



Dear College Community,

You asked for it; you got it! It is my pleasure to share with you a MEMO on the TRUST PROJECT.

Thank you to everyone who gave feedback during Opening Week! We learned how leaders can build trust and relationships collaboratively, improve communication and transparency, and provide the training opportunities needed to support those efforts. Please find below an Executive Summary for those who just want an overview. For those who want all the details, please keep reading. Quoted feedback can be identified within this document with noted quotation marks "" and purple font.

EXECUTIVE SUMMARY

"It is exciting to know that people are asking our opinions and I hope we are able to do something positive with all of this information."

All the data generated from the "Trust" activity that we participated in during Opening Week can be found in links below (In the Long Version). Based on that feedback:

- We have developed several principles that we will use to plan and create future professional development opportunities.
- We noted that several items requested are already happening, such as:
 - Ongoing open office hours with the President and Executive Team (ET) members.
 - Communications & Marketing (C&M) is being reorganized and will be housed on campus.
 - Staffing levels have improved some and additional attention is being paid to areas that are disproportionately struggling.
 - There are many new additional support structures being launched for diversity, equity, and inclusion (DEI) at the College, and many more to come (we have a lot to do, of course).
- We have prioritized the next steps, including:
 - All presentations to the Board of Trustees (BOT) and "big picture" items will be presented to the College Council and other groups to help keep everyone informed.
 - A cross-constituency professional development (Pro-D) committee will be formed to proactively organize basic training, area-specific training, and leadership training based on the principles above and items recommended in the trust activity.
 - I will work with all administrators to determine what regular department meetings are happening (and those that are not) and work to create ongoing opportunities within those units where all faculty and staff have a regular place to check-in with colleagues and address needed improvements.
 - We will create a President's Advisory Council (PAC)--comprised of all representative constituent groups to provide recommendations to myself and ET.
 - We will create a Strategic Enrollment Committee (SEC), reporting to the Strategic Planning & Budget Council (SPBC), whose job will be to integrate ideas and practices for pre-planning as we develop our strategic plan this year.
 - Our telework policy/procedure is being reviewed by ET and will be discussed with the classified union, with the intent to allow more flexibility for classified and

administrative positions, as appropriate to the role and duties. The deans are working on a proposal to create more flexibility for faculty while still meeting mission needs.

THE LONG VERSION!

“It is exciting to know that people are asking our opinions and I hope we are able to do something positive with all of this information.”

We certainly are. The quote above is one of many from our “Trust” activity that the campus participated in during my President’s Welcome remarks during Opening Week. The activity asked folks five questions that were derived from a retreat this past summer with ET. Over 300 people were invited to participate and give feedback in person and through an online form. All the feedback can be found here: 1) [feedback](#) generated in Zoom break-out rooms that was then posted in the Library for folks to add “likes” and comments and 2) additional [feedback](#) generated through an anonymous online form.

I read all the comments, twice. There are many suggestions that are worth pursuing but following some advice in the comments, we will prioritize major projects to help us move forward.

I. First: In order to be mission-focused, place DEI at our center, and serve a robust international, online, and face-to-face program (and bring back face-to-face communities who have left, particularly communities of color), we need to create the principles by which we should work together to do so. I asked ET to consider the same thing over the summer. These are the items that jumped out at me. The lists generated by ET and then by campus during Opening Week were very similar.

These are the 16 main components:

Respect	Reliability	Accountability	Transparency
Humanistic communication	Follow-through	Inclusive decision-making	Support
Reflective listening	Accountability	Decision making with rationales stated	Growth mindset
Role-model what we want to see	Consistency	Self-awareness	Openness

II. What Is On Track Already?

Some of the items that people requested during the trust activity are already happening:

1. “Most of the upper Admin has been appointed. Many were “Acting” and “Interim” for way too long before that. There seems to be a double standard where certain classifications can skirt around hiring processes.”
 - a. Since I arrived on July 1, 2022, all new positions reporting to me have been and will continue to go through the standard recruitment and hiring processes. Appointments will only be considered under rare/unique circumstances and will still involve input from the campus.
2. “Having a centralized C&M department that is a core part of the College – FT employees of the college, not contractors.”
 - a. The College has begun a transition plan to recruit and hire a full-time Executive Director of C&M / Public Information Officer (PIO) and create a local C &M team.
 - b. We will be creating a new classified staff position for this team that will have as part of their responsibilities all internal communications. This position will help synthesize, organize, and centralize communication that goes to all of us. To address suggestions such as “Open communication, different modes of communication for different learners (email, open forum, etc.).”

3. "It is going to take a while to stabilize our staff."
 - a. With Human Resources (HR) now fully staffed, a greater number of recruitments can be run simultaneously. HR has brought on 47 permanent positions since July!
 - b. We are focused on filling several key leadership positions this fall/winter. This includes the Vice President – Diversity, Equity, and Inclusion (VP-DEI), the Director of Financial Services, and the Executive Director – Communications and Marketing.
 - c. Human Resources and the classified union leadership have set up weekly check-ins to partner on individual unit needs. HR will also provide a focus on supervisory support and training across Admin Team/classified staff supervisor meetings this year.
4. "More support for DEI in all areas. We desperately need mandatory DEI trainings and workshops and practical ways to implement what we learn."
 - a. We are in an active recruitment process for a VP-DEI to help us coordinate this work. We are in the final stages!
 - b. We just conducted a DEI Climate Survey which has been shared with ET and the Diversity Committee. The results are going to the BOT and College Council next. The results will help us set goals and create action steps for this year.
 - c. We are in the process of approving a Request for Proposals for a DEI Strategic Plan as proposed by a shared governance workgroup.
 - d. Aisha Hauser, the College's current part-time DEI trainer, continues to be available to do DEI training. Please feel free to reach out to her to prepare training for your team! To schedule an appointment, please use: [Calendly](#)
 - e. A "Decolonizing the Syllabus" training will be coming to Faculty Senate Council this fall. Faculty Senate Council representatives are collaborating with faculty from another institution to bring this to Shoreline.
 - f. Many other projects are also coming- but I agree that we all need more DEI training and there is much more work to do.
5. Offer "open office hours."
 - a. All ET members offer monthly open office hours; they are listed on the [Employee Calendar](#).
 - b. The President has open office hours and will continue to host monthly community check-ins. The next one is on November 10th at 2 PM. I will ask someone to take notes and post those notes per a good suggestion from one of you! We will further discuss the Trust Project at that time.

III. Next Action Steps

1. "Quarterly update for main divisions of college: marketing, HR, IT, student learning & success, etc. Broader direction/projects of divisions." And "Recognize the fractionation. Create a position or committee that serves with regular meetings that bring the groups together with shared goals."
 - a. All reports to the BOT will be recorded and presented to the College Council and other representative constituent groups.
 - b. All big-picture plans/projects will be presented to the appropriate council/shared governance entity for discussion and recorded for those unable to attend.
 - c. An analysis of all existing committees will be done to determine how to connect them all together and to the big picture of the College.
2. "Really want 'tool' trainings- technology. Basic stuff that no one shows you and I'm tired of putting others out - Outlook, ctcLink, Teams, calendar etc. I don't think I'm the only one that could use 'remedial' help."
 - a. We will create a joint constituency Pro-D committee, led by HR.
 - i. This committee will bring together all Pro-D reps to organize this work (not to do all the training but organize training around needs).
 - ii. This committee will meet regularly.
 - iii. This committee will address Pro-D needs as requested by you.
 1. General training (ex. How to Use Outlook)
 2. Specific training in units and for faculty

3. Leadership training for managers with *specific requirements and emphasizing the principles above*
4. It will create an annual training calendar to proactively train staff and faculty
 - iv. This committee will work with the Foundation and C&M to create/support activities to increase campus engagement.
3. “In other areas department meetings went away over the last 2 years, lost communication (admin positions lost over pandemic, departments shuffled and then lost regular meetings).”
 - a. The President will be working with all administrators to ensure 1:1 and departmental meetings take place regularly and focus on support and problem-solving.
4. “A level of classified representation in admin decisions, or at least a liaison who goes back and forth. At the moment it feels like there is a pretty stark community and class divide between admin and classified.” And “I feel ignored by the ET, not allowed to contribute, not allowed to impact any decisions.”
 - a. We will be creating a President’s Advisory Council (PAC) as a pilot this year. The PAC will have representatives from all constituent groups including students and will have a collaborative role in decision-making and making recommendations to ET.
 - b. We will be creating a Strategic Enrollment Committee (SEC). This group will take great work that has been done previously and integrate that to include representation from International Education (IE), the Diversity Committee, eLearning Services, Workforce Development, Outreach, C&M, the Budget Office, and other relevant areas to begin shaping preliminary action-steps that we can take while we develop our DEI-focused Strategic Plan this year.
5. “The college recently transitioned from a part-time remote schedule to a full-time in-person schedule for employees. While I understand the logic behind this decision, I believe eliminating all remote work is FULLY detrimental to employee morale and trust-building at the college.”
 - a. Our telework policy/procedure is being reviewed by ET and will be discussed with the classified union, with the intent to allow more flexibility for classified and administrative positions, as appropriate to the role and duties. The deans will continue working on a proposal to create more flexibility for faculty while still meeting mission needs.
6. “More food, drinks, coffee on campus that makes it inviting for employees and students to interact on campus – we need more things to make it pleasant to be on campus.”
 - a. We are meeting in a week with a representative group of faculty, classified staff, and students, to create a Request for Proposal (RFP) to bring back coffee to campus!
 - b. We will do an RFP for hot food next!

I realize this list does not capture all the great suggestions. However, I think these items are a significant next step and will be helpful in our work together. Please feel free to email me feedback! I will keep you posted on the progress of these items. Be well and let’s keep the momentum going!

Best,
Jack