - one on one interaction, Union meetings, email, etc. Hallway conversations have contributed to important information.

Evidence-

Board reports

Union meetings

Forward, connection, chronicle, MCC TV

We are able to do or accomplish what we need to, due to these ways to communication

[5P8]. How do your leaders communicate a shared mission, vision, and values that deepen and reinforce the characteristics of high performance organizations?

How-

5 year strategic plan that is tied to our mission and budget

Departmental/ITS focus on customer service

Mandatory sexual harassment training

Valuing each other

Maintenance/remodeling reflects "welcoming" tone

State of college/updates @ Welcome

Welcome back/kick-off breakfast (sets tone for year)

Budget updates/presentation

Name tags for all employees

Vision is communication though it may not always be a shared vision

Within smaller areas this may be done through review of goals, assessment of results and good relationships

We are struggling with this question when it comes to how our higher levels of leadership, do this - or don't. Sometimes an office staff meeting will share mission information - we could do a better job of sharing this information, not always shared - it would help on everyone being on the same page - What some areas view as important isn't always all over same. It should be viewed the same by all, but is not always, it needed to be reinforced constantly to be successful

Evidence-

Strategic plan for 2007-2012 brochure

Acceptable use policy

Mission statement on website

It becomes evident through the goals and whether they are achieved

[5P9]. How are the leadership abilities encouraged, developed and strengthened among your faculty, staff, and administrators? How do you communicate and share leadership knowledge, skills, and best practices throughout your organization?

How-

Professional development funds

Tuition waiver for employees

Strengths quest and personality tests

Used to have secretarial sharing meeting for best practices

Word of mouth

Lack of annual employee evaluations - how do you know how you are doing

Workshops and seminars related to your job

Encourage to go to leadership development courses. To take additional college courses because the college pays tuition. Encouraged to go to professional development classes.

By taking the initiative when called upon and sharing knowledge that was learned

By supervisor giving you encouragement to exercise leadership abilities. Increasing your areas of responsibility and allowing decision making abilities, Encourage professional development opportunities - placing people in temporary areas of responsibility to see how they will fare. Giving opportunities to advance - one example would be collaborative problem solving - HR recognition of outstanding employees on a monthly basis

Evidence-

Leadership meetings

Faculty workshop during welcome back week

Committee for excellence in teaching and learning

E-learning monthly meeting

Promotions, increase responsibility, special projects, committee participation

[5P10]. How do your leaders and board members ensure that your organization maintains and preserves its mission, vision, values and commitment to high performance during leadership succession? How do you develop and implement your leadership succession plans?

How-

Through college publications of mission statement, etc.

Interim presidents , etc. to fill gap during transitions

Documenting what you do

We don't have written succession plan

Best to do - have a leadership development plan to promote from within

We don't or it hasn't been communicated

Training opportunities for younger and new employees. By sharing teaching and incorporating all the job tasks - the questions for selection committees are formatted in a way to determine if a candidate will continue and promote the mission

Evidence-

Don't have any

You would end up with a good employee to further the mission of the college

[5PI1]. What recent improvements have you made in this category? How systematic and comprehensive are your processes and performance results for Leading and Communicating?

What/How-

Re-established leadership group meetings

Capability to send emails to all MCC employees (everyone@ocsmail.mcc.edu)

More communication from top-level management

AQIP systems portfolio database

Departmental web pages w/ specific content, printable forms, etc.

Not identifying recent improvements

Volume of communication may have increased in some areas but not necessarily the quality

Processes and performance results need improvement

Improvements needed in use of information, collaboration, and processes that encourage input

You establish a lot of credibility through work effort and as a result influence decision making in a positive manner

Evidence-

Not much

Nextel phones in many areas helps w/ day to day communications