



MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Monday, September 19, 2016

Germantown – HT 216

12:00 p.m. – 2:00 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

What has gone well?

- Landscape Technology program got restructured to Applied Technologies – worked well. Consolidated areas worked well.
- Putting discipline together in different ways could create more dialogue if there were time and space.
- More discussion within disciplines across campuses. More discipline specific conversations.
- For Health grouping with Health Sciences made sense.
- Governance structure very positive for staff. More staff involvement.
- Governance starting to track resolution of issues.
- More inclusion of part-time and WD&CE.
- We don't know the on its/new structures of restructuring.
- Department Chairs – many departments ended up with one viable option.
- Department Chairs out of the classroom has negative impact on students. Hurt enrollment because strong faculty out of classroom.
- Humanities department split up and makes interdisciplinary conversations more difficult.
- Governance – former Academic Assembly was more of a dialogue and this has been taken away. Vice President observes but doesn't participate. More divisive structure.
- Some groupings make no sense because they are based on Dean's workload and reports rather than natural alignment of disciplines.
- Dean's and Provost's are no longer campus based. Creates transportation and communication issues. It's easy to hide from a supervisor.
- Students can't easily get schedule issues resolved. Communications between campuses and chain of command break down.
- Need to see how restructuring impacts the bottom of the pyramid. How does this impact the students? Decisions need to start with students.
- Looking at enrollment numbers without considering location, mode, ect., has negative impact on students.
- Lack of consistency between campuses.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Thursday, September 22, 2016

OITB 309

1:00 p.m. ~ 3:00 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Strengths

- One College creates sense of strong identity, equality between campuses for student success.
- Inclusive process (one college)
- Curriculum change proposals go more smoothly in academics because there's one dean.
- Health Sciences got two more disciplines which helped improve content/safety/credentials. Now all faculty members have proper credentials.
- More equity in fiscal resources; less perceived favoritism for pet projects in academics.
- More sharing of resources and ideas.

Challenges

- Physically difficult for deans to travel to other campuses.
- Faculty and chairs also have to travel more – time consuming/wasted time.
- Academic unit meetings are much larger making it difficult for one campus to have the space to coordinate all unit meetings at the same time during the Collegewide Opening Meetings.
- Additional responsibilities some have impact on schedules.
- Alignment of Learning Centers – how have supervision and accountability been impacted? This also impacts students.
- Graduation – should be done as a group rather than by campus.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Tuesday, September 27, 2016

TP/SS ~ CM 211

12:00 p.m. ~ 2:00 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Strengths

- Collegewide planning – communication between Chairs is more frequent.
- Public governance system.
- Reporting lines for libraries are clear. Libraries = Academic Affairs
- Opened opportunities for governance participation across constituencies.

Challenges

- Disciplines don't always match well within units (Academic Restructuring).
- Space issues/communication between departments and offices. Departments don't share space, supervisors are not at the same campuses.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Wednesday, September 28, 2016

MKE 115

12:00 p.m. ~ 2:00 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Strengths of Restructure

- Health and Health Sciences have a positive alignment.
- Optimize resources and streamline some areas with similar resources and needs and point to common areas of priorities.
- Support common priorities.
- Enabled some curricular changes needed by Middle States. Process is faster and more responsive with one Dean to sign off.
- Allows for more cross training of employees – potential for it. Welcome Center staff are an example of cross training in action.
- More common student experience from campus to campus – emerging.

Difficulties/Unresolved of Restructure

- Human Resources – vision for it and details of it were not communicated well. Still lack understanding of it.
- Feels like a constant state of restructure.
- High turnover of leadership, jobs reallocated changed when people leave.
- Not clear objectives as to why we are restructuring.
- Needs to be a consistent framework and process (i.e., goals, communication, closing the loop, etc.).
- Needs to follow best practices rather than always starting over again.
- Low morale/sense of belonging
- Need to assess impact on employees.
- People need to be aware of the why.
- Some are micro and happen quickly without considering ripple effects.
- Need to help people adapt to change.
- Communicate end result so people know who is where and what they do.
- Territoriality of location and division.
- Instructional Deans/Chairs report to people on different campuses through dotted lines.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Wednesday, October 5, 2016

Gudelsky 222-224

12:30 p.m. ~ 2:30 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Restructuring Strengths

- Participatory governance allows more input from across the College.
- Line of authority/responsibility are clearer – 1 person to report to (Academic Affairs).
- Logical reporting structure.
- One College focus rather than campus focus.
- Improvements in IT leadership.

Restructuring Challenges

- Need to communicate more often – you can't communicate too much. Provide webcast options.
- Need to think of audience. Was internal employee benefit, but not as much for students/other users. Needs to facilitate an easy example for students.
- Website design and screen access issues.
- Need a flow chart of where should issues go in the governance system.
- Learning Centers are multidisciplinary but are led by a single discipline dean.
- Content connections are useful but need some P&P for a consistent experience. More like the libraries.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Monday, October 10, 2016

Rockville ~ SC 400

12:00 p.m. ~ 2:00 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Strengths of Restructuring

- More inclusive Governance system.
- Some decisions should be collegewide/centralized rather than by campuses.
- More standard textbooks across campuses.
- Staff council has positive effects from restructuring/communication between councils.
- Visual of how Governance connects/communicates.
- Governance good for big picture and gets people in the room together so that some matters can be worked out.

Challenges of Restructuring

- Department Chair and Dean are not accessible because they're not on one campus.
- Standard textbooks across campuses.
- Definition of role of Chairs (faculty/administrators)
- Not enough communication about restructuring.
- Lack of connection – we are one College, but how do we achieve it?
- People in collegewide positions must now deal with multiple campus issues.
- Governance – sometimes cumbersome to solve problems. Takes too long to resolve.
- Some concerns should not rise to the level of Governance but do.
- People are not allowed to talk to the Board of Trustees.
- Departments are still campus based – confusing for students.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Wednesday, October 12, 2016

GBTC 402/403

1:00 p.m. ~ 3:00 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Strengths of Restructuring

- Moving to one College mentality. Increases efficiency and consistency. Improves resource use.
- Potential to optimize use of resources.
- Common employee and student experiences supported by one College.
- Governance is evolving, but offers a more inclusive opportunity for people to have a voice and provide more opportunities for key information to be gathered and discussed.
- Governance provides a mechanism for resolving student issues.

Challenges of Restructuring

- Still need more effective change management.
- Lack of communication about changes.
- Should be called a constant culture of change to improve agility rather than “restructuring.”
- Communication not timely.
- Websites need to be kept current to maintain communication. Directions as well.
- Need to catalogue and communicate personnel changes consistently.
- Need standard/consistent communication processes so similar types of information are communicated in a regular, predictable way.
- Tracking of Governance issues. People need to learn more about how to provide constituent feedback and discussion.
- More formal way to present Governance information and resolutions to the public.
- Structure of Governance is large and unwieldy. Too much communication? Needs to be streamlined.
- Department leadership needs to move effectively and communicate important items. How do we effectively engage employees?
- Realignments are decided from a distance without feedback from people on the group which can break positive relationships and structures. Change needs to be not only logic based but also business process based. Be intentional about processes being changed.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Monday, October 17, 2016

TP/SS CM 211

1:30 p.m. ~ 3:30 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Strengths of Restructuring

- Increased communication between all levels of the College because of Governance.
- Administrators can make decisions more quickly.
- Common policies, procedures, constitutions, bylaws. Training programs for student leaders.
- Student Life and athletic program consolidations comply with regulations and streamline costs.
- Associate Deans for Student Affairs Deans
- Standardization across campuses.
- Inclusiveness in Governance system.
- Collegewide Director of Learning Centers all owed these to meet and create a unified Mission/Vision.
- Increased communication among all levels of the College through Governance system.
- Administrators have more time to attend councils.

Challenges of Restructuring

- Duplication within Governance that makes it difficult to determine where to send issues.
- Changes are confusing/disorienting (growing pains)
- Class materials and instruction are not the same across campuses.
- Consistency of scheduling between campuses has not happened.
- Consistent decision making processes not in place (re-class size and decisions to cut/run classes).
- How do we respect/address concerns of different types of students? Student needs based on different campuses.
- Lack of consistency in shuttle service and food service at 3 campuses.
- Time: So many more things added to our days. Faculty can't attend (learning curve, disorienting).
- Organizational structure can be overwhelming as a result of restructuring (can be confusing and overlapping).
- Part-time faculty still not feeling valued. Pay parity, benefits, equality.
- Substantial gap between full-time and part-time faculty pay for same teaching hours. Over 50%, two times more pay for full-time faculty. This creates a climate where part-time faculty are still discounted and under-valued.
- Decisions made top down for Administrators and instituted without much or enough analysis if it will work.
- Faculty/staff say less (authentic safe space not there). Transparency challenge.

MIDDLE STATES FALL 2016 LISTENING TOURS

Session A (Workgroups 1, 2, 7)

Thursday, October 20 2016

Germantown BE 110

3:30 p.m. ~ 5:30 p.m.

WORKGROUP VII: GOVERNANCE, LEADERSHIP AND ADMINISTRATION

Strengths of Restructuring

- One College approach leads to discipline specific student success
- Increased ability for supervisors to share accountability across the College (i.e., Academic Affairs, Student Affairs).
- More opportunities for staff and students to be involved in Governance.
- Childcare centers are part of education department.
- Opportunity to use technology more efficiently.
- More systematic support and training for Chairs.

Challenges of Restructuring

- More silos/competition in some cases.
- Governance: communicate how decisions are made. Is there an appeals process?
- Governance not prepared to handle some big issues in terms of infrastructure and administrative support. Example, Code of Conduct.
- No detailed assessment of what's working or not.
- Supervisory change to Chair position hasn't changed workload/tasks for coordinators/other faculty in some areas.
- Assessment Centers no longer have consistent hours.
- Office 363 confusing/difficult to manage.
- Governance – more paperwork. Minutes and agendas are not always posted in a timely fashion.
- Governance is not too big. Some councils don't have enough to do while others have too much.
- Decisions about canceling classes combined with 11:59 (more for Standards III & IV).
- Changes in Chairs/departments does not work for some disciplines. Chairs/Deans not on same campus.
- Commuting between campuses for One College meetings.
- Technology to support online meetings between campuses isn't effectively used.
- Communication with key stakeholders – difficult for students, staff, faculty. Example, admissions/recruitment steps to enroll not the same.