



Tulsa Community College

2008 Personal Assessment of the College Environment (PACE) Climate Survey
Suggestions for Teamwork, Supervisory Relationships, Student Focus, and Institutional Structure

INSTITUTIONAL STRUCTURE

- A college-wide gathering more often than just Convocation. A college-wide picnic.
- Administrative support for academics equivalent to Deans of Student Services. Reinstate Deans of Instruction.
- Bi-monthly short newsletter—perhaps extend NewsBytes—from Dr. McKeon’s office to let college know about initiatives or projects.
- Break out results by campus and personnel classification.
- Centralized student conduct Dean.
- Clarification and/or restructure provost’s role – responsibility with no authority currently for many support areas.
- College-wide academic discipline chairs responsible for communication in that discipline. A person for each discipline.
- Decentralize IT/media help desk (2000 cannot handle all diverse inquiries).
- Decentralize operations—all departments should be located on a campus.
- Decisions be made by all involved in a mandate or new program.
- Develop and articulate strategic plan.
- Develop and implement HR procedures – clear instructions for HR processes, procedure, and policy. Redefine human resources’ role as a support and resource and not as “gate-keeper.”
- Discipline Deans not campus ADs/Deans or Dean of Instruction.
- Flatten administrative levels (fewer levels).
- Go deeper when choosing people for committees/councils. Spread broader net for richer involvement.
- Identify who the real decision maker is in a situation and make them accountable for communicating back, “It’s your business to find out.”
- Improve communication between departments on the same floor at the Conference Center, then
- In the absence of Dean of Instruction position, ADs are overburdened and shouldn’t be expected to make college-wide academic decisions. Should be a curriculum committee making many of these decisions. Dean of Instruction position would be welcomed back (HCC says faculty need to be assessed more.)
- Inexperience with group leaders.
- Isolation of Conference Center from academic units/campus activity has negative impact; perhaps have staff from each area on a campus. Put all administrative offices on campuses—eliminate Conference Center.
- Look at lines of reporting especially on campus to make sure that issues can be addressed. Dotted lines, solid lines, no lines are confusing! Current creates lack of understanding of needs if supervisor not on site; relates to where you reside.

- Major IT changes that we've undergone are confusing—research improving delivery of major changes.
- Make sure council minutes are posted on a timely basis on BulletinBoard or portal somewhere.
- Need mechanism to hold those at our level or above accountable. Disjointed. See it on committees. We need to develop a culture that encourages employees to hold each other accountable for assigned tasks or projects no matter their position or level within the college.
- Need to evaluate by campus due to 50/50 online/traditional for all campuses, but SEC which is 20/80. This effects allocation of resources.
- Organize all grant programs under one division/department/dean, etc.
- Post a copy of this presentation in BlackBoard, organizational content, or announcements [via] TCC webpage Homepage.
- Put Deans of Instruction on every campus (or at least some top academic authority).
- Strategic planning process.
- The academic side should have Deans of Instruction on every campus. Academics and Student Services should be organized equally.
- The college needs improved signage (way-finding) both inside and outside of campus buildings.
- We don't yet have a process to determine what classes faculty select/determine to teach. Develop this process. (“Here are the credentials you need to teach this course.”)
- We tend to initiate projects and don't think about how we want to finish the project. A plan needs to be in place.

SUPERVISORY RELATIONSHIPS

- A mentoring system that would match new supervisors with longer-tenured supervisors.
- Appreciation.
- Assignments that are not going through the supervisor. The supervisor feels powerless due to lack of discussion of projects. Hence, relationships not able to be built with your supervisor (Banner, TA, AtD).
- Better long-range planning to ensure a fair, even distribution of specialized project involvement.
- College-wide time set ahead for meetings with those we supervise.
- Conference Center – Administrators visit campuses, “mingle” with faculty, staff, etc. Find out “who we are,” “names with faces” as much as possible.
- Feedback.
- Hiring processes/firing processes.
- Improve accessibility to supervisors.
- More interaction, feedback between departments—what's new, what's not working, suggestions for improvement. Possibly via online – “pass it on”; wiki, Bb for all faculty/staff.
- More involvement in decision-making.
- More open communication; more two-way discussion.
- More retreats.
- More time for “fun” with those you supervise.
- Need a clear-cut procedure for dealing with employees who are performing below expectations.
- Organizational chart depicting all areas and procedures and process.
- Professional development of supervisors.

- Share more detailed information.
- Simplify navigation; problems with MyTcc and logons.
- Strategic planning would ensure that the large principles and goals for the college are systematically planned and implemented and supported by resources.
- Supervisors should have more trust and confidence in their staff.
- Supervisors should keep staff informed and provide enough information/knowledge for staff to perform duties.
- Supervisors work along-side of their staff members to support employee morale!
- Use the time slot between 8 and 9 a.m. as a dedicated time for staff meetings, staff development, and staff communication.

STUDENT FOCUS

- Consistent standards and procedures for implementing special programs for students.
- Develop financial aid to serve our students in a more timely, organized manner, especially regarding textbook purchases.
- Every meeting—ask, “how does this affect student?”
- Expand hours and support to students provided by Client Services and by our support labs (i.e., computer labs and writing centers, etc.)
- Financial aid – bookstore is impacted by award delays (charging books). This is a big problem—faculty are still addressing student with no books (week 5).
- Have student representatives on most, if not all, college and campus committees.
- Improvement in communicating student orientation process, all campuses. Relaying information to new student orientation via forms of TCC resources/media.
- Increased tutoring services! (in all disciplines)
- Keep academic calendar in mind when planning projects.
- Link electronic resources for students—MyTcc mail, Bb, TED, domain, etc., one login?
- Mental health counseling offered to students. Many students do not have insurance.
- Minimize barriers for all students accessing all TCC resources.
- More consistency in service areas across campuses.
- One login.
- On-site child care. Many students struggle with having full-time classes and have no where for their children to stay. Temporary child care?
- Same question about how it affects academic area/divisions.
- Student training for technology that the students are required to use for some programs and classes. Great access to technology/assistance.
- When planning furniture installation, floor cleaning, repairs, etc., avoid class times.

TEAMWORK

- “Shared leadership.”
- Attitude of value of employees’ thoughts.
- Clarifying institutional structure (how the college works). Note: website “How Stuff Works.”
- Clear and appropriate lines of communication.
- College-wide documented procedures. Develop tools (procedures) to support one college. Repository for office procedures.
- Communication – timely, consistent.
- Communication! Communication!! Communication!!!
- Communication/reporting.
- Consider some ways for departments to interact (mixers, etc.) and “know” areas with which they communicate regularly (i.e., allied health with media, technology, business, etc.). This would promote more interactions when crisis/problem-solving situations arise. Share ideas, etc.
- Consistent training—new employee orientation AND go back and provide orientation and updates to existing staff.
- Continue college-wide council concept.
- Continue to develop MyTCC portal – HR pages, etc.
- Dispersal of work – use different people.
- Dispersal of work on a more equitable basis—too few do too much.
- Feedback on project status at midway and conclusion.
- Follow West Campus lead on teamwork: open-minded, supportive, family atmosphere.
- Include communication principles when developing and/or rolling out things; include more front line/cross-functional (and cross campus) staff in the planning and training; also do proactively. This also better prepares staff for flexibility in meeting internal and external expectations. Can also learn ideas from how others do it.
- Play games, have parties, picnic, brief get-togethers in smaller groups (among allied health, we don’t know the other “health” occupations area); focus on getting to know one another—NOT problem-solving at that time—that breaks down barriers so we can problem-solve later.
- Post new initiatives at some central location so that those who have an interest can join the team or stay abreast of the topic.
- Recognizing team members and show appreciation for what each individual has provided.
- Still need work on closing the “loop” on APB. Feedback not getting back to department/divisions.
- Undo buttons are unavailable for teams. We need to take care when making decisions; takes place from the top without consultation.