



MEMO

An Accredited California Community

ROSE MARIE JOYCE, Ph.D.

Interim President

TO: Fran Leonard
Chair, College Council

FROM: Rose Marie Joyce, Ph.D.
Interim President

A handwritten signature in black ink, appearing to be "RMJ", written over the printed name of Rose Marie Joyce.

DATE: October 15, 2010

RE: President's Decision Related to College Council Recommendation

I approved the following recommendation made by the College Council on October 14, 2010:

Selling the 10100 Jefferson property and the revenue thereof to be dedicated to the college building program.

The vote: 10 yes, 1 abstention

Communication/Participatory Management – Feedback to the President

November 4, 2010

College Council Meeting

- When the problems with the building program came up, it wasn't the end of the world. Blaming is what we used to do.
- We were cited by earlier accreditation visiting teams for our dysfunctional mode that was conflict-based rather than resolution-oriented.
- We've developed a problem-solving culture. We've evolved with a working governance structure in place. BPMC members read a lot of reports, have developed a trust.
- The building program problems really brought home to us that we on committees thought we were well-informed. We're now making sure everyone gets the information.
- People who "owned" these building (planned projects), as they became aware of the scope of the problem and what needed to be done, were willing to give up on what they'd planned and settle for less than what they had imagined.
- It was difficult when we made decisions about the building program not to be able to answer questions asked by those we represent because we were unable at a particular time to disclose those decisions (i.e. negotiations were yet to take place, which those decisions might impact).
- A further evaluation of the governance process should reconsider "consensus." Why not vote? We are a democracy.
- Daniel Coleman's book Groupthink talks about how people are pressured to concur/go along with the majority.
- This pressure to go along with the majority can also happen with voting.
- When we speak to power, we need to be clear/knowledgeable. Develop some practices. Set clear timelines.
- The fact that we're thinking/talking about this is special. Perhaps this can be a standing agenda item for a mid-year self-assessment/evaluation, instead of at the end of the academic year, in order to make improvements/adjustments, as needed, half-way through the academic year.
- Before we assess, we should await the results of the campus climate survey to see what others think about the communication.
- A campus climate survey is one factor to consider in any assessment, along with other factors.
- Talk to the average colleague for whom things may not be so rosy.
- The building program overcommitment has taken a lot of time and energy. Despite this, we've still focused on work that proceeds: program reviews.
- We should work on more readily accessible and solid information. The idea that money was mishandled is still around.



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TO: Fran Leonard
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Interim President

DATE: November 4, 2010

RE: President's Decision Related to College Council Recommendation

I approved the College Council's recommendation for an SLO coordinator position to be filled in Spring 2011.

Thank you.

A handwritten signature in cursive script, appearing to read "R. M. Joyce", written in black ink.