

**RECOMMENDATION #2: IMPROVE COMMUNICATION**

*The college must develop, document, and implement an organization of administrative responsibilities across the six sites that ensures continuity in student support and instruction and gives a clear, consistent line of administrative authority, such as*

- *For all instructional programs across the sites to the Vice President for Instructional Affairs (Standards IIA.1, IIA.2, IVB.2, and IVB.2a)*
- *For all student services programs across the sites to the Vice President for Support and Student Affairs (Standards IIB.1, IIB., IVA, IV B.2, and IVB.2a), and*
- *For all learning resources programs across the sites to the Director of Learning Resources Center (Standards IIC.1, IVA, IVB.2, and IVB.2a).*

**AND**

**RECOMMENDATION #3: IMPROVE COMMUNICATION**

*Once the collaborative processes (Recommendation 1) and the organization of administrative responsibilities (Recommendation 2) are developed, documented, and implemented, they must be periodically and systematically evaluated to facilitate a cycle of continued improvement (Standards IB.7, IIA.2, IIB.4, IIC.2, IVA.5, and IVB.2).*

**Resolution**

In response to the recommendations from the 2004 comprehensive visit, the college immediately convened an all campus meeting that resulted in a revised organizational chart. This chart was subsequently reviewed and approved by the board at its September 2004 meeting. During 2005, training on the revised chart was conducted, implementation plans were developed, and changes in job descriptions, committee assignments, and other required structural changes were implemented to support the new organizational structure.

A formal evaluation of the college's organizational structure was carried out in 2007 through the use of an institutional survey and focus groups conducted during the national campus Staff Development Day and the President's Retreat. A report of this evaluation was published and disseminated in June 2007. A further evaluation of the revised organizational chart was conducted within the Department of Administration in 2008.

A system-wide satisfaction survey was conducted in October 2009. A formal report is yet to be issued.

**Analysis**

As reported in the March 2009 Follow-up Report, items on the 2007 survey on the organizational chart that garnered 50% or greater level of agreement included those pertaining to the improvement of communication flow from employee to supervisor and from supervisor to employee, awareness of the college, clarification of document flow, clarification of reporting, and opportunities to participate in decision making. The results further revealed that even though communication had improved, it was not always clear with whom and in what direction communication should be channeled. The evaluation report recommended the use of decision grids to clarify decision making and improved communication by identifying who needs to know about a particular decision.

Results of the 2008 evaluation of the organizational chart by the Department of Administration showed that the college had developed, documented and implemented an organizational structure for administrative responsibilities across the six sites that addressed issues of continuity in administrative services. At the same time, this report also cited less improvement in clarity and consistency of decision making across all six campuses. The report further cited a concern for the level of training provided to implement the revised administrative structure and the lack of attention to the development of structures that would support implementation of the new structure.

Preliminary results of the October 2009 survey show that two items were rated poorly. Those two items were “The college publicizes its decision making” and “Different divisions at the college communicate effectively.”

**Additional Plans**

- See Recommendation #1 above.