2018 – 23 COCC Strategic Plan
Institutional Efficiency Update

COC Board of Directors
June 2020
Strategic Plan Goals

1. Student Success - November
2. Student Experience - January
3. Community Enrichment - March
4. Institutional Efficiency - Today
Institutional Efficiency Defined

Strengthen systems, policies and procedures to create more proactive, responsive and effective internal processes.
What will “institutional efficiency” look like?

**Efficient, effective and sustainable operations**
- Clearly defined decision-making process
- Information is accurate, consistent and accessible

**High quality work and learning environment**
- Employees identify as part of the College community
- Employees contribute to an effective, supportive and inclusive work environment
- Opportunities for professional growth and development
Institutional Efficiency Initiatives

IE-1  Improve practices and systems related to providing a supportive and productive workplace.

IE-2  Develop effective and efficient policies and procedures that are applied uniformly across the College.

IE-3  Define, document and practice clear operational decision-making.

IE-4  Improve information sharing practices and communication sources.
Institutional Efficiency Initiatives

IE-1  Improve practices and systems related to providing a supportive and productive workplace.

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Institutional Efficiency Activities

✓ “Great Colleges to Work For” survey

✓ Administrator compensation study

✓ Employee metrics

✓ Employee recruitment and hiring process

✓ College’s committee structure

• Institutional Efficiency initiative assessment
• Employee perception survey
• Administered in April 2019
• 34% response rate
• February SnackChat
• 2019 results on COCC website

No areas “poor/needs attention”

Celebrate: Pride, job satisfaction, facilities

Needing attention: Fairness; policies, resources, and efficiencies; senior leadership; communication
How are we doing?

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Metric</th>
<th>Metric Description</th>
<th>2018-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>IE - 1</td>
<td>1</td>
<td>Rate “Good” or higher in 12 of 15 Great Colleges to Work For (GCTWF) dimensions</td>
<td></td>
</tr>
<tr>
<td>IE - 2</td>
<td>1</td>
<td>This institution is well run (GCTWF)</td>
<td></td>
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<tr>
<td></td>
<td>2</td>
<td>The institution has clear and effective procedures for dealing with discrimination (GCTWF)</td>
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<td></td>
<td>3</td>
<td>Our orientation prepares new faculty, administration and staff to be effective (GCTWF)</td>
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<tr>
<td></td>
<td>4</td>
<td>Our review process accurately measures my job performance (GCTWF)</td>
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<tr>
<td></td>
<td>5</td>
<td>Teaching is appropriately recognized in the evaluation and promotion process. (GCTWF)</td>
<td></td>
</tr>
<tr>
<td>IE - 3</td>
<td>1</td>
<td>The role of faculty in shared governance is clearly stated and publicized (GCTWF)</td>
<td>✅</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>Faculty are appropriately involved in decisions related to the education program (e.g. curriculum development and evaluation)</td>
<td>✅</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>Faculty, administration and staff are meaningfully involved in institutional planning (GCTWF)</td>
<td>✅</td>
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<tr>
<td></td>
<td>4</td>
<td>We have opportunities to contribute to important decisions in my department (GCTWF)</td>
<td>✅</td>
</tr>
<tr>
<td></td>
<td>5</td>
<td>Senior leadership provides clear direction for this institution’s future (GCTWF)</td>
<td>❌</td>
</tr>
<tr>
<td>IE - 4</td>
<td>1</td>
<td>Senior leadership communicates openly about important matters (GCTWF)</td>
<td>🟠</td>
</tr>
<tr>
<td></td>
<td>2</td>
<td>There is regular and open communication among faculty, administration and staff (GCTWF)</td>
<td>🟠</td>
</tr>
<tr>
<td></td>
<td>3</td>
<td>In my department, we communicate openly about issues that impact each other’s work. (GCTWF)</td>
<td>✅</td>
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<tr>
<td></td>
<td>4</td>
<td>At this institution, we discuss and debate issues respectfully to get better results (GCTWF)</td>
<td>✅</td>
</tr>
</tbody>
</table>
Goal Work Group Team

- Seana Barry, Human Resources
- Erika Carman, Instruction/Curriculum
- Lew Cousineau, Faculty
- Darren McCrea, Information Technology Services
- Aimee Metcalf, College Relations
- Alicia Moore, Student Affairs (chair)
- Brynn Pierce, Institutional Effectiveness (co-chair)
- JJ Shew, HR/Fiscal
Comments and Questions?