

COLLEGE MANAGEMENT PHILOSOPHY GOVERNANCE AND ORGANIZATION

College Senate Chair:

President:

EMCC 109

Culture and Leadership Style of Continuous Improvement

- **Communication and Information Sharing:** For governance and decision making to be effective, everyone needs to take personal responsibility for being informed and for informing others. This requires sharing critical information, providing explanations and contexts and implications to help create an environment that encourages minority opinions and open discussion.
- **Engagement:** It is important that each of us be involved in our classes, offices, departments, campus, and sites, making personal contributions that are integral to the overall quality and progress of the college. Good ideas grow most successfully when people throughout the organization are engaged.
- **Planning and Transformation:** Moving the college forward entails risk. We must study available information and data and agree on assumptions about the future moving forward with thoughtful and reasonable planning and decision-making. This includes ensuring financial accountability for all institutional plans and actions.
- **Transparency.** Share information, including budgets, that helps with decision-making and planning. This is more than just making supervisor-decisions transparent. It means that all work of the college is transparent and has integrity.
- **Decision Making Responsibilities:** In all decision, including who is affected, what information and data are needed, context, timeline and impacts. Clearly state decision-making authority and delegate that authority as often as possible when establishing committees or any work team. Ensure that decision-making responsibilities are clearly outlined for all employees.
- **Culture of Respect:** The basis of mutual respect is the assumption that everyone is attempting to do their best work. Doing this, disagreements are framed within the context of people having different perspectives, rather than someone being right or wrong. All meetings and encounters will model respect for all participants. Respectful behavior creates a culture of trust, essential for sharing information. Embrace all employees along with labor associations as partners to talk through issues before they grow into larger problems.
- **Assessment:** Assessment involves descriptive and objective evaluation aimed at development and growth. Using assessment techniques for processes as well as employee performance to drive continuous improvement will benefit individuals, the college and our outcomes.
- **Consensus.** Limit non-consensus based decisions to situations with extremely limited time or in emergencies. Ensure that decision making modes are clearly defined for individuals. Use facilitators in order to make sure all voices are heard. Encourage teamwork and personal accountability.

References:

Replaces: All prior policies and procedures

Effective: April 30, 2010

Last Review: 10/21/2019

- **Team Based Work.** Know the internal customers and the support they need to meet goals and complete tasks. Internal customers require support in order to complete high quality work on a timely basis.
- **Service Excellence.** Both internal and external stakeholders are a top priority. Engage in continuous improvement of work and processes. Manage customer expectations and work towards addressing these expectations.