ORGANIZATIONAL EFFECTIVENESS

Our organizational processes play a critical role in student success and overall institutional effectiveness. Los Rios will continually improve its organizational processes in order to enhance its institutional effectiveness and ensure its fiscal accountability and integrity.

BACKGROUND AND EVIDENCE

The following findings provide an overview of the issues and challenges facing the district related to organizational effectiveness.

Environmental Scan

- Lack of adequate funding for California’s Community Colleges is a growing concern. California and the nation are facing uncertain economic times and the next few years could be financially difficult.

- In spite of uncertain funding, enrollment growth is expected to continue. The district will need to maximize resources and organizational procedures to meet the challenge of growth in a period of possible funding decline.

Employee Survey

The employee survey indicates strengths and areas of opportunity for further study and improvement.

Areas of Strength

Areas of high employee satisfaction included:

- I get a feeling of personal satisfaction from my work.
- I am proud to work for this district.
- I understand what I am expected to do in my job.
- I understand how my job contributes to the general mission of the district.
- Our students receive a good quality education.
Areas of Opportunity

Areas of low employee satisfaction included:

- My department is adequately staffed to achieve our goals.
- There is adequate coordination across divisions, departments and the district.
- Pay is adequately based upon responsibility of the job.
- Information is communicated quickly up, down and across the organization.
- There are adequate career opportunities/opportunities for promotion.

College Affinity Focus Groups

The affinity groups also indicate areas for improvement:

- Lack of a collaborative team approach.
- Concern about a lack of understanding of college processes at the district office.
- Need for professional development opportunities to be fully supported by supervisors.
- Need for staffing patterns to allow employees in small offices to be released to attend professional development activities without adversely impacting students or customers.
- Need for professional development in effective pedagogy, cultural competency, and technology skills.
- Interest in cross-training and job-swapping to facilitate knowledge of different units within colleges and within the district.

There is a strong correlation between items in the employee survey and findings in the college affinity groups.

- Staffing has not kept pace with increasing service levels.
- Need to improve coordination of college planning and districtwide planning, regarding institutional planning, technology, communications and outreach.
- Interest in team-based work arrangements that promote job mobility.
- Need for improved communication and accountability in planning and governance activities.
ORGANIZATIONAL EFFECTIVENESS
STRATEGIC DIRECTIONS

To respond to the findings listed above, the district will pursue the following strategic directions (not listed in priority order):

1. Improve internal communication and partnerships and strengthen collaboration throughout the district.

2. Develop shared understandings and agreements regarding the appropriate level of centralization and decentralization of responsibilities.

3. Increase coordination among college and districtwide planning processes.

4. Promote, enhance and increase access to employee development.

5. Recruit and retain motivated and qualified employees who reflect the diversity of the district’s communities.

6. Provide high-quality and responsive technology services including the implementation of the PeopleSoft business, human resources and student systems.

7. Address staffing and facilities challenges associated with enrollment growth while maintaining financial stability.

8. Increase resources available for achieving district goals, including public funding, apportionment, grants, alumni giving, bond funding, endowments, contract education, and foundation funding.

9. Communicate the value and benefit of the colleges and district, promoting our academic excellence, quality of instruction, and contributions to the region’s quality of life overall.

10. Continuously improve district and college administrative processes to increase efficiency and user-friendliness.