Windward Community College
GSIEC Self-Assessment

Briefing to IEC
November 21, 2011
Sense of Place
Location, Location, Location

- Beautiful campus in a good location
- Lots of space and attractive architecture
- Energy is very Yin (soft, yielding, diffuse, cold, wet, and passive – associated with water, earth, the moon, femininity and night) – encourages reflection – a good place for a college
- A place of harmony and balance
  - Ola: Life, health, well-being, living, livelihood, means of support, salvation; alive, living; curable, spared, recovered; healed; to live; to spare, save, heal, grant life, survive, thrive
  - i: agent, source, instrument, causation, because of
  - ka: definite article
  - Honua: land, earth, world
- **Ola i ka Honua** – Life from the land
  Spiritual well-being from the place
Governance Structures

Bureaucratic
- Provost
- Faculty Senate
- Academic Affairs
- Student Services
- Admin Affairs

Collegial
- Admin
- Faculty
- Staff

Political
- Admin
- Faculty
- Exec Council
- Budget

Anarchical
- Faculty
- Admin
- Staff
- Process

Governance at Windward Community College

- Collegial or shared governance is dominant model
- This structure is appropriate for Windward CC
- A small, tight-knit community
- Information flows quickly around campus
- Committee work encourages participation but can become a burden
- Problems develop when faculty feel they are not being heard
- Effective communication is essential to ensuring a positive campus climate
Notable Quotes

- It shouldn’t be a mystery what good governance looks like
- What do we really want to know?
- Windward goes by its own drum
- Evaluation is all the rage (in higher education)
- (Process) holds management’s feet to the fire
- We’re assessing the heck out of this place right now
- (GSIEC is a) process run amok
- How honest can we be if they can figure out who we are?
- People want and need a voice
- Administrators do listen to input when it’s there
The Vicious Cycle of Faculty – Administration Relations

- Estrangement
- Criticism
- Conflict
- Criticism
- Estrangement
- Conflict
- Criticism
- Estrangement
Thoughts from Research:

A climate of civility and trust is essential to successful change (governance)

Effective governance requires a renewed sense of community based upon intensive, communication-rich interaction

The only difference between building blocks and stumbling blocks is how we use them

Management is about doing things right; leadership is about doing the right things

Leadership in governance means the creation of climates under which organizational participants want to contribute more than the bare minimum required of them in service to the institution’s purpose

Shared governance can be defined as a mutual recognition of the interdependence and mutual responsibilities among stakeholders for institutional decision making relating to mission, budget, teaching and research

A key to a successful faculty-administration relationship is a sense of partnership capable of supporting a culture of shared enthusiasm
Self-Assessment

- The intent is good

- Issues / Problems:
  - Low response rates on surveys – makes them inaccurate
  - Confusion about member vs non-member surveys
  - Survey questions ambiguous
  - Distribution of survey results not timely
  - Lack of clarity on assessment process
  - Duplicates the 360
  - Comments very negative and in some cases hurtful
  - Concerns about privacy
  - Lack of closure or follow-up
Moving Forward

- Should the GSIEC continue?
- If so, how will it be organized?

New sub-committee will have to address some key issues:
  - Survey redesign
  - Resources for Institutional Research / summary analysis
  - Self-Assessment performance / enforcement
  - Communication of results
Recommendations

- Self-Assessment process should continue

- Survey should be revised:
  - Eliminate member / non-member distinction
  - Reduce number of questions
  - Choose a pool of respondents, similar to the 360
  - Use rubrics to create performance standards

- Scope of self-assessment should be re-determined / lessened:
  Senior administration, Deans I & II, Faculty Senate, key standing committees
  Department chairs?
  Put some on annual review, some on rotation

- GSIEC subcommittee responsible for ensuring compliance

- Results have to be communicated more broadly
Ideas for Further Research / Consideration

- Evaluation / Assessment of Decision Making Processes:
  - Provide clarity around decision making responsibility
  - Not all decisions have to go through a committee
  - Avoid decision paralysis

- Access and Communication:
  - Friday afternoon tea
  - Town-Hall meetings
  - Regular communication / publication
  - Break the vicious cycle that leads to destructive conflict

- Align processes / decisions with organizational values:
  - Define Windward’s organizational values
  - Display / Disseminate these values widely

- Respect one another – ensure civility in conduct and communication
- Pay attention to fit when staffing
- Provide training as needed for management
How do you Envision Windward’s Future?
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