



Action Project: Facilitate development of an effective, cross-representational, self-governing organization.

Institution: San Juan College

Contact: Lynn Onken -- OnkenL@SanJuanCollege.edu – (505) 566-3278

Annual Update: 2003-09-19

Description

“ Evaluate the relationship between the College Association and the Quality Councils. “ Help determine and implement an appropriate role for the Association in institutional policy-making in conjunction with the Quality Councils. “ Facilitate development of the College Association into an effective body for information gathering and analysis. “ Help structure the organization to be more representative of the various institutional constituencies. “ Encourage the College Association to become a forum for discussion of vital institutional issues and formulation of related recommendations.

Rationale for Action

San Juan College faculty and staff have identified a need for an effective mechanism for research and review of institutional policies, debate on vital College issues, and representation in the institutional decision-making process. While certain committees within the College Association's current structure have defined roles in program development and student outcomes assessment, the Association, as a whole, lacks a formal linkage and defined role with respect to the new leadership system. The College has placed a high premium on meeting stakeholder needs, but one of its most vital groups of stakeholders its employees feels disenfranchised. With SJC's phenomenal enrollment growth, resulting increases in staff and faculty, and the new leadership system, the College has outgrown its original Association structure. Stakeholders have voiced a desire to see the College develop an organizational structure that better represents their interests.

Process Measures

“ Council roles are reviewed. “ Councils are restructured (if required) to fit into the QUILLS systems. “ College Association agenda reviewed and revamped.

Outcome Measures

“ Clear links established between the College Association and the QUILLS systems “ College Association attendance goes up. “ Climate survey improvement. “ Positive feed-back through the College Association satisfaction survey.

Performance Targets

Year	Quantitative and Qualitative Stretch Targets
One	College Association is fully integrated into the QUILLS system.
Two	New procedures for collaborative strategic planning and organizational decision-making established.
Three	College Association perceived as an integral part of the organization's leadership system.

Keeping Focus

“ College Association meetings. ” News Clips. ” Discussion in departmental meetings.

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A. Describe the past year's accomplishments and the current status of this Action Project.

The Organizational Development Council (QODC) had two primary projects during the year. The first project was the College Association Action project that has progressed from the point where at the beginning of the year there was some discussion about whether the College Association had a viable mission. The College Association is comprised of all college employees. The College Association Executive Committee conducted multiple "town hall" meetings and reached a consensus that there is a viable mission and significant need for the College Association to continue and that it needs to be integrated with the Quality Councils into one seamless structure. A guiding principle that has shaped the discussions is that the Quality Councils perform most of the functions of the College Association and could in fact be viewed as a new way to define the College Association with significant improvements over the older model. A possible form of the new College Association organization would be to have the Quality Councils form the infrastructure of the College Association. The function and usefulness of each of the subcommittees of the College Association were analyzed and earmarked for dissolution or inclusion as subcommittees of the various Quality Councils. It was clear that many of the subcommittees performed essential functions and needed to continue to function during the transition period. These committees were encouraged to continue with their work with the only change being that they report to one of the Quality Councils. For example, the Instructional Affairs Council and Student Learning Outcomes Assessment Council now integrated in the Quality Student Learning Council. Redefining the role of the College Association is a significant task whose outcome will impact San Juan College for many years to come. At this point most of the data has been gathered and the College Association Executive Committee and representatives of other stakeholder groups including the Quality Organizational Development Council (QODC) are currently drafting new bylaws for presentation by mid-year. The next action item was to research professional development plans including prior efforts at San Juan College. After much research, stakeholder input, and discussion, a framework for a professional development plan was written, presented to and accepted by both the Quality Core Council and the College President.

Review (11-09-03):

The actions that have been taken in examining the College Association and Quality Councils in an attempt to create a "seamless" and more effective structure seem to be on the right track. The suggestion that both structures could be merged into one seems logical and would appear to allow the new structure to be more inclusive and effective. In addition, the reevaluation of certain committees to determine intent and effectiveness has also been implemented. I commend the actions that have been taken to combine the Instructional Affairs Council and Student Learning Outcomes. I would encourage continued reevaluation of other committees to create a more functional body.

B. Describe how the institution involved people in work on this Action Project.

The College Association conducted multiple campus wide "town hall" meetings to discuss options for integrating the new Quality Council structure and the existing College Association and what changes might need to be made to the College Association to facilitate this project. Over the years, professional development has been a consistent and negative issue as identified by employee climate surveys conducted at the college. The initial impetus to focus attention on professional development came from this data. The main impetus came from a campus-wide meeting that involved stakeholders from every employee type. Also a group researched other institutions in an effort to discover best practices of professional development. The "town hall" meetings identified key issues and the QODC worked for almost a year discussing the issues, identifying and researching benchmark institutions and drafting a framework for a Professional Development Plan (PDP) that was circulated campus-wide for comments and suggestions before being recommended for adoption.

Review (11-09-03):

The College Association has targeted an area of consistent concern to address through a process of research, town hall meetings, and campus-wide circulation of framework for PDP for comments and suggestions. The process that has been implemented should yield information that should come closer to ensuring a more effective system of professional development. I commend the CA for their work. The process has no doubt been lengthy, however, the work will ultimately lead to improvement in professional development.

C. Describe your planned next steps for this Action Project.

The data gathering phase is essentially complete and a draft of new College Association bylaws is currently being written. The goal is to have a draft of the new bylaws available for a town hall presentation and straw vote by mid-year with a finished version available for an official vote in April. The PDP framework document was submitted to and approved by the Core Council and President. The plan was accepted and subsequently a new position with the responsibility for developing and implementing a professional development plan was created.

Review (11-09-03):

The timeline appears to be reasonable.

D. Describe any "effective practice(s)" that resulted from your work on this Action Project.

A great deal of time and effort was spent in data gathering and consensus building through the "town hall" meetings and subsequent work of the College Association Executive Committee. The "town hall" meetings have proven both effective and popular with a dramatic increase in attendance over College Association meetings of previous years. The QODC compared San Juan College practices against other Community Colleges across the United States identifying strengths and weaknesses in the process of drafting the framework for our professional development plan.

Review (11-09-03):

The process that SJC has engaged in has probably impacted areas of communication, morale, and people feeling valued. This process has not only accomplished a task, but created a better working environment.

E. What challenges, if any, are you still facing in regards to this Action Project?

The new shared governance philosophy implemented through the Quality Council structure overlapped the organizational structure of the College Association to such a degree that for a period of time there was a debate about whether there was even a need for the College Association to exist as a separate entity. The primary challenge lay in redefining the by-laws so that the College Association remains an integral part of the college and governance structure. A challenge now facing professional development is the formidable task of identifying needs and developing a successful professional development program for San Juan College.

Review (11-09-03):

F. If you would like to discuss the possibility of AQIP providing you help to stimulate progress on this action project, explain your need(s) here and tell us who to contact and when?

Review (11-09-03):