

~~CORRECTED 2/9/09~~

**Minutes of the February 3, 2009
MANAGEMENT TRAINING and COLLEGE COUNCIL Meetings**

8:30 AM – Management Team Meeting –

“Reasonable Expectations: The Economy and Financial Markets” – Ed Easterling, Investment Specialist

Updates:

- New procedures on inclement weather –

Marsha announced a new policy that part-time, hourly, non-contracted employees will not be paid for unexpected closure days if they were scheduled but did not work that day. – (CORRECTED)

- Wellness Grant –

Jan Konzack announced that LBCC is hoping to be awarded a wellness grant from OEA Choice Trust and are asking all managers to be the first cohort to participate in a wellness study. Step 1) health appraisal (testing such as body comp., oxygen content, etc.) Incentive for completing testing...Step 2) come up with own behavioral change goals. The program funded by the grant would start in fall 2009 and **all health data would be kept confidential.**

- Rita announced the following cost cutting measures:

Food service closed when no classes.

PCDC new model to reduce costs for students: coop and will not run when classes are not in session.

Gary Ruppert will take Elizabeth's place as Dean of Instruction. Draft of reorganization is available.

When Carol returns she will debrief with deans and others for input...April Inservice will be time for new divisions to meet and begin work together.

10 AM – College Council meeting

I. UPDATE (5 minutes)

Current operational information for you to communicate back to the groups you represent.

- April Inservice -

Rita noted that there is a very volatile economic situation in our community so all Inservice activities should be on site (either campus or centers). Vickie Keith gave us the timeline for the closure day, Friday, April 17th.

9am in the theater, longevity awards, retirement announcements, president's address

10:45 to 2:15 - Division meetings and lunch as divisions/depts.

2:30 to 4pm - Campus/Center beautification OR community service opportunities.

Lunch options: 1) employees buy their own, 2) division potluck, 3) share of cost with tickets for Commons lunch.

Dept/Division meeting should include formulating IE goals.

II. POLICY AND RULES (10 minutes)

First Readings:

- Board Policy 6120 – Sick Leave - going to Feb. BOE meeting
- AR 6120-01 – Sick Leave
- AR 5035-10 – Expense Reimbursement Accounting Plan
- AR 5045-01 – Use of College Facilities
- AR 5045-03 – Operating College Owned or Rented Equipment

- All ARs above approved (Fred moved, Tammi seconded, passed)

GOING TO APRIL COLLEGE COUNCIL MEETING FOR FIRST READING

- Board Policy 7015 - Student Activities Programs
- AR 7015-03 - Associated Student Government (C504)
- AR 7015-04 - Campus Clubs and Organizations (C505)
- AR 7015-05 - Co-curricular Program Expansion and Development (C506)
- Board Policy 7090 - Student Meetings On and Off Campus

III. DISCUSSION –

- (30 minutes) Introduction to Tools to Advance the 15 Great Ideas – Bill and Gary Price
What's important to the college, here is a process to help us talk about it.

Need (Distrib. Ed): IT, faculty training, student readiness, instructional format what is required (context is student success) 24/7 tech support, staff development, infrastructure, student assessment, Prioritizing: high authority/high skill outside of team (24/7 tech support) low authority/low skill outside of team.

House of Quality matrix - What needs to be done and how the college will do it (relationship matrix) weighted so that each has a total score that prioritizes (longer plan based on this prioritization). Helps depts./division focus on what is core in times like this and what is NOT core and we should not be doing.

- (40 minutes) Small group discussion on suggestions for managing organizational change. Facilitators: Rita, Kristen, Elizabeth, Ann M., Gary R., Jim, John, Marlene. Renee will record group reports.

GROUP REPORTS IN CHRONOLOGICAL ORDER

Group 2 - Promise change and sell it carefully - facilitate the message that change is coming, try to balance good and bad news, tell is straight as best you can - relatively easy to cut the budget but people want to know more about the rationale - what is student/personnel impact....we did this because of budget AND...this, this, etc. Do better messaging about context of budget, how big is it, how much is that of our budget, put things in perspective that people in the college can understand; "specific generalities"; more communication and more why.

Group 3 - Beef up communication efforts

What could we do to improve communication?

Timely, ongoing communication, even if you tell your folks that there is nothing to communicate at the moment

One thing for top mgmt but there are breakdowns in the conduits. There are probably some people who never get information outside the rumor mill

Mgr. As interpreter: what does this mean for us?

Unstructured availability for conversation – try to deal with fear

Be as specific as possible.

Ask for ideas from employees. But be careful of misinterpretation. You can ask for ideas in such a way that you may create fear.

Encourage people to live in the moment – how can I make this work better? If I have some control over my own job performance and how I can work more efficiently, then I feel better about the present. How do I bring value to the organization – focus on the work.

Consider carefully who is affected and make sure they know.

Protect privacy of those who need privacy, but give as much information as possible to prevent rumors as much as possible.

Plot out a careful strategy that addresses problematic issues, especially for those who will be responsible for interpreting the information to their staff?

Anticipate: "What is the worst thing someone could say about this?"

Consider effect on students, too.

Try to find things that will remain the same – this is reassuring for people.

Make the process clear and make it clear who is being asked to participate in it.

Importance of listening, but also importance of teaching and informing – again, mgr. As interpreter.

Group 4 - Nail down people's responsibilities -

- 1) Be clear about what people do, but give flexibility to come up with new ideas
- 2) Check out reality in new area (expectations change and if they don't meet your expectations they don't know they are not doing a good job)
- 3) Those with multiple supervisors be comfortable with all of them and do not focus on just one.
- 4) Encourage folks to come up with new ideas as part of their job. Recognition of what has gone before so that respect is shown to what is...before

Group 5 –

Must communicate fiscal targets that we must meet.

Group 6 - Rebuilding morale.

Team building during time of change, but team building must be authentic, values that we share that have not changed. Keep the focus on commonalities; comfort level with rate of change. Invest in relationships in new divisions. Focus on solving problems with limited access to deans in larger divisions. Want to extend conversation to other groups.

Group 7 - Get resistance to change out in the open.

Role modeling as managers. Tolerance and acceptance of the idea but resistance is human nature. Acknowledge that there are difficulties, but allow for process time. Involve staff as soon as possible in genuine and transparent ways. Focus on the future. Respect people's feelings. Communicate early and often. Reserve judgments. Post hopes, fears, ideas; process those things. Include people every step of the way.

Group 1 - Establish clear priorities and be attentive to what is happening during change.

Open and frequent communication; linking priorities to communication. Training is needed for managers to help them develop change skills. How managers can deliver information (positive or negative) develop a safe environment for employees to come talk to supervisors.