The following six recommended strategies, including action items and responsible parties, represents a plan for robust engagement at the College. While implementing these strategies may challenge cultural and structural ways of doing things at the College, the aim is to accelerate institutional progress toward markedly increasing student success.

Examine and evaluate how information is shared with and feedback is obtained from faculty and staff within academic affairs areas and non-instructional offices, including the length of the cycle through feedback (Director of Institutional Research; deans and directors)

Increase opportunities for expanded audiences to provide input and feedback, including the potential for anonymous submissions, by providing a link on each governance council's web page; comments will be sent to the council chair(s) and/or executive assistant in advance of scheduled meetings, allowing council members to view these comments (council chairs; executive assistants)

Structure the College website and create a communications news feed as feasible to more effectively communicate essential information and to provide for meaningful search results (Online Services Committee)

Use email more systematically, such as but not limited to gathering information that has been dispersed via email by individual persons and offices to alternatively be sent from or captured in a central source on a weekly basis to the College community, parallel to what is done in the weekly report to the governing board (Director of Communications, Marketing & Public Relations)

More effectively communicate that college re-design is not just another initiative, but a mindset and approach to making improvements that integrates across many initiatives (college re-design/guided pathways coordinators; Director of Communications, Marketing & Public Relations)

Provide customer service training for employees at all levels regarding how to serve students and internal stakeholders effectively and efficiently (Superintendent/President; vice presidents; Professional Development Committee)

Ensure employees at all levels respond on timely basis to email and phone calls (Superintendent/President)

Ensure that established queues are followed in responding to requests/tasks/work required, and shorten queues as possible (Workflow Efficiency and Digitized Paperwork Task Force; vice presidents)

Align the purpose of institutional units with institutional goals; stop doing things that matter less to concentrate on things that matter more (Executive Cabinet)

Ensure that time and energy are placed on strategic priorities and other high priority issues in employee work assignments (vice presidents and managers), in participatory governance meetings (chairs), and at the College more generally/flex days (Professional Development Committee)

Ensure that all employees understand the broader context of their work, and how it contributes to institutional performance and student success (Superintendent/President, vice presidents, and managers)

Provide facilitator training to council and committee chairs to ensure effective and efficient meeting management (Superintendent/President)

Expand co-chairing opportunities for councils and committees to allow for administrator/faculty/staff tri-chairs as feasible (College Planning Council; Executive Cabinet)

Increase the pool of potential College leaders by providing opportunities for leadership development open to any interested employee, and that allow faculty, staff, students, and administrators to participate collaboratively in external workshops and to work jointly on internal issues (Professional Development Committee)