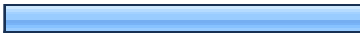




Review of HCCD Organizational Structure

1. Which of the following best describes you as a respondent? (Not required to complete survey)

		Response Percent	Response Count
Faculty member		53.6%	60
Classified staff member		26.8%	30
Administrator/manager		19.6%	22
Student		0.0%	0
		answered question	112
		skipped question	2

2. What are the strengths of the current organizational structure?

	Response Count
	41
answered question	41
skipped question	73

3. What are the weaknesses of the current organizational structure?

	Response Count
	45

4. Does the current organizational structure contribute to institutional effectiveness? If yes, provide examples of how it contributes to effectiveness.

**Response
Count**

36

answered question

36

skipped question

78

5. Does the current organizational structure hinder institutional effectiveness? If yes, provide examples of how it hinders effectiveness.

**Response
Count**

38

answered question

38

skipped question

76

6. How might a different organizational structure eliminate or improve on weaknesses in the current one?

**Response
Count**

40

answered question

40

skipped question

74



Page 3, Q1. What are the strengths of the current organizational structure?

knowledge and abilities to lead their areas.

Page 3, Q1. What are the strengths of the current organizational structure?

	"right" reasons. I feel like he has the potential to bring Hartnell College through some tough times.	
33	Open to free flow of ideas. Respect for each members ideas and expression.	Nov 5, 2012 6:38 AM
34	Clearer reporting relationships with stated responsibilities.	Nov 5, 2012 6:04 AM
35	It is known (in the past things would change and it would have been a secret). It is hard to comment on it because there are too many empty positions or positions in leadership with interim people in them.	Nov 4, 2012 8:43 PM
36	Commitment and leadership abilities of many organizational leaders. Pres, Inst VP, IT VP, KC, VP Stud Services - Superb	Nov 4, 2012 6:46 PM
37	Our new President/Superintendent has demonstrated a genuine interest in the daily activities of the college.	Nov 4, 2012 6:40 PM
38	Nursing has a "place" at the table (with a dean of nursing and allied health)	Nov 4, 2012 6:10 PM
39	Helps to locate departments within the department and personnel. Possibly able to click on a specific individual to link to email or helplink.	Nov 4, 2012 5:04 PM
40	I think our structure is confusing.	Nov 4, 2012 5:00 PM
41	This isn't really a strength of the structure itself, but the fact that it's clearly documented in any easy-to-find location on the web site is welcome.	Nov 4, 2012 4:53 PM

Page 3, Q2. What are the weaknesses of the current organizational structure?

1	<p>There are not enough administrators to adequately direct, plan, supervise, and communicate between parties. Instead of more Vice Presidents, the college needs more mid-level managers--deans and directors to work with faculty and classified work groups. A lot of resources are expended in some areas, while minimal amounts are spent in others. Mega-divisions should be broken down into smaller groups. As the importance and reliance on data increases for SLO assessment, and decisions relating to full-time faculty hiring, faculty need access to a full-time, permanent institutional researcher for consultations. Another weakness of the current organizational structure is that there are some academic disciplines that have no full-time faculty. Who will conduct, assess, and plan for improvements relating to Student Learning Outcomes for these disciplines? Who will conduct and take the lead for Program Review in these disciplines?</p>	Jan 7, 2013 4:04 PM
2	<p>In some like Matriculation committee where a major part of its function is about counseling there are no counselors on it.</p>	Jan 7, 2013 3:52 PM
3	<p>The structure is not balanced. You have many areas where your Management lack the skills and don't have the experience. People always willing to pass the responsibility to others. No processes. Time management.</p>	Jan 7, 2013 3:46 PM
4	<p>The choices made as to who assumed responsibility in the new management positions were poor choices on many levels. We don't have the leadership that is needed and we don't have the knowledge and understanding of the community college system. The distribution of responsibilities for the deans and the disciplines that they oversee is not balanced. In fact, it is grossly skewed. There needs to be a redistribution of responsibilities within the divisions.</p>	Jan 7, 2013 3:44 PM
5	<p>Rotating administrators and interim Deans.</p>	Nov 9, 2012 4:30 PM
6	<p>As the fundraising arm of the college, the Hartnell Foundation is excellent at its main responsibility of raising funds for the College. However, as a separate entity from the College, they should not be responsible for running educational or academic programs with little or no shared governance oversight from faculty, deans, etc.</p>	Nov 9, 2012 3:08 PM
7	<p>Accreditation should be responsibility of VP of AA not a dean. Where is UPS our security dept, shouldn't it be responsibility of Support Operations VP? Or I missed it on the chart. Is HR appropriately under Support Operations, seems it should report directly to Supt/Pres considering it works with the whole college, unions and negotiates the contracts. VP of Support Opns would supervise few areas but still the responsibility of this division is huge. It's the responsibilities of the division that require a VP level.</p>	Nov 9, 2012 12:27 PM
8	<p>Several positions still vacant but otherwise well-structured.</p>	Nov 9, 2012 12:12 PM
9	<p>From an internal viewpoint, the structure changes so frequently, it looks like we don't have a plan. Hard for employees to be effective in an every changing environment when the reasons for the changes of the organizational structure are not evident.</p>	Nov 9, 2012 9:01 AM
10	<p>Academic affairs is badly understaffed. There seems to be a lot of confusion about who is in charge of what. We have many millions of dollars in grant-funded activity, both privately funded and federal grants. The Foundation Office</p>	Nov 8, 2012 7:56 PM

Page 3, Q2. What are the weaknesses of the current organizational structure?

	should,be running the private grants and is doing both. If we are going to seek grants aggressively, we need to infrastructure to do it properly. Generally, too much turnover and not enough infrastructure. Not enough planning and thinks are not given a chance to gel.	
11	All employees still do not know who is overseeing certain areas or where people have moved to.	Nov 8, 2012 4:40 PM
12	Some of the administrators are overloaded. When all positions are filled, the difficulties should resolve.	Nov 8, 2012 4:35 PM
13	Staff do not feel included in decisions made at the college. Shared governance does not work, (even though this will be reviewed), currently it feels as if the management and faculty are taking the lead in all decisions.	Nov 8, 2012 1:18 PM
14	The names of the departments and deans keeps changing about once a year. This has been the standard for at least the last 7-8 years. We need more consistency so that it's easier for students to located specific departments and specific employees and not confuse them every time they return for the new year. Also, this will save a lot of money on employees having to reprint their business cards and other stationary as well as door plaques and other signage.	Nov 8, 2012 11:32 AM
15	The rate at which things move. The fact that conclusions are drawn, but the next week the topic is debated again if it isn't the conclusion wanted by one person or area. (Maybe because we do not do enough to announce when the conversation is taking place or to annouce that a choice was made by a shared process.) But I hate the doing it over again and spinning wheels feelings I get when things happen like that. I also feel that there is a lot of work to do, so many of those wonderful persons listed above are exhausted and worn out and we need to get others involved.	Nov 8, 2012 11:20 AM
16	The alignment of disciplines into Divisions isn't working. There's no clear leadership for career technical education disciplines that are not part of Advanced Technology, which are ADJ, Allied Health & Nursing, AOD, BUS, Digital Arts, and ECE. Second, part-time faculty are not being evaluated. There is a critical need to create a time line to get them all evaluated, especially new adjuncts in their first semester teaching at Hartnell.	Nov 8, 2012 9:37 AM
17	Does not show the relations between areas and how they support the core mission of the College. Lack of another layer of academic management to ensure sufficient evaluation of faculty performance No apparent evidence of Institutional Assessment	Nov 7, 2012 9:54 PM
18	Uneven work loads among managers that result in gaps in services. Too many people are serving on interim appointments.	Nov 7, 2012 5:59 PM
19	The two main academic administrators appear to be so overwhelmed by the number of duties they have and seem unfamiliar with the diverse areas they are responsible for that decisions seem arbitrary and made without proper input by faculty, students or community.	Nov 6, 2012 5:15 PM
20	There is limited support for faculty, and therefore, instruction. While there are five deans indicated on the chart, in reality, two of them are physically remote, and a	Nov 6, 2012 1:12 PM

Page 3, Q2. What are the weaknesses of the current organizational structure?

third is relegated to the management of a small area. The dean structure is too "flat" and does not allow for timely responses. The structure is also unbalanced: the Dean of Nursing has a limited number of departments under her purview (EMT has only one course!); this could be a director position that reports to the Dean of Math/Science while still meeting the BRN requirements. There are examples of how responsibilities are misplaced or simply not listed: Accreditation and curriculum should be shared among all deans and faculty (and staff, where appropriate); PPA and SLO responsibilities are not even included. The instructional area suggests that there are no PE faculty and that the College actually has a Student Success Center. ACE and FACTS (which is not grant funded as is depicted on the chart) appear to have the same weight as Languages and Fine Arts; Health Services and Emergency Medical Tech are also represented as a program, when in fact, there are only two HES courses. Several grants (Title V CUSP and MESA) are instructional yet are housed in the Foundation Office rather than under the direction of the Dean of Math and Science where they belong as part of instruction.

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| 21 | Deans are quite distant from faculty, with little knowledge of what is happening in any one department. With one dean also serving as VPAA and multiple divisions (Social and Behavioral sciences, Math/Science/Engineering, PE) collapsed under another, there is very little faculty-dean interaction and very little of the support and advocacy that deans in the pre-2008 structure provided for faculty. Also, the representation of the instructional side of the college in the administration is very small. Instruction and academic counseling are our purpose, yet the number of managers directly supervising instruction and counseling is small compared to the total. Another weakness seen is that there are instructional related programs (MESA and Title V CUSP grant) that are being run out of the Office of Advancement and Development. These two programs are intimately related to instructional programs. They entail curriculum development/redesign, articulation, student support/tutorial services, and financial support for courses and labs in STEM. These should be overseen by the dean of math and science or, at worst, the VPAA. In addition, there is one person who is reporting to the Foundation and the VP of Student Services. Both functions, School to College partnerships and K-16 Bridge are directly related to student services. The dual supervisor problem would easily be solved by connecting both of these functions under the student services umbrella. | Nov 6, 2012 12:43 PM |
| 22 | Communication and clarity are the two greatest weaknesses as I see it. We have lost a great deal of good people and "institutional memory" in recent years. The feeling by many is that we are in a perpetual state of chaos and uncertainty. Communication has been ineffective. A stable departmental structure does not exist to provide effective communication. In its place, we have an over-reliance on mass email that cannot separate the wheat from the chaff. It is unclear who is in charge of many tasks. The challenge to complete simple things is unreasonably complex. If it is hard for me as a full-time faculty member, I can only imagine how intimidating this place must be to our students when anything goes wrong for them. | Nov 6, 2012 11:26 AM |
| 23 | There needs an intermediate between Faculty and Administration, perhaps a chairperson for each department to oversee day to day matters. | Nov 5, 2012 9:37 PM |
| 24 | I really don't know much about this as I was just hired. | Nov 5, 2012 8:54 PM |

Page 3, Q2. What are the weaknesses of the current organizational structure?

25	We need to fill the Director of IT vacancies and assistant to the President positions. Also, the Grant Manager position should have a greater role in the college and more support staff since grants are a major source of funding for the College.	Nov 5, 2012 1:07 PM
26	People are spread too thin to adequately respond to issues, plan ahead, or communicate in a timely and effective manner.	Nov 5, 2012 12:24 PM
27	We seem to be top heavy with too many vp and no deans. To many divisions under VP's. A lack of vocational education for the community that will not go on to higher ed.	Nov 5, 2012 12:12 PM
28	The current organizational structure does not give enough support at the administrative dean level with less than 2 deans to serve the entire institution. There needs to be more deans to support different divisions appropriately. Additionally, there needs to be someone at the administrative level who can support distance ed. This is an area that has even less support than different academic areas. There needs to be more focus on this.	Nov 5, 2012 10:16 AM
29	Lines are blurred and way too many people are involved in issues that are not of their business. Not sure that a college of our size needs so many VPs. And I see little in terms of qualified people filling the ranks. It is not about how a last name sounds, it is about what a person can actually do, and how qualified they are. We have promoted some people for the wrong reasons, like length of service, or ethnic background, or hardship in life. So the structure is a mirror image of our societal mayhem, not that of a professional institution.	Nov 5, 2012 9:09 AM
30	1. I do not believe any weakness should deter student plans or interfere with educational needs.	Nov 5, 2012 9:04 AM
31	Unfortunately, there is a lack of decision making in our organization; many people do not want to take action and assume responsibility but rather stand behind the phrase, "it's not my job." This has to stop. Having so many people in interim positions causes uncertainty amongst those they supervise/manage. There is a disregard for professional courtesy amongst many employed by the college.	Nov 5, 2012 8:54 AM
32	* Some people are carrying various roles which sometimes leaves them less time to handle all issues that may arise in a timely manner	Nov 5, 2012 8:44 AM
33	Too to heavy Faculty Chairs would be much more viable and less expensive.	Nov 5, 2012 8:36 AM
34	1. Communication: communicating with each other as well as communicating to the campus community. 2. Not having a clear organizational structure as yet.	Nov 5, 2012 8:32 AM
35	Separation of similar programs. There are many similar programs being ran effectively at Hartnell. However, if you bring the programs together you would maximize the effort and efficiency from all involved.	Nov 5, 2012 8:27 AM
36	Experience. Time will improve this weakness.	Nov 5, 2012 6:38 AM
37	Inequities among what folks actually do at the same level of staff and administrative position. Inability to hold folks accountable may be a key reason	Nov 5, 2012 6:04 AM

Page 3, Q2. What are the weaknesses of the current organizational structure?

why the institution lags behind others: certain basic features, such as standardized procedures, and following best practices, simply do not exist in some cases. Without accountability, the institution essentially relies on those who make a greater commitment and care about the quality of the work they do.

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| 38 | There is either not enough leadership above the academic units or too much (Nursing has a Dean?). | Nov 4, 2012 8:43 PM |
| 39 | Too many changes Misalignment between conceptions and names of divisions and purpose/urgency of divisions Organize according to educational and vocational promise. If there are jobs, degrees and financial support accorded to specific discipline areas, organize accordingly. | Nov 4, 2012 6:46 PM |
| 40 | Most employees will likely observe that there isn't a sense of continuity or permanence. Current members of the administrative structure have demonstrated that they cannot defend many of their administrative decisions or diffuse conflict. This has caused a significant perception of lack of vested interest in the success of the organization. | Nov 4, 2012 6:40 PM |
| 41 | The people in the current administrative positions are new to the job There are many responsibilities for each administrative position | Nov 4, 2012 6:10 PM |
| 42 | Some need more detail within the department structure. | Nov 4, 2012 5:04 PM |
| 43 | Who is in charge? Who is running things? Whynnin 3"nover so high? I miss having deans. | Nov 4, 2012 5:00 PM |
| 44 | The administrators are spread too thick over the Divisions. It's not possible to get quick or at least timely answers and feedback from the administrative level. We have administrators with no or little experience in the subject areas for which they are responsible. | Nov 4, 2012 4:53 PM |
| 45 | There are no leadership roles between individual faculty and deans who are responsible for many disparate areas. We need to move in the direction of having either department chairs, "pod" leaders, or deans who are focused on one academic division instead of several at once. | Nov 4, 2012 4:53 PM |

Page 3, Q3. Does the current organizational structure contribute to institutional effectiveness? If yes, provide examples of how it contributes to effectiveness.

1	With more mid-level managers it could work. As it stands now, no.	Jan 7, 2013 4:04 PM
2	No. It actually wastes everyone's time and energy.	Jan 7, 2013 3:59 PM
3	Having all of Student Services in one same building is very helpful to the students because they don't have to be running around looking for offices.	Jan 7, 2013 3:56 PM
4	No, I see alot of difficulty by those in VP and Dean administrative positions who are over whelmed and having difficulty handlyng the job. Many irons- in-the -fire and limited follow-through. I have seen some very unprofessional behavior in meetings by upper management who became frustrated and when professional behavior was needed to control the situation.	Jan 7, 2013 3:49 PM
5	NO! We will get there, I'm sure.	Jan 7, 2013 3:46 PM
6	Overall, I would say no. Up to now there hasn't been much planning to speak of. We don't have a strategic plan and our educational master plan is outdated. We did have PPA plans completed by faculty and some of the student service areas. Administrative units are still working on getting that going. Student Learning Outcomes are defined for almost all areas both instructional and non-instructional and assessment is occuring at different levels. But this seems to be in large part due to the efforts of faculty. Facilitation of these processes by management has been minimal at best. Last year when we had the new structure implemented was the closest we have come to having management level support for these processes. Unfortunately, this year the structure was changed AGAIN and it became more lean which has placed more responsibilities on the deans thus making it more difficult to be involved in the facilitation of these processes. And actually, to address the question itself, the elephant that is in the room is that the "current" structure is yet just the newest one of 3 or 4 that has occurred in the last 5 years or so. There hasn't been organizational stability here since 2007 or so and without that stability you can almost guarantee that institutional effectiveness is going to be jeopardized.	Jan 7, 2013 3:44 PM
7	I think so. To be effective like functions should be together and I think org chart does that. Also I am considering the faculty views on this and I think they would agree. Personally I would want more faculty collaboration with administration but it's not in CTA contract and guess we get that through committees.	Nov 9, 2012 12:27 PM
8	Re-establishing Deans/Directors/Supervisors under VPs allows for greater work flow and increased effectiveness in response time and the processing of paperwork. Simply having an organizational structure in place is an improvement!	Nov 9, 2012 12:12 PM
9	Not so much the structure but the execution: more transparency about our finances gives more of a sense of realism about what we can accomplish. Shared governance is still evolving but more people have attempted to educate themselves about our processes and are more engaged in dialogue and decision making.	Nov 8, 2012 7:56 PM
10	Don't know yet as it still appears to be somewhat chaotic with offices moving, people moving around or leaving, etc. Things still need to settle down.	Nov 8, 2012 4:40 PM

Page 3, Q3. Does the current organizational structure contribute to institutional effectiveness? If yes, provide examples of how it contributes to effectiveness.

11	Separating Nursing and Allied Health has strengthened the programs by allowing better use of personnel, equipment, and services. It has allowed more opportunities to qualify for grants and has been an effective way to leverage expenses.	Nov 8, 2012 4:35 PM
12	Not unless everyone has an equal say in decisions.	Nov 8, 2012 1:18 PM
13	It does when it is consistent. In 2008-2009 we made great strides towards balancing the budget and getting the college on track with the shared participation of many. But all the cuts made ongoing sustainability hard.	Nov 8, 2012 11:20 AM
14	It's not hurting institutional effectiveness, but it's also not contributing to success. The management of faculty has improved with the reinstatement of Deans, but the organization of disciplines does not provide adequate attention to many disciplines.	Nov 8, 2012 9:37 AM
15	In some ways. For instance, having a VP-level position in charge of technology who is well-versed and well-connected in the fields of informational and administrative technology helps the college meet its academic and administrative technology needs. This probably wouldn't be so possible with a lower-level position devoted to this (which is common in many college structures).	Nov 7, 2012 5:59 PM
16	Not really as there seems to be a true bottleneck until last minute decisions as to class offerings and staffing for sections suddenly appear.	Nov 6, 2012 5:15 PM
17	I do not think that the current structure supports institutional effectiveness.	Nov 6, 2012 1:12 PM
18	No.	Nov 6, 2012 12:43 PM
19	I do not believe that our current structure does contribute to institutional effectiveness. There are good people trying hard to hold this place together, but we are burning people out.	Nov 6, 2012 11:26 AM
20	Yes, the chain of command is clear.	Nov 5, 2012 9:37 PM
21	Having Deans for each area is better than having faculty chairs since faculty already have too much on their plates. Also it is good to have someone to report to before reporting to the VP.	Nov 5, 2012 1:07 PM
22	Not in its current configuration. Again, the sparseness of the structure prevents the level of communication and interchange necessary to make good decisions and plan ahead.	, ao reportto before repoirs sisom
24		12 PM
25	, , it does not contribute to institutional effectiveness. In fact, it hinders it as it does not allow for the streamlining of activities, efforts and decision-makings.	Nov 5, 2012 9:09 AM
26	Yes, the academic standards are in keeping with the University expectations. Students are prepared to be able to compete with those at the University level. To prove this the graduation of Hartnell students transferring to University's	Nov 5, 2012 9:04 AM

Page 3, Q3. Does the current organizational structure contribute to institutional effectiveness? If yes, provide examples of how it contributes to effectiveness.

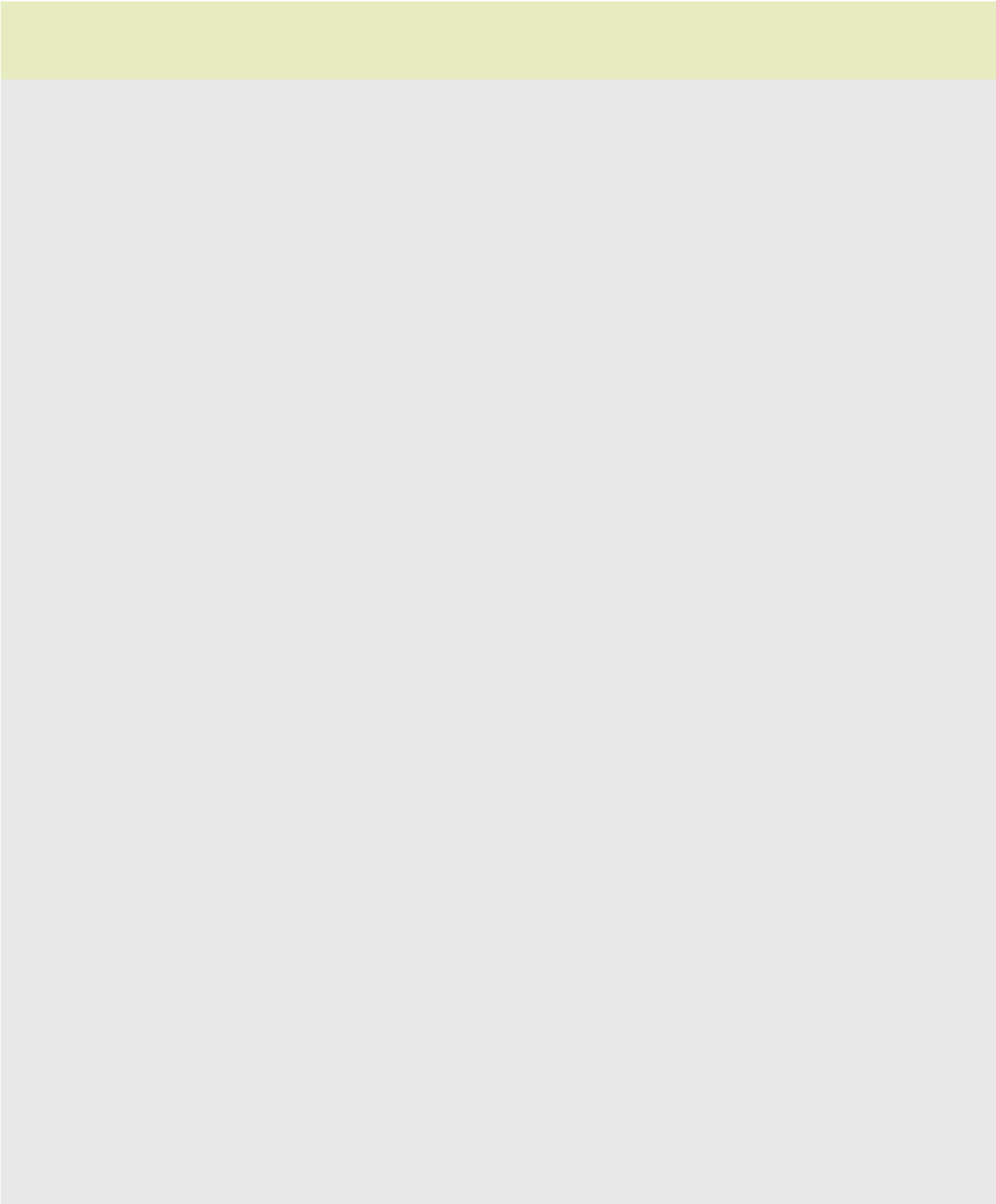
	checked against those who complete a 4 year degree would be evidence of the effectiveness of Hartnell education.	
27	Yes, in that everyone has clear roles.	Nov 5, 2012 8:44 AM
28	NO	Nov 5, 2012 8:36 AM
29	It seems like we're getting the job done as needed, putting out fires as they come up, but unable to take the time to put a strong, effective, structure in place.	Nov 5, 2012 8:32 AM
30	Yes, but I don't see the energy level rise to where it should be. Possible reason may be under staffed?	Nov 5, 2012 6:38 AM
31	NO!	Nov 4, 2012 8:43 PM
32	Difficult to say as the current structure is new.	Nov 4, 2012 6:46 PM
33	I have not been involved enough to know how to answer this question	Nov 4, 2012 6:10 PM
34	Yes, shows that we are putting the effort to help those viewing our website. Looks so much more organized.	Nov 4, 2012 5:04 PM
35	Maybe it costs less to run the college they way its being run now.	Nov 4, 2012 5:00 PM
36	No.	Nov 4, 2012 4:53 PM

Page 3, Q4. Does the current organizational structure hinder institutional effectiveness? If yes, provide examples of how it hinders effectiveness.

1	<p>Lines of communication and supervision are unclear. Who reports to who? Who is in charge of counseling? Of the library? Who is the "chief instructional officer?" What are all these "special" programs (TRIO, ACE, HEP, BSI, etc.)-- who oversees these and how do they relate to the college and its mission? Some faculty seem to report to multiple managers/deans/VPs? The committees I serve on (shared governance and Academic Senate standing committees) have administrators assigned, but the administrators never show up. Often they are "double booked" with meetings. Current organizational structure has not allowed for meetings in my department. This is November and there has not been one department meeting yet. Adjuncts in my department have not been evaluated in at least 15 years, even though accreditation standards expect that adjuncts will be evaluated. The current organizational structure does not enhance communication. A recent example is a key classified employee resigned from my department and many employees did not find out until after he left. The current organizational structure does not adequately support my department. Institutional effectiveness is not enhanced by this lack of support.</p>	Jan 7, 2013 4:04 PM
2	.	Jan 7, 2013 3:56 PM
3	No it will work if we follow the design	Jan 7, 2013 3:52 PM
4	Yes, the senior management or lack of is not moving this college forward as needed. The experience is not there with the senior management and the professionalism is limited, so in difficult situations this behavior does not help with closure of an issue and causes the faculty to wonder who is sailing this boat.	Jan 7, 2013 3:49 PM
5	<p>YES! Your VP's are on over load and can't seem to answer a simple question, which causes a break in effectiveness. Our processes are not streamlined in all areas, we work harder not smarter! You have some employees over loaded while others are not. I would strongly recommend that we hire an evaluator to review our labor effectiveness in all areas, I bet this would help our budget. The College needs to be ran more like a "Business"! If you belong to a particular department, then you should be the "experts" in knowing your area, but that isn't always the case in. Examples: A&R and FA don't answer calls! They were re-organized and I'm not sure how effective this was. The union negotiated professional growth opportunities only for them? I don't feel this was correct! The ACE program has so many issues where students have been promised so many things and find out that it was not the case, the Hartnell community knows about this, and what's being done? We continue to have the same person leading that area, which sends a negative message to many of us on campus that try to be engaged at work and do our part for a better work environment. I understand that Managers have trainings but don't attend! Faculty attitude on campus gives so much to talk about... which brings a negative moral to our community, they act like they are better than everyone else and don't act like professionals (yes, hard to fix that structure). They complain about everything!</p>	Jan 7, 2013 3:46 PM
6	See above.	Jan 7, 2013 3:44 PM
7	Without support and guidance, departments suffer academically and the faculty of these departments are always adjusting to a new individual vision. Classes should have been made transferable years ago.	Nov 9, 2012 4:30 PM

Page 3, Q4. Does the current organizational structure hinder institutional effectiveness? If yes, provide examples of how it hinders effectiveness.

8	Responsibilities of the class schedule, catalog, facilities should be directly under the VP, it crosses all disciplines.	Nov 9, 2012 12:27 PM
9	Not to my opinion. Helps disperse responsibilities; team-oriented.	Nov 9, 2012 12:12 PM
10	The multiple signature requirements bogs down the processes. In some ways this indicates a lack of trust and faith in the employee's ability to do their job in accordance with Title 5 requirements.	Nov 9, 2012 9:01 AM
11	Academic affairs: administrators are overwhelmed, avoidable mistakes are made (e.g., schedule). When decision makers are overwhelmed, they tend to make decisions hastily or not at all. Communication is a time consuming undertaking. When people are overwhelmed, they don't take the time to communicate.	Nov 8, 2012 7:56 PM
12	Somewhat as titles have changed that does not fit the forms for signature. Time is wasted. For example who is the Associate VP?	Nov 8, 2012 4:40 PM
13	Maybe look at the programs under PE? Some may be better served under different areas.	Nov 8, 2012 4:35 PM
14	Because the core of the organization keeps changing every year (deans, major departments, etc.) it makes us less effective, I believe. I just heard that we are changing "Support Operations" to "Administrative Services" soon. It was the "Business Office" for years then became "Support Operations" a few years ago. Now it's changing again. To me, this is inefficient and wasteful if it's not a priority. It just adds unnecessary expense to departmental budgets.	Nov 8, 2012 11:32 AM
15	It hinders effectiveness because we do not have enough systems in place to keep things running smoothly. It seems that we are always reworking how to do things (payment of fee dats, add drop dates, book order dates, things like that change.) it would be great if there was some calendar where everyone knew what was coming when. It would help the new and old, full and partime alike and administration too. Somehow we need to decide what is important, stick to it, and not keep putting out fires. I don't know how to do that when we are spread thin. I am trully hopeful and will be prayerful that the team doing the examining will have ENOUGH time away to really reflect.	Nov 8, 2012 11:20 AM
16		



Page 3, Q4. Does the current organizational structure hinder institutional effectiveness? If yes, provide examples of how it hinders effectiveness.

a model. This means that we are in effect ineffective because of duplication, lack of foresight and inadequate experience.

27 Hartnell needs more fulltime opportunities for Adjunct's. Most Adjunct professors have two or three educational jobs in order to meet financial obligations. Nov 5, 2012 9:04 AM

28 YES! too to heavy. Nov 5, 2012 8:36 AM

29 Is does hinder our effectiveness. One thing I notice is that everyone is stressed and therefore not communicating well with each other, not giving each other the

Page 3, Q5. How might a different organizational structure eliminate or improve on weaknesses in the current one?

1	<p>A clearer organizational structure, one with deans and directors in place, would provide for a more efficient and effective operation and instill more confidence in all employees, and result in better service to students and the larger community. Better, more timely communication, smaller meetings where there is time for an exchange of ideas, not just announcements, would be a positive outcome of smaller divisions. Administrator and classified participation on shared governance committees instead of just the usual faculty members would be a welcome improvement over the current situation. With adequate deans and directors in place, hopefully they will understand and value the importance of the committees and the key roles they play in community college governance. Mid-level managers would not only attend meetings but encourage and allow classified employees the opportunity to serve the college through participation in shared governance.</p>	Jan 7, 2013 4:04 PM
2	<p>If we could get some qualified, permanent administrators, it would be a vast improvement.</p>	Jan 7, 2013 3:59 PM
3	<p>If we were to get someone that would treat all of their employees the same way and have the character to face the problems that surge in the office and fix them. Not have other classified think and act like they are the managers. Get employees that want to do their jobs and not be rude the students and for all to remember that WE ARE HERE BECAUSE OF THE STUDENTS AND FOR THE STUDENTS. IF IT WASN'T BECAUSE OF THEM NONE OF US WOULD HAVE A JOB.</p>	Jan 7, 2013 3:56 PM
4	<p>We need to just find ways to encourage more employees to participate and trust the system.</p>	Jan 7, 2013 3:52 PM
5	<p>Upper Management, one with clear direction and understanding of their jobs. Working with faculty as support and helping move faculty in a collegial way toward the ultimate direction of the college.</p>	Jan 7, 2013 3:49 PM
6	<p>By having Managers with experience and that are vested in the College regardless if they are interim or not! Less stress, more structure will help have a healthier work environment based on what was shared above. (The organizational structure that we had back when Dr. Velau was here, I think was good and balanced).</p>	Jan 7, 2013 3:46 PM
7	<p>I actually think that the organizational structure we had prior to 2007 was more effective than anything we have experienced since. While that structure seemed challenging at the time, hindsight is 20/20 and now I would be happy to go back</p>	

Page 3, Q5. How might a different organizational structure eliminate or improve on weaknesses in the current one?

administrators and staff should not be brought in. Hire people the proper way and consider faculty input.

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| 9 | <p>Grants and programs relating to STEM (including Title V grants such as CUSP, STP, and STEM) should report to the Math, Science, Engineering department and to the VP of Academic Affairs. For example, the MESA program should also report to the Math, Science, Engineering department and upward to Academic Affairs (and possibly even Student Affairs in addition). At Cabrillo College, MESA is under the VP of Instruction. See: http://pro.cabrillo.edu/pro/factbook/Org_Chart2011.PDF To accommodate these changes, a Dean of Math, Science, Engineering should be created and spun off of the Dean of Instruction/Accreditation/Liaison. As in Cabrillo College, perhaps the Advanced Technology programs can be combined into the STEM department as well.</p> | Nov 9, 2012 3:08 PM |
| 10 | <p>I can't imagine trying to do another structure. Let's assure we have one this time that lasts longer than a year and encompasses future changes in cc's. Does this one look like most other CC's? Would be nice if cc's had similar structures at all different sites.</p> | Nov 9, 2012 12:27 PM |
| 11 | <p>The structure is somewhat dependent upon who is in the position. If that person leaves their position, everything changes. Without written policies and procedures set to guide the institution, the organizational structure changes every time someone new joins the organization.</p> | Nov 9, 2012 9:01 AM |
| 12 | <p>We don't simply need more administrators. But, in academic affairs, we do need a well-thought-out approach in which faculty chairs (in appropriate roles) work with administration in a mutually supportive way. We need more deans. If we take on significant responsibility like securing large grants or developing community education, that we develop the infrastructure to support it. We also need well qualified people to serve in these positions. We also need training and good communication to help them be successful in their jobs.</p> | Nov 8, 2012 7:56 PM |
| 13 | <p>Some people seem to be doing more than one job. Advertise for positions to be filled, i.e., VP of Academic Affairs. It is recognized that money is a problem, so why not make King City a director as before. It is hard to believe with all the unemployment that we could not fill that position as a director.</p> | Nov 8, 2012 4:40 PM |
| 14 | <p>Create at least a core organizational structure that isn't going to change (as other colleges do) to keep at least some consistency. Going from the titles such as "divisions" to "pods" and now to "deans" is wasteful. I thought "divisions" worked well with deans within the divisions until someone came up with the word "pods" which makes absolutely no sense for an academic organization. What a waste of time that all was a few years ago... a waste of taxpayer dollars (mine and yours alike).</p> | Nov the14 |

Page 3, Q5. How might a different organizational structure eliminate or improve on weaknesses in the current one?

should be a Dean of Instruction, CTE programs. Curriculum & Instructional Support doesn't need a Dean if the Vice President of Academic Affairs has experience and expertise with California regulations. These activities can be managed by the VPAA with a team of classified staff who have appropriate professional development opportunities and adequate technological support. The current instructional operations staff are extremely competent.

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| 17 | Develop a relational structure that would show the functional dependencies and relationships of the critical areas of the College - Academic Services, Academic Support Services and Institutional Support Services - as they support the core function of the College, that is student learning and success. Consolidate deans responsibilities then create the equivalent of the assistant dean positions to monitor and evaluate faculty. Create an Institutional Assessment unit. | Nov 7, 2012 9:54 PM |
| 18 | The only way that we can function well without more academic deans seems to be to have faculty taking on a leadership/evaluative role that is commonly done with academic chairs. I understand that they have rejected this option, but at what cost? When they don't participate in this way, it increases the divide of us-them, and justifies a debilitating victim mentality among some vocal faculty. | Nov 7, 2012 5:59 PM |
| 19 | Make the role of the two upper level administrators more that of facilitators and less dictatorial. | Nov 6, 2012 5:15 PM |
| 20 | For academic purposes, a structure that provided for deans of the major areas (Math and Science, Languages and Fine Arts, Social and Behavioral Sciences, and CTE) provided a more responsive structure for faculty and staff (and, therefore, students). Planning processes and results need to be transparent and discussed. There needs to be better collaboration, communication, and cooperation between student and academic affairs. There needs to be a culture shift that will occur only when College personnel feel valued and respected. We have had turnover in virtually all management positions in the last five years. As a result, we are unstable and are limited in leaders who have institutional history. (This is not to suggest that people should be retained in positions simply because they have been at the college for a long time); in addition, the degree of loss of qualified personnel has to be stemmed for us to gain stability at our College. Furthermore, filling positions on an interim basis contributes to a lack of permanence and commitment. | Nov 6, 2012 1:12 PM |
| 21 | The organizational structure should reflect the priorities of the institution. I understand the need for cost savings and a lean structure. However, the current structure seems heavily weighted away from instructional and counseling leadership. These areas should be a major focus of the organizational structure. A more evenly distributed structure would enable the college to efficiently use resources, yet still get work done in key areas. In addition to uneven distribution between academic and non-academic areas, the instructional deans' responsibilities are unevenly distributed. Two of the deans have multiple jobs that have been combined. The Dean of Instruction's area has a large number of full-time and adjunct faculty and active courses. The Dean of Languages and Fine Arts includes programs critical to student success initiatives. Moving the schedule, catalog, and instructional facilities functions into the VPAA office where they reside at many other colleges would be a start toward making that role more manageable. On the other hand, the Dean of Nursing and Allied | Nov 6, 2012 12:43 PM |

