

## Evaluating President's Cabinet 2014-2015 Work - RESULTS

June 1, 2015

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	Strongly Disagree.....Strongly Agree				
Cabinet was an effective team in 2014-2015	1	2	3(10)	4(10)	5(4)
Cabinet was an efficient team in 2014-2015	1	2(2)	3(14)	4(8)	5
I got what I needed from Cabinet meetings	1	2(2)	3(12)	4(6)	5(4)
President's Cabinet is a Performing Team	1	2(1)	3(12)	4(7)	5(4)

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### WHAT WORKED?

Overall

- *Good sharing of information from area I need to learn more about*
- *Good communication, meaning critical updates*
- *Hearing President's perspective/direction*
- *Department updates*
- *Sharing information*
- *There is more documentation and recognition of the work being done from each area – less silos*
- *Team members have a more walking knowledge of what occurs in other areas*
- *What worked was the amount of information that was shared in a 2hour meeting*
- *Presentations were clear, succinct and pertinent for all who attend*
- *Presentations of major work items were useful and informative.*
- *There is more transparency*
- *Providing conference call options has benefited participation*
- *Presentations are done well*

Meeting/Agenda Preparation and Structure

- *Focused agenda items*
- *President's Reports*
- *We are getting better at planning for our items on cabinet and putting it in writing*
- *Rigor of presentations is improving; connecting with data, etc.*
- *The work of the college came from the leadership in President's Cabinet. Issues, concerns, accomplishments and courageous dialogue was completed in the meetings. The meetings assisted in everyone being dialed in to the pulse of the leadership. The team was provided the opportunity to take on challenging projects and then report back.*
- *Topics brought to and shared with Cabinet are relevant and useful to the group*
- *Encouraging participation and presentations from each area works well, unless you are on the bottom of the list. LOVED that after a few meetings, each area was told to pick most important items to present.*

- *Topics*
- *It is important for the leadership team to meet on a weekly basis. Having the action items are key. It is important to make sure the items are finalized thru completion*
- *It is important to hear from the executive team on a weekly basis regarding hot topics, issues, etc.*
- *The time to meet is ok – 2 hours max!*
- *Communication between different leaders helped me understand resource availability; understand the areas in which I could gain the most support; and given me a sense of trust in how decision are made*
- *Meeting frequency*
- *Campus-wide issues were discussed*
- *Good format for sharing information and norming communication of campus work. Honestly I cannot imagine not having Cabinet because I would feel disconnected as an admin team. So, the communication is very critical and helpful.*
- *Informational items were shared. We all heard the same thing*
- *Having resources/documents available after meeting*

#### Member Engagement/Responsibility

- *Attendance is mostly good*
- *Engagement at meetings is good*
- *The collegiality at these meetings worked also. It showed the depth of professionalism that is needed at this level to hard work done effectively*
- *Quality of presentations is improving*

#### Team Dynamics

- *There is more awareness of what is going on in other areas. This is in large part due to information shared at Cabinet. This is important because it helps us avoid pitfalls and problems but also helps us stay connected. Communication outside of Cabinet has improved, but could still get better*
- *There was an identity established within the team; for example, the roles and working (performing) relationship seemed to be understood. However, I never felt like I understood what that relationship as based on. No information, rules or procedures were openly shared. I discerned that I had to reach out because very few members reached out. In the last month, I was able to contribute more (participate).*
- *The enthusiasm of the team motivates me to perform*
- *Time together*
- *Campus collaboration*
- *Team is more cohesive, genuinely seems to value one another*
- *Team building*
- *Connections with other departments without distraction*

## **WHAT COULD BE IMPROVED?**

### Overall

- *Strategic alignment; goals measurements; progress of achievement; budget implications; SWOT analysis of new initiative ideas; Cabinet's involvement in external leadership opportunities; succession planning in management level*
- *Process and procedures for facilities department requested projects*
- *Decision making is not efficient or effective*
- *We cannot forget the everyday work – sometimes we focus on the initiatives.*
- *Sometimes we move too fast and take on too many initiatives, it feels like a race*

### Meeting/Agenda Preparation and Structure

- *Sticking to pre-set times will allow those who prepped to speak to present their work*
- *Maybe every other Monday can be internal issues and other Mondays external*
- *Keeping to timelines in preparing material*
- *Sometimes there is not enough time to review all items on the agenda which delayed agenda items for a couple of meetings; each Vice President should work with their groups to decide which items need to be put on the agenda*
- *There are times when the information shared is too much. Once the meeting is over, there is not time or energy to reread the documents*
- *Agenda items need to be prioritized: it is frustrating to be on the agenda and running out of time or your item tables*
- *Have a clear focus on a theme/purpose to each meeting vs. various agenda items*
- *Discussion need to be deeper, more comprehensive; not presentation-questions-move on; not dominated by 1 or 2*
- *Reduce overlap between Cabinet/SALT/EAC/FAS*
- *Focus on other than student/faculty areas; at times it seemed top heavy with data*
- *More information from security and how they have improved*
- *Planning further in advance*
- *Clarification on what items to bring to Cabinet and formality; are we free to openly express our opinions?*
- *Fewer meetings – quality vs. quantity*
- *Team needs to focus on the biggest challenges... it felt like we were in the weeds at time.*
- *Too many bunny-trails; difficult to have focused conversations due to large team*
- *Too discussion oriented; not action-oriented*
- *Planning further in advance; given how tight our calendar often are, it is unrealistic to expect us to come prepared when materials are posted to the folder the day of or the day before the meeting. (Alternative meeting strategy: rather than information presented at meetings, participants are expected to read, contemplate and analyze materials/concepts*

*shared in advance and be prepared to engage in deep discussion. It does require advance planning but it hold members accountable.)*

- *If Cabinet is to be a lead in the planning and strategic direction of college, please permit Cabinet to become a collective brainstorm, decision, and organization entity. Too much of the meeting is one directional, and merely information sharing. If the collective wisdom could be harnessed in determining the direction of the college, we would get more buy in and team orientation.*
- *Content was repetitive with Admin Council, however it helped bring information home*
- *Meetings are too long and too often—cancelling them at last minutes wastes time that could have schedule for better purposes; a lot of the discussions are not relevant to my area; meetings could be focused on particular issues with the appropriate people involved*
- *Efficiency of meetings*

### Member Engagement/Responsibility

- *Some members of Cabinet do more work and other pass on the work*
- *Improve ability to see the door rather than continuing to bang head against the wall*
- *Follow-up on action items; members to take more personal responsibility for seeing it through*
- *Limit use of technology at meeting for everyone except note taker; improve focus and engagement*
- *Member engagement; doing emails, being silent, absent, sitting on the side*
- *More focus from members during meetings, and not using mobile devices for emails and texts*
- *Increased engagement when in meetings; increased connectedness and support for one another – do we really have each other’s backs?*
- *Being able to see how a direction is changing but paying attention to comments by colleagues, particularly the President*
- *Understanding of how the work of one area impacts the work of others*
- *Greater emphasis on responsibility to communicate information*
- *Need to put our technology away and focus on the issue under discussion*
- *Members are very busy, but should seek ways to find time to prepare for our roles in each Cabinet meeting*
- *Members are not engaged and “team-minded”; many are distracted doing email and setting poor example for new members; members are not prepared;*

### Team Dynamics

- *Level of trust among all members can be improved*
- *Members do not feel uniformly empowered*
- *Lead by example rather than speak the words—Sonya does an excellent job of this. However, not all Cabinet members do the same. WE need to work on building trust and cooperation as we understand our individual strengths, we can build on our group strength*

- *President and VPs need to connect equally with all of us, we do not or should not feel like there is favoritism*
- *More “off-campus” activities to increase connectedness and encourage on-campus interaction*

### Communication

- *Review the role and purpose of President’s Cabinet at start of each semester*
- *Clarify what comes to cabinet and what goes to other groups*
- *Relaying to everyone when priorities shift*
- *Need to be conscientious that if we value honest, transparent communication, then that should be fully endorsed. One example are faculty positions that were discussed in Cabinet, but other positions were posted to the website that were not discussed.*
- *There are lots of things happening but sometimes I am concerned that the first time I heard of something was in Cabinet. Many times those efforts impacted by area and I had no leading knowledge.*
- *Establish purpose of Cabinet*

### Cabinet Composition

- *Cabinet should be upper college leadership, maybe President’s direct reports and one level below. Too big as it mirrors Admin Council.*
- *Team is too large and not effective*
- *Strong variety of participants, but too many people*
- *Like the inclusion of all members of Cabinet – we are too large of an institution to be smaller*

### Location

- *Room is not conducive to interaction*
- *Audio/visual in meeting is terrible. The entire room needs to be transformed*

### GENERAL COMMENTS

- *The fact we have accomplished so much indicates we are doing great work and functioning as a team. I still believe we can always improve and make things even better; still have concerns with the volume of work and the many things we try to do at once.*
- *Great collaborations; respectful feedback; common desire to ensure BC succeeds.*
- *Frequency of meetings limits time to implement action plans/items for future follow-up measurement*
- *Overall, the team is moving towards operationalizing the spirit of shared goals and accountability. This is a “good thing.” Some folks still need to fully embrace this “notion of team”—be less top down and more collegial.*

- *At times, Cabinet seems informational as opposed to transformational. I feel that sharing information is important to reducing silos, but do not feel Cabinet is as strong in making decision as it could be.*
- *Cabinet and Admin Council should move from same day – easier said than done.*
- *Attending Cabinet has helped me better understand the campus operational needs*
- *Team works together*
- *Members need to build more trust with one another and working relationships*
- *Cabinet should only be those that directly report to the President, or create an opportunity for the President's direct reports to collaborate and strategize on broader topics*
- *Often felt it was duplication of EAC and vice versa*
- *This is a great team to work with; this is an exciting time to be a Renegade!*
- *Cabinet is a valuable time to get together and share; I have learned a tremendous amount from attending*
- *It is an honor to be a member of Cabinet*
- *It feels like an honor to be included as part of this team. The discussion made me realize I am part of something big*
- *Too much overlap in composition and focus with Admin Council*
- *Recommend a smaller Cabinet with the focus on decision-making/action/performance; Admin Council stays the same with discussion of issues*
- *Would like to see retreat off-campus*
- *Often the same people are selected for everything*
- *Quite amazed when a new person arrives and we had no idea they were hired; perhaps develop something like "Welcome to BC" with a picture and 2 line bio*
- *Close the loop – presentations need affirmation, results or closing*
- *Really appreciate Executive Team's ability to contribute and lead when a member cannot attend*
- *Still learning to take it all in and apply it to my work*
- *Some presentations are hard to read and hard to hear from far side of the room*
- *Would like to see us assign times for discussion of topic – maybe a timekeeper to keep us on track would help. We could take turning being the time keeper*
- *As a group these are insanely great people-overworked and often under-resourced. It is frustrating that some "team" efforts and plans, where commitments and strategies are made sometimes get over-turned in some other meetings – which is fine if the decision must be hierarchical but make the Cabinet decisions a waste of time and speak to lack of transparency. On the other hand, the sharing of work by everyone on the team is a ripe environment for transparency. At times, it felt like people pontificate, compete or are standing on decision-making without adequate knowledge.*
- *It feels as though follow-through was not efficient or effective.*