

Leadership Meeting 11/03/08

Ways Mott shows that we value our people:

- 100% paid benefits
- Tuition waiver
- Professional development
- Very competitive salaries
- Outstanding EE of the month
- Rare layoffs
- Increase when financially able
- Open forums
- Accessible VP's and President
- Employee recognition event
- Thorough hiring process
- Recall language in CBA
- Retirement contributions
- Excellent benefits
- Treat employees and applicants fairly and consistently
- Policies and procedures
- Effort to build relationships
- Employee of the month
- Establish minimum requirements
- Value education

Formal

- Employee recognition (employee of the month)
- Connection articles
- Chain of MCC at all employee meetings

Informal

- Responsive to needs (e.g. toilet paper; food services)
- Humanities Dean collects money for holiday gifts for secretary
- Nominating employees for external awards
- Recognizes-i.e. formerly Golden Apple – now person of the month
- Presenters @ the board meeting-or recognition
- Selection for committee chairmanships
- "Atta" persons
- Warmth in greeting
- Providing advancement opportunities
- Allowing creative thinking and ideas
- Showing appreciation w/ lunches/gifts/etc.
- Sharing ideas and perspectives from management
- Encouraging leadership

- Encouraging professional development
- Good comp and benefits package
- Employee of the month effort
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- Sharing of information with staff in open forums
- Acknowledge employee achievements in connection
- Awards
- Negative (how we fail to value people) discrepancy in salary growth between exempt and contract employees
- Maintain campus in good condition
- Maintain buildings in good condition
- Committed and concerned but sometimes scattered in response to issues
- Treat them with respect and dignity
- Continually monitor market compensation rates to ensure salaried are in-line with market
- Awards and recognition (formal and informal)
- Treat with civility publicly and privately
- Grow employees through professional development
- Delegate responsibility/give individual authority
- Personal relationships/interest in people with whom we work (celebrations, conversation).
- Opportunities for projects across campus to develop new skills/contribute to college
- Professional development
- Employee of the month
- Golden apple awards
- Salary and benefits packages
- Special events
- Open meetings to solicit ideas and disseminate information
- Connection articles announcements
- Discounts @ bookstore
- Professional development \$

Leadership at Mott is:

- Inconsistent
- At all different levels of competencies
- Some very strong
- Has their hands tied sometimes due to the union contracts
- Under worked
- Highly qualified
- Caring about the institution and people
- Changing-re org/retirements

- Multifaceted
- Sometimes challenging
- Sometimes a joy
- Sometimes –
- Always a responsibility
- Fun
- Open to input
- Sometimes wonderful
- Both verbal and non-verbal
- Good pay, benefits
- Name tags to provide familiarity
- Activities such as Pumpkin Patch
- Welcome back breakfast
- Welcome back hamburger cookout
- Listening and responding to feedback at all campuses
- Listening to suggestions for professional development
- Sending people to valuable professional development conferences
- Giving time to meet
- Knowing people by name- knowing about individuals
- Hosting Christmas party
- Visiting w/ all coordinators to learn about departments
- Willing to meet with any full/part time faculty about issues
- Including faculty in change process
- Changing
- New program coordinators
- Newer VPAA
- New Deans
- Newer employees taking leadership roles
- Leadership at Mott is lacking cohesiveness. It is a “hodge podge” of thoughts and ideas that do not start from the top down. Current President and Executive level do not provide leadership- they make decisions without conviction and they do not value the supervisor/manager level enough to allow them to lead. That level is not operating to their full potential; they are not being led by their supervisors.
- Leadership is secretive and heavy handed in some areas of campus. Having and communicating opinions is behavior that is often punished, overtly or covertly
- The strongest force is the valuable mission of the college-the sense that one is serving the greater good by working here
- Mostly collaborative
- Missing at times
- Not clear-who is making decisions
- Approachable, friendly
- Not status driven
- Genuine, altruistic toward supporting the needs of local students

- Can be frustrating for middle management if all decision making is top down
- Is highly exciting when ideas and goals are recognized and lauded
- Appears to be strong at least from my unique perspective. There exist a number of personalities that complement each other allowing for strengths to be augmented and deficiencies to be supported
- There is always room for improvement. At times management, appears forward moving while at other times it seems at a standstill
- Sensitive to Mott employees-nothing is ignored
- Working together to resolve issues
- Well balanced i.e. board membership
- Good with areas of improvement, I would like to see more leaders address issues head on instead of passing on to another department to address

Communication at Mott is:

- Sometimes different due to the size of the organization; many times areas do not know what they do affects other areas. I think that it is improving, but there is more work to do.
- Good within the division, however, changes that occur campus-wide that affect employees are not often articulated.
Ex: Initial placement of speed bumps-no warning they were are high as they were, w/ some employees and students sustaining damage to vehicle.
- Open-forums, open door
- Multi-channeled-face to face, e-mail, publications, phone...
- Open, invited, returned (feedback)
- At all levels
- Solicited
- Worked at
- Professional development to improve
- Institutionalized-internalized
- MCC employee of the month awards-regular solicitation
- Get together for retirees and 25 year employees
- Longevity pay
- Amy's-"positive things" portion of the Deans and ABC meetings
- Dr. Shaink's "open door" policy
- Connection section – people who notice good things or events in other people's lives
- President's Report to the Board touting people's and department's achievements
- Improving all the time (better web, connection, e-mail)
- We have a vast array of communication tools but they are selectively used and not nearly as effective as they could be
- Pretty good overall, both in the formal sense and in the "grapevine" sense
- Sometimes...
- Basically sound with a few instances of breakdowns
- Uneven
- Lacking, it has been a problem in every administration except for Dane Moore
- Disjointed

- Sporadic
- Overuse
- Lacks input of managers at all levels
- Information from committees, task force groups is not shared with others in the organization like it should be
- Good when email and voicemail tools are fully utilized
- Needs to go both ways
- Good but could always be better
- Seems to be one way - top down
- Could be better. New systems need to be employed to provide knowledge at a more effective level
- Voluminous
- Difficult to prioritize
- Challenging
- Readily available
- Not always targeted to all/right people/fragmented i.e. encounter Q's from outside org. w/o being informed and unable to respond
- Improving, in the past I think there were more walls than there are today we are not at the end but we are closer
- Needs improving. This is one of the areas that MCC needs to work on. There are activities and programs that are not communicated to the impacted parties
- Providing clear, concise and current information through various forms of media (email, bulletins, signs, verbal written) to our customers to insure they are always kept in the loop of ever changing events, etc.
- "Please and thank you" verbalized freely
- Respectful conversations
- Recognize efforts-thank you for...
- BD cards and holiday treats shared
- Listen respectfully and discuss
- Encourage PD for faculty and staff in areas for potential growth professionally
- "Run interference" to facilitate their work and staff
- Taking a few seconds to "be human" w/ co-workers
- Statements reciprocated of "I appreciate/respect you"
- Dedicated, conscientious group working to keep moving forward to improve preparation of graduates as members of the profession and align w/ college's strategic initiatives

Ways departments show that they value their people:

- Providing support to each other while problem solving issues; working together as a team; providing feedback-particularly in the positive and providing a united front to our service community.
- Let people know expectations
- Let people know when they have met them
- Thank people
- Be polite and inclusive for any and all
- Encourage participation or contributions from those who might be reluctant to share

- Many meetings to maintain good communication
- HR-leadership, ABC, Deans, Board, CPSC, Curriculum, Professional Development
- Newsletter
- Executive Summaries at board meetings
- Potluck summer/winter
- Input in decision making
- Positive feedback/ good job
- Frequent communications/positive or negative
- Trust/support
- Acknowledge their birthday w/cake and celebrate
- Treat them as valued employees
- Work w/ them in flex hours/scheduling
- Listen and act on their suggestions
- Faculty appreciation week <end of April> (cert/treats)
- New MCC koala bear award-monthly for MCC employees at NTC who go the extra mile; embrace students, community
- Recognize NTC staff at weekly staff meeting for their outstanding work
- NTC student events <Fall festival>
- AQIP [4P2]
- In the area for which I have influence, I try to indicate the value each individual has to the organization by:
 1. Attending to their workplace needs in a timely fashion
 2. Expressing my gratitude for a job well done as often as possible
 3. Check in with individuals to see how things are going
 4. Generally show respect
- Each person works together to share information and resources to resolve any issue presented to the dept. depends on the success of each person in the group
- Training, current budgets allow for 1 out of 4 people to receive 2-3 days of training a year
- Providing superior customer service- insuring that adequate information (instructions, fated, times, etc.) is assimilated to our customers
- Going over and beyond the call of duty to assist our customers (i.e., staying overtime to assist a student, phone call follow-ups, etc.)
- Seeking out current information to stay abreast and inform our customers about what is going on

Feedback on work for positive things:

- Saying “thank you”
- Providing professional development opportunities
- Acknowledging special days/events in lives
- Employee recognition (employee of the month and appreciation day)
- Celebrations of things-bear unveiling (artist, coaches, donors)
- Good salary/ benefits packages
- Events
 1. Employees kick off breakfast
 2. Faculty barbecue
- Open forums