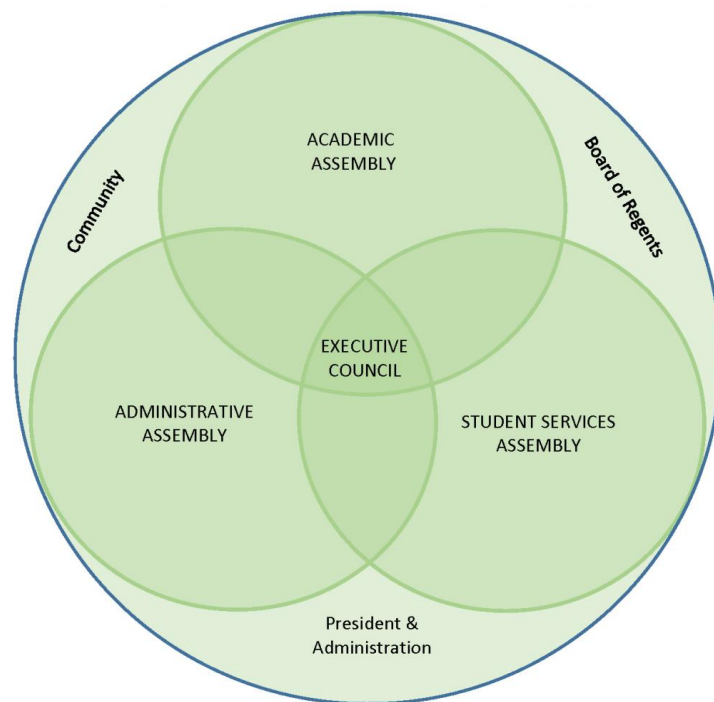


MIDDLESEX COMMUNITY COLLEGE



GOVERNANCE EVALUATION

Input into the development of the
2017 – 2022 College Strategic Plan

*Developed by Fio Partners
January 2017*

GOVERNANCE EVALUATION

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SUMMARY

Throughout the Fall 2016 semester, a number of opportunities were provided to faculty and staff to provide input into the second year of the pilot of the shared governance model. The model, which was designed in the spring of 2015, was implemented in the 2015-2016 school year and then the pilot was extended for the 2016-2017 school year. Focus groups with Fio Partners were conducted at each of the Assemblies, an online survey was sent to all staff and faculty, and an additional follow-up open-campus focus group was held in December 2016. The survey received 42 responses, for a 33% response rate.

Observations

Shared governance, the process by which stakeholders across campus have the opportunity to provide input into decisions that impact the college campus-wide, is important to Middlesex Community College.



When respondents were asked to envision shared governance, in the online survey, three themes emerged:

- Opportunity for voice in college matters
- Opportunity to share power across stakeholder groups
- Opportunity for engagement of the campus community

The word cloud to the left, with larger words representing a higher frequency, amplifies those themes – voices, decisions, issues, opportunity, heard, and participate.

Quotes included, “Opportunity to engage with faculty and staff on shared interests and accomplish change in

areas where change is needed,” “Being able to have a voice in how Middlesex functions.”, and “The opportunity to be heard and participate when making policy change recommendations for the college.”.

Unfortunately, there is a sense of dissatisfaction with the current model of shared governance. Although there are elements of the model are the perceived as strengths, there are many more concerns and recommendations for improvement.

The strengths are the overall structure, the scheduling of meetings in advance, the use of proposals, the website, and the recorder acting as central gatekeeper for each of the assemblies.

The opportunities for improvement are categorized by campus-wide challenges that may be more visible within the shared governance model and those challenges that are structural or relate to specific elements.

Campus Wide Challenges

- **Engagement:** There is a pervasive concern about attendance at assembly meetings and engagement of those attending the meetings. It is difficult to discern if the lack of attendance is due to flaws within the model or an overall lack of apathy and engagement across the campus.

- *Loss of committees with cross-functional representation:* There is a deep sense of loss of relationships with others from across the campus. Many respondents mentioned the lack of interacting with faculty and/or with staff and engaging in cross-department-function dialogue related to campus issues.
- *Capacity:* The number of meetings is referenced repeatedly as a challenge. Due to decreases in staff and faculty positions, respondents note an overall lack of capacity and a questioning of how more meetings related to governance provide value to the campus.
- *Communication:* There is a sense that campus-wide communication is not as effective as it could be.

Model Specific Challenges

- *Meeting Design:* The meetings are formal in nature and perceived as bureaucratic, top-down, and although somewhat productive, not encouraging of robust dialogue among attendees.
- *Leadership:* There is a lack of volunteers for leadership positions nor formal facilitation training for those leaders.
- *Training:* There remains confusion as to what issues the governance model should address.
- *Structure:* The nature of the three separate assemblies is perceived as deepening the siloes across the campus.

Recommendations - Proposed

- Review meeting structure and design; consider development of standing discussions, annual joint agenda of campus-topics
- Assess the annual meeting schedule and frequency of meetings; assess opportunity to decrease frequency if feasible
- Develop ongoing methods to evaluate the model (attendance, meeting satisfaction pulse surveys, annual survey) and adjust as feasible
- Review incentive structure for leadership with the governance model and design and implement leadership training for those positions
- Develop a marketing strategy, including training on the importance of the model and the opportunities for engagement
- Assess opportunity for projects (outside of governance) to engage cross-functional representatives

APPENDIX A: CAMPUS SURVEY RESULTS

42 responses were received to the online survey distributed by the Evaluation Committee.

Key Data Tables

Which Assembly/Council are you a voting member of?		
Answer Options	Response Percent	Response Count
Academic Assembly	57.1%	24
Administrative Assembly	16.7%	7
Student Services Assembly	14.3%	6
Executive Council (if you represent an assembly in executive council, only check the assembly you represent)	7.1%	3
I don't know	4.8%	2
answered question		42

Are you a part-time or full time employee at MxCC?		
Answer Options	Response Percent	Response Count
Part Time	7.1%	3
Full Time	92.9%	39
answered question		42

How important is a shared governance system to you?		
Answer Options	Response Percent	Response Count
Extremely important	9.5%	4
Very important	42.9%	18
Moderately important	31.0%	13
Slightly important	7.1%	3
Not at all important	9.5%	4
answered question		42

To what extent do you feel the current governance model has improved communications between staff, faculty and management?		
Answer Options	Response Percent	Response Count
Communications have greatly improved.	7.1%	3
Communications have slightly improved.	28.6%	12
There has been no change.	26.2%	11
Communications have slightly declined.	16.7%	7
Communications have greatly declined.	21.4%	9
answered question		42

Do assembly meetings lead to greater involvement and engagement in governance by college employees?		
Answer Options	Response Percent	Response Count
Yes, assembly meetings facilitate greater engagement among college employees.	19.5%	8
Assembly meetings do not make any meaningful difference in employee engagement in governance.	48.8%	20
No, assembly meetings permit less engagement among college employees.	31.7%	13
answered question		41
skipped question		1

Open-ended Questions

In your opinion, what aspects of MxCC's current governance model are working?

Theme	Representative Comments
Overall	<ul style="list-style-type: none"> • I like the structure which allows for many more voices to be included, and the Executive Council is particularly useful in getting representatives across campus meeting with management on a monthly basis, something that was not happening consistently with the previous model. • Consistent opportunity for everyone to voice their opinion and share ideas. • The aspects that address concrete problems that have clear solutions. • It is more inclusive. • Small group with a common perspective leads to meaningful discussion. • Structured times each month for meeting as an Assembly. It is also helpful that offices are able to close to each staff member feels they may contribute to the governance process. • This inclusive structure keeps all informed. • Meeting in groups - more discussion within the division. • The structure is great once you get used to it. • It provides an organized way for faculty, staff and student to discuss, brainstorm and resolve topics of relevance. • Meetings are held regularly.
Curriculum Approval	<ul style="list-style-type: none"> • The curriculum committee seems to get stuff done! • Curriculum committee's proposals to community and to Executive Council. • Committee work seems to be streamlined. I've served on the Curriculum Committee in the past and the processes are much smooth now with a Consent Agenda" so we don't debate issues that have already been decided and approved. • Transparency, tracking of curriculum changes • Approval of academic courses and changes are streamlined • The process to move curriculum changes forward works well.
Improved Communication	<ul style="list-style-type: none"> • There is some attempt at communication, and the various bodies are able to discuss their concerns.

and Information	<ul style="list-style-type: none"> • Increased communication. • Within the assembly, I feel like there is more awareness of issues • Information is getting to employees. • Relay of information.
Proposals	<ul style="list-style-type: none"> • Tracking of proposals • Submitting proposals online • Tracking system for proposals. • 1 week community comment period. • Proposals are timely and relevant. • Instructions for submitting governance proposals and the process are clear and easily accessible on the website.
Website	<ul style="list-style-type: none"> • The website is helpful. • The one thing that does work is the website. • Love the website and the transparency.

Overall, how satisfied are you with the current governance structure?		
Answer Options	Response Percent	Response Count
Very satisfied	0.0%	0
Satisfied	16.7%	7
Neither satisfied nor dissatisfied	28.6%	12
Dissatisfied	33.3%	14
Very dissatisfied	21.4%	9
Please elaborate on your response		25
answered question		42

Additional comments:

Overall – neutral perceptions

- The system still provides an alternative method to address issues.
- I have been able to submit requests and participate.
- There is no one perfect model. We can tweak whatever is seriously not working for someone. I think with this new model that we have gained some benefits but perhaps have added some new frustrations. Again, there is no one perfect model.
- I feel like it is much easier to get involved but I don't know if that feeling is shared by my colleagues.
- Some aspects work well such as the work of the Curriculum Committee and the fact that its membership draws across all "assemblies." However, there seems to be a lot of redundancy in the different assemblies and it feels that the academic assembly is asked to rubber-stamp many proposals and when we do engage in critical discussion about one, there isn't enough time at the meeting to come to closure or definitive resolution. It feels like we are spinning our wheels and not getting anywhere.

Negative perspective – perception of input

- Personally, I think shared governance in general is good in theory but ultimately pretty unnecessary. Administration (especially OUR president) decides what they want to do with little input from others. Shared governance is a series of unnecessary meetings and obstacles/paperwork serving only to give the illusion that what the employees think makes a difference.
- It seems that regarding major issues such as TAP and staffing needs/concerns, the assemblies do not provide a mechanism to express our concerns, take action, or make recommendations.

Negative perspective – bureaucratic and drives isolation

- Overall, the new model has too many working parts for such a small college. Folks interested in governance want to be together to share their views and learn from one another. The current system does not provide opportunities for this - faculty are isolated from administrators and staff. The model is complicated and requires regular meetings even if there are no proposals to consider, which is often!
- As stated above, the current system is very bureaucratic, and not as inclusive as people think.
- I thought we would be pulled together more by this new structure, it seems to have further divided us as faculty and the worker bees and then the ??? people who never seem to have a voice - secretarial and clerks.
- Overall, I don't believe it has been good for the health of the college.
- I still feel like faculty are the only ones really influencing anything happening on this campus and that's an issue for me.

Leadership - challenges

- In some assemblies the proportion of individuals needed for leadership roles is challenging. With about 20 members we need 25% of membership to be in leadership positions at any one time. That is kind of difficult to do.

Improve engagement

- If we could get more buy-in I think this could work well with some tweaks but I don't know how to overcome the lack of engagement. For example, the fact that it's so hard to get leaders (never mind offer good training to leaders which was the intention). Need to improve meeting management.
- Regardless of structure, some ppl attend/participate and some ppl do not.
- This model can only work when all participate, and this is not happening.
- Assembly meetings are a good place for dialog but not many show up.

Improve communication – all campus and cross-campus constituencies

- Although we have the opportunity to share ideas in our individual assembly, learning about what is going on around the college has declined since we have very few all-college assemblies. When we do, the assembly period is mostly taken up by a topic that always requires more time that we have. Regular communication about issues that affect us all is poor to non-existent. It would also be nice to have assemblies that share GOOD news about what is going on to encourage the "community" spirit-- such as promotions, award of tenure, positive feedback, births, awards, etc. The governance "structure" has taken away the positive and productive assemblies we've had in the past.
- The current system does not work well in terms of communications among faculty, staff, and administrative supports as well as people working on collaborative projects.

- In the governance process, only include those roles that we employees of this college can develop, have the power, and carry through with results.
- There is no cross college discussion anymore. The assemblies don't allow for other viewpoints (Faculty/Administrative/Student Services) and quite often one knows what is going on in their area so the assembly is pointless as we want to know what is going on college wide.
- The previous structure allowed for more local discussion, regarding curriculum and policy, at the division level. This piece isn't supported with the new governance model or the new school model. It really can't be retrofitted either. Sadly, important voices simply aren't heard. I also fear a growing level of animosity emerging within the new structure.
- We do not have a structure that facilitates communication among the various constituencies of the college. It is hard to have input when we do not know what the issues are that need our attention beyond the obvious.

What does shared governance mean to you?



Opportunity for voice in college matters

- Opportunity to engage with faculty and staff on shared interests and accomplish change in areas where change is needed
- Opportunity for employees of MxCC to share their ideas and proposed policies regarding the work of the college, staff morale, campus safety, and future possibilities
- Important for our voices to be heard, and for us to have say and input in what goes on, as we are professionals, and need to be part of the process.

- Opportunity for students, faculty, staff, and management to voice their opinion on the issues affecting the college and provide feedback to ensure its' mission remains in focus.
- Everyone is provided an opportunity to have their say.
- Being able to have a voice in how Middlesex functions.
- Involvement in decision making processes and communications between management and everyone else.
- We should all have the opportunity to be a part of - at least a voice - regarding the ongoing college transitions.
- When the system works well, everyone would have a say in matters pertaining to the college.
- Having a voice--one that will be heard and respected--in the formation of curriculum and local academic policy.
- The opportunity to be heard and participate when making policy change recommendations for the college. A chance to be able to voice opinions based on the expertise that I have and to collaborate with others for a better "sum of the parts" decision vs. just a management decision.
- Being able to have input into how the business of the college is conducted.
- Employees have the information and opportunity to provide input to the decision making process.
- Shared governance, to me, should allow all constituents involved in an institution a voice. However, as the current model does, fragmentation only allows certain voices to remain in silos. These silos trap those voices and leaves them unheard rather than allowing the silos to come together and form a unified voice.
- Shared governance allows all stakeholders to not only have a vote in governance issues, but a voice as well. It fosters collaboration in order to enable creative problem solving, and it allows participants an equal share in resolving issues before the college (and creates accountability for those decisions).
- A structure that makes participation availability to all that "wish" to participate is good shared governance.

Shared Power

- Shared governance isn't only sharing in the process of governance, but having shared power to make and implement decisions.
- Shared authority with faculty, staff and administrators
- Makes all of us working on the same goals and it makes our college better serve our students.

Engages Campus Community

- "Ohana - Nobody gets left behind." Everybody needs to see themselves as part of the Governance in order for that to work.
- Opportunity to interact with management as a group or individual.
- It means that all members of the college community have a place and a structure in which to discuss their concerns and brainstorm about ways to improve the College.

Additional Concerns

- Each assembly acts independently and conducts itself independently.
- I am disheartened by what is going on in the academic assembly.
- Little to nothing other than unnecessary headaches, tedium, monotony, and annoyance.

- It doesn't have a meaning. It should have a function that is visible and the employees have the power.
- Simply this current governance model does not work. It is sad to see that in this survey there is no question asking if people want to go back to the previous model, which is my choice.
- Management routes college issues, except personnel and emergencies through the system. That has never occurred. We do not have shared governance.
- Functionally not much. Decisions are still being made by faculty or top down. I don't feel like my assembly has much of a voice.
- There are some decisions that are clearly the province of administration. But there are other areas that are fuzzier. Let's say, for example, the college wanted to create social media guidelines. In our old system, this concern would be brought by an individual to their division meeting for feedback, then to IRM. That group would consider the merits, work on guidelines, and updates on that work would be brought back to all 5 divisions by their IRM representatives. When the work was completed, it would be forwarded to College Council and the President. Any person who attended a division meeting would know the work was in progress and would be able to provide suggestions to their IRM rep that could then be brought back to the work group. Opportunities to engage abounded, even if their weren't always seized upon.
- In the current system, I wouldn't expect any level of engagement on the issue -- I wouldn't even expect to know anyone is working on it. I'd simply expect it to show up on an agenda as a consent item or as a report.
- It is clear that the system where all are required to participate can't work on our campus.
- An attempt to solicit a needs based plan that will be implemented not merely verbally understood as "veeery interesting."

APPENDIX B: FOCUS GROUPS THEMES AND NOTES – FIO LED

What is working well?

Process Design, Structure, and Supports

- Technology – Webex (2), Document sharing.
- Standardized tools to support the system.
- Website with information about model
- Information shared is overlapped, but this is seen as a positive.
- Standardized schedule helps with flow and calendar planning
- Tracking – Proposals now have a tracking number to follow the process through implementation.
- Proposals are now going through for approval
- Pilot is iterative – it can be changed, tweaked and improved as we move forward
- Assembly system gives everyone a vote

Role of Liaison

- Value in attending multiple meeting and hearing things more than once – hear different perspectives and other voices.
- Liaisons provide coverage for Assemblies and pass the information on. They get the opportunity to see how the other assemblies discuss and operate within their own sphere
- Liaisons contribute to group interaction; confusion on if they should be providing reports from other assemblies

Inclusion/Staff Participation

- Value for staff to be at the table. Staff is welcome and expected to attend.
- Administrative assembly comes together for direct dialogue each month. This did not happen before.

Role of Recorder

- The Executive Recorder is great! She gets information to the right people.

Communication

- Increase in transparency to campus issues - “We know what is going on.”

What are the opportunities for improvement?

Issues with Overall Structure/Process

- System is very bureaucratic.

- Too many all college meetings with information that could be disseminated via email.
- Meetings should address issues with staff and faculty that are important. “Don’t waste our time”
- Meetings are repetitive – “We feel that we are not getting anything done.”
- Still too many meetings – Student Development Committee is gone, but the goal has not been met to cut down on the number of meetings.
- Missing the boat on the timeline for process and submission of proposals
- More bureaucratic than before – too many meetings for information that could be shared electronically.
- What is the goal(s)? Have we met them?
- Steps have changed/missing. The old model had an opportunity for robust discussion with colleagues. Now it feels like “Rubbing Stamping.” (Reference to division level discussions around curriculum)
- The process is inconclusive. What is actually being accomplished?
- Too much talk, not enough action. This could be contributing to low morale.
- Tensions exist between assemblies. Some run on ten month models while some run on twelve month models. Need to respect contracts, but ten month faculty are not present during the summer to review proposals. How to be involved while honoring our contract?
- What is the outcome we want? Need to focus on this.
- Too much redundancy.

Meeting Design/Agenda

- The model offers structure but it may be too formal. The real “meat” doesn’t happen until the end of the meeting and there usually not enough time for open discussion on proposals.
- Not enough time to discuss proposals – too formal and procedural
- The agenda should be revised.
- Too many reports – what is presented is not important and it rehashes what we already know.
- Redundancy – reiterating what is being said at the meetings, but not bringing back useful information on what the other groups are doing.
- Meetings are inefficient.
- Seem to “Get lost in the weeds” – Focus on action items and goals.
- Let the agenda come from “the body”. Not interested in topics.
- Too much reporting now and not enough discussion. This may be the reason why attendance is lacking.
- Meetings need to be substantial – not just reporting

Additional Education/Training on Model

- Need clarification on what is a Governance issue and what is not.
- We don't always know what we are supposed to be doing?
- What are we supposed to talk about in these assemblies?
- "Will this process make a difference?"
- Governance has been replaced with operational staff
- Must clarify "What is the method I should use?" and "What can I contribute to the growth of the college?" – this is now missing and not discussed with all staff and faculty
- Confusion – who is doing the reporting on the meetings?
- Confusion with both process and governance – "How does this whole thing work?"
- All college sessions are topic focused – not about governance. "We need more dialogue around Governance"

Opportunity to address sense of lost cohesion/increase in siloes

- Campus is more segregated than ever before. Not as much interaction as before.
- Would like to have more all-colleges assemblies that are not topic focused.
- Limited opportunities to work together with others in the college and to socialize and talk.
- Dynamics are different in all college meetings as opposed to smaller committee meetings.
- Miss the opportunity to work in small groups with representation from all committees.
- Add "Coffee!"
- "We feel disenfranchised."
- Increased sense of siloing
- "Meetings are important but difficult to juggle."
- Feeling of disenfranchisement – lack of connections
- Faculty feels disenfranchised. Less involved in the process for approving proposals and curriculum

Improve Communication

- Use email to share reports to free up time at meetings for important discussions.
- Proposals are not being reviewed in depth.
- More all college meetings. MAP could have been presented college wide if everyone is at the table. Redundant to keep presenting items at individual assemblies.

Improve engagement

- Participation and attendance needs to be better. 23 Listed members. 5-6 members usually show up to meetings.
- Explore what may motivate people to return
- Lack of attendance is telling – “Why are we here? What is the purpose?”

Improve leadership opportunities

- Leadership – Some assemblies have trouble filling leadership roles.
- There are leadership roles, but not ones that people necessarily want to fill.
- Previous model allowed for leadership based on interest of the participants.
- Liaison role – Seen as a silo – not enough chance to interact with other groups.

Address number of meetings

- “We are too small of a college to have so many meetings”

Improve model supports

- Website is text heavy and difficult to navigate. Not user friendly. Information is there but hard to find.

Opportunity to change one thing....

Adjust/improve model

- New structure is not working – favor the old model
- Need clarification on the new model
- Increase communication
- Sense of team collaboration
- Tweak the old structure vs. push forward with new model
- PSA monthly meetings – “There are too many meetings!”
- Clarify decision making, governance (and governance issues)
- Clarify what we are hoping to accomplish/ What are we trying to accomplish?
- What is Governance? What is the issue?

More interaction with others

- More inclusiveness between staff and faculty
- Want more interaction with faculty and staff

- More all college meetings – chance to gather and collaborate
- Want meaningful input and participation - “need to feel that we are being heard.”
- Bring together more people to socialize and discuss issues

Leadership related

- Few leadership roles for staff and faculty that they want to fill – mismatch on this issue – some assemblies need leadership
- More all college meetings that are inclusive – Top response
- Need a President’s report. What happens at the Executive Committee level?
- The President needs to address the college regularly. Lead the discussion – “Who is leading the institution?”

Address Engagement

- Engagement vs. Morale - Is the Model the problem? Why aren’t people more engaged? Does it matter?
- “Are people committed to this process?”

Additional Suggestions

- Create a subcommittee with Student Development and IRM (Information Resource Management). Make this open to everyone at the college. They can report back to the Assembly to move items forward.
- Acknowledge the commitment of people to further this issue and resolve it

Improve meetings

- “Coffee!”

APPENDIX C: FOCUS GROUPS THEMES AND NOTES – EVALUATION COMMITTEE LED

All College Meeting on Governance - Wednesday, Dec. 7, 2016

Notes Categorized by Fio Partners

<p><i>Introduction & Background</i></p>	<ul style="list-style-type: none"> • The members of the Governance Evaluation Committee were announced and the GEC's charge was explained. • It was explained that the original changes to governance were made due to a finding by NEASC during MxCC's comprehensive evaluation. • Those in attendance were informed of the changes made last year based on survey feedback then. • An attendee informed the group that in years previous, it was required for employees to attend; it was part of your job. • The attendees were reminded that a consultant is working on MxCC's strategic plan and intends to incorporate governance into the plan, which should be complete by the end of the Spring 2017 semester; the goal would be to implement a new model or changes to the existing model by Fall 2017. • It was assumed that everyone in the room took the survey; and curious how many respondents actually attend governance meetings. • The NEASC standard for governance was explained.
<p><i>Survey Discussion</i></p>	<ul style="list-style-type: none"> • The results of the survey distributed on 11/28/16 were discussed; only 42 people, approximately 1/3 of full-time faculty and staff participated. • An attendee noted that new employees possibly weren't sure how to respond to some of the questions because they have not been at MxCC long enough to make a comparison. • Attendees noted the lack of participation both in filling out the survey and attending the meeting. There seems to be a feeling of lack of participation of faculty and staff overall at MxCC; an example of this was lack of faculty members on Curriculum Committee. • Distribution of the survey results were discussed. It was decided that because the survey was anonymous, and that the results might help faculty and staff assist in identifying areas currently not working that the survey comments will be distributed to the college community. <p>A summary of common themes from the survey results were discussed:</p> <ul style="list-style-type: none"> • The current model is not working well, examples: too formal, silos, rubber stamping. • There are too many meetings, but would like to see meetings be more inclusive. • The website is working well. • Some indicated governance is not needed at all. • Some liked the current model and thought more time was needed for people to become familiar. • Tweak the current model, do not start from scratch. • Create a better model.

<p><i>Envisioning the Future</i></p>	<p><i>The group was asked: What do we want governance to look like; what do we want going forward; what do we want to have in terms of governance; and what does shared governance mean to you?</i></p> <p><i>One attendee indicated he was careful to criticize the current governance model because he did not have a vision for a better way to structure it.</i></p> <p><i>Governance - Ideal</i></p> <ul style="list-style-type: none"> • To collaborate and share ideas; a system with cross pollination. • Just listen to what faculty and staff are saying. • Involvement needs to be integral and required; and part of one's job. <p><i>Governance – Concerns with current model</i></p> <ul style="list-style-type: none"> • The governance structure is too big for the size of the institution. • When developing the new governance model the idea of having assemblies was so it was more inclusive and ideas were coming from the bottom up. It seems assemblies are too caught up in deciding what a governance issue is vs. what is not and the idea was lost. • A sister institution's governance model was explained: Divisions/Departments → Curriculum Committee → Senate (includes all college members, not just faculty) → President. The Senate meeting includes reports for various departments as well. <p><i>Campus-wide Issues/Outside of Governance Model</i></p> <p><i>General</i></p> <ul style="list-style-type: none"> • We do need to listen to people; and if we are listening to people we will see people do not want to participate; and that only a handful of people are in attendance at the all college meeting. Where is everyone else? It seems like we are going backwards. • The school structure shifted and departmental contact changed which may have had an impact on participation. • The change in class schedule impacted ability to participate for some. • For some assemblies, participation is not required by union contracts so there is no incentive to attend and participate. <p><i>Meeting Volume/Capacity</i></p> <ul style="list-style-type: none"> • People are taking on more work and are stretched too far. • To explain what is meant by too many meetings, an attendee outlined all of the meetings he attends in a month. There is a cost to having meetings for example: if several people are at a meeting they are not helping students, tutoring, grading exams, etc. If there is a cost of attending a meeting it should be worth the cost of being pulled away from other duties. The meetings should be meaningful and generate action. • Many people are not at this meeting, not because they don't want to be, but because they have other commitments.
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	<p><i>Proposed – Next Steps/Suggestions</i></p> <ul style="list-style-type: none">• A suggestion was made to develop a task force to analyze the survey results and other feedback and develop a model to address overwhelming dissatisfaction.• Improve meeting structures<ul style="list-style-type: none">○ An attendee informed the group when working in private sector his meetings had rules, they started on time, they were limited in the amount of time spent, and every meeting had to have a conclusion, no meetings were informational.○ It would help if meetings were more meaningful and dynamic.
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