• Mission driven and guided by new strategic plan
  ○ Focus on strategic enrollment growth coupled with improvement in student success.
  ○ Remain mission focused and avoid temptation to be all things to all people.
  ○ Use strategic plan annual report to enhance alignment, transparency, and accountability.

• Key Drivers
  ○ Quality educational programs
  ○ Student-centered orientation
  ○ Fiscal sustainability for new normal
  ○ Transparency
  ○ Caring community, valuing
    ■ Mutual respect
    ■ Diversity
    ■ Civility
  ○ Efficiency and quality throughout all areas
    ■ Employee empowerment and accountability
    ■ Effective supervision at all levels
    ■ Unit level assessment and planning
    ■ All efforts aligned with mission and strategic plan.
  ○ Effective response to external forces (e.g., demographics, competition)

• Hurdles
  ○ Fear
  ○ Change aversion and change fatigue
- Territoriality
- Protection of poor performance
- Ineffective supervision and performance evaluation
- Miscommunication
- Contract restrictions
- Barnacles (Accumulated practices and beliefs that are no longer functional)
- Seating arrangement (Do we have the right people on the bus and in the right seats?)

- Interventions
  - Keep focus on strategic plan and annual measurement of results and progress.
  - Improve supervision throughout.
  - Evaluate all supervisors and develop improvement plans, starting at VP and AVP levels.
  - Enhance communication at all levels.
  - Develop or improve structures to keep bargaining units in the loop and engage them as partners.
  - Continue reorganization and program changes suggested by program review process.
  - Engage in LEAN process.
  - Use the transition team to advise the president on changes.
  - Provide employee professional development and retraining.
  - Enhance strategic focus on energy efficiency improvement.

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**Interim Communication Structures for Spring 2010**
**January 20, 2010**

**Purpose**
During our move to the “new normal”, there will be changes in structures and processes. To that end, we will need more communication and more opportunity for dialogue.

**Monthly Communication Structures for Spring 2010**

<table>
<thead>
<tr>
<th>Group</th>
<th>Frequency</th>
<th>Purpose</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cabinet</td>
<td>Once a month</td>
<td>Provide updated information for</td>
</tr>
<tr>
<td><strong>Group</strong></td>
<td><strong>Frequency</strong></td>
<td><strong>Purpose</strong></td>
</tr>
<tr>
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</tr>
<tr>
<td>Transition Team (Small group of cabinet members and union members)</td>
<td>Once a week</td>
<td>To advise the president on changes in structures and processes as well as on communication with the campus on such changes.</td>
</tr>
<tr>
<td>Bargaining Unit Leaders (Meeting with President, 4-5 cabinet members, and bargaining unit leaders)</td>
<td>Once a month</td>
<td>To keep leaders of bargaining units in the loop regarding changes in structures or processes and to discuss items needing discussion at full bargaining unit meetings.</td>
</tr>
<tr>
<td>Bargaining Unit Executive Committee Meetings (These meetings will include the transition team and the leaders and executive committees of all the bargaining units.)</td>
<td>Once a month</td>
<td>To foster communication with bargaining units regarding changes in structures and processes.</td>
</tr>
<tr>
<td>Bargaining Unit Meet and Confer</td>
<td>Continued as scheduled</td>
<td>Communication and discussion of issues</td>
</tr>
<tr>
<td>Town Meetings</td>
<td>Once a month</td>
<td>To engage the full campus community regarding changes and other developments.</td>
</tr>
<tr>
<td>Edna's E-News</td>
<td>Twice a month</td>
<td>Update campus on changes and opportunities.</td>
</tr>
<tr>
<td>President's Office Hours</td>
<td>At least once a month</td>
<td>To provide opportunities for employees to discuss concerns or present ideas.</td>
</tr>
</tbody>
</table>