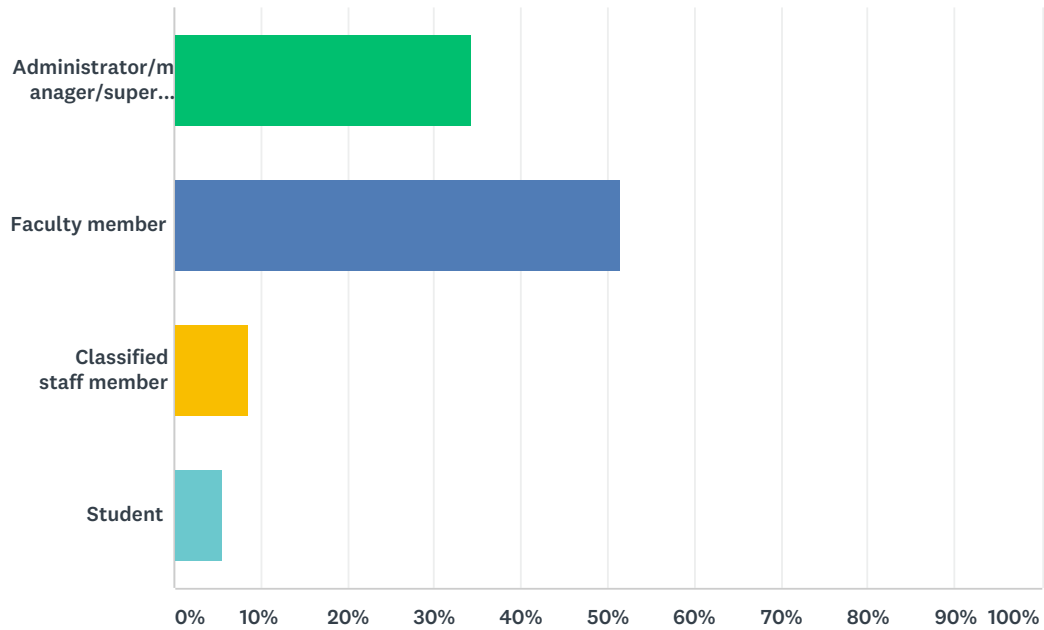


Q1 Employment classification

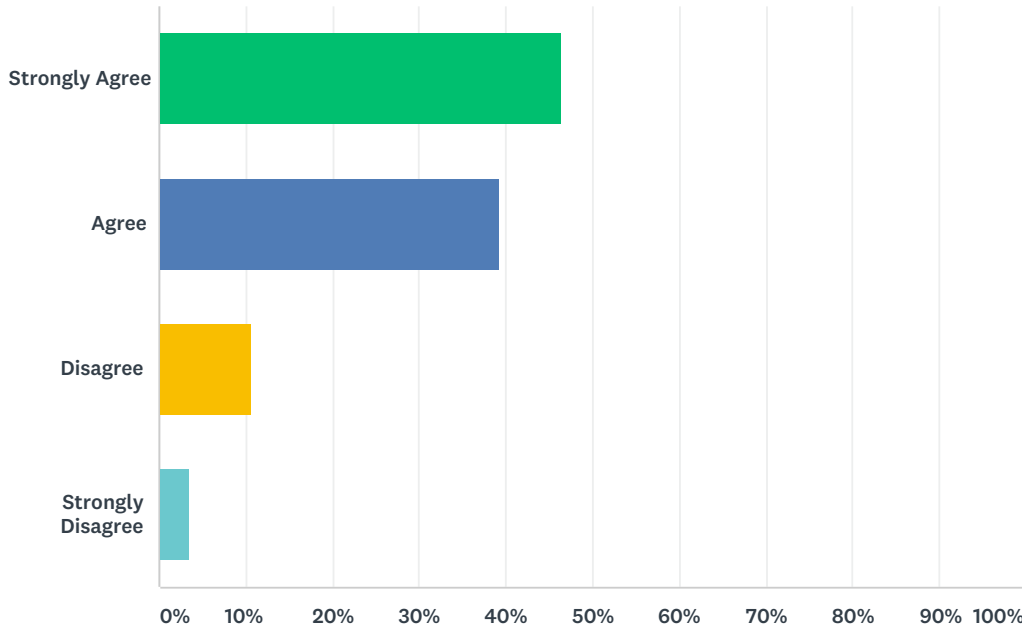
Answered: 35 Skipped: 0



ANSWER CHOICES	RESPONSES	
Administrator/manager/supervisor	34.29%	12
Faculty member	51.43%	18
Classified staff member	8.57%	3
Student	5.71%	2
TOTAL		35

Q2 Different stakeholders interests are consulted in order to reach a broad consensus of what's in the best interest of students, employees, and/or the institution, and how this can be achieved in a sustainable and prudent manner.

Answered: 28 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly Agree	46.43%	13
Agree	39.29%	11
Disagree	10.71%	3
Strongly Disagree	3.57%	1
TOTAL		28

Comments on next page

it is often in close doors among a small group of people, and decisions are imposed on us without real opportunities to consider our perspectives/inputs or when it is done it is just for the show with no intent to respect or implement changes to reflect the perspectives and inputs. Clearly transparency is missing. We learn about decisions and changes at random without a rational and real discussion why and by whom. People are selected or assigned to tasks and additional compensated positions not often based on the best qualified, experienced, and who worked on the project with a one focus: student first, but rather for other reasons, mysterious at best, but often because of personal relations, power consolidation or to please those loud/bully voices. Maybe at the expectation of a couple of areas such as college effectiveness.

Interests are consulted but not necessarily heeded. Being heard is not the same as being listened to.

The district does not provide enough of a voice to the classified employees. They have a hard time even being on committees because supervisors will not let them go.

Consulted is an incorrect word to use. An opportunity made for stakeholder's input. Unless stakeholder is confident in speaking to a group of peers and upper level management, their interests and involvement may not be obtained or forthcoming.

There is a clear attempt in consulting the different stakeholders, but those stakeholders don't often communicate with their broad constituent groups.

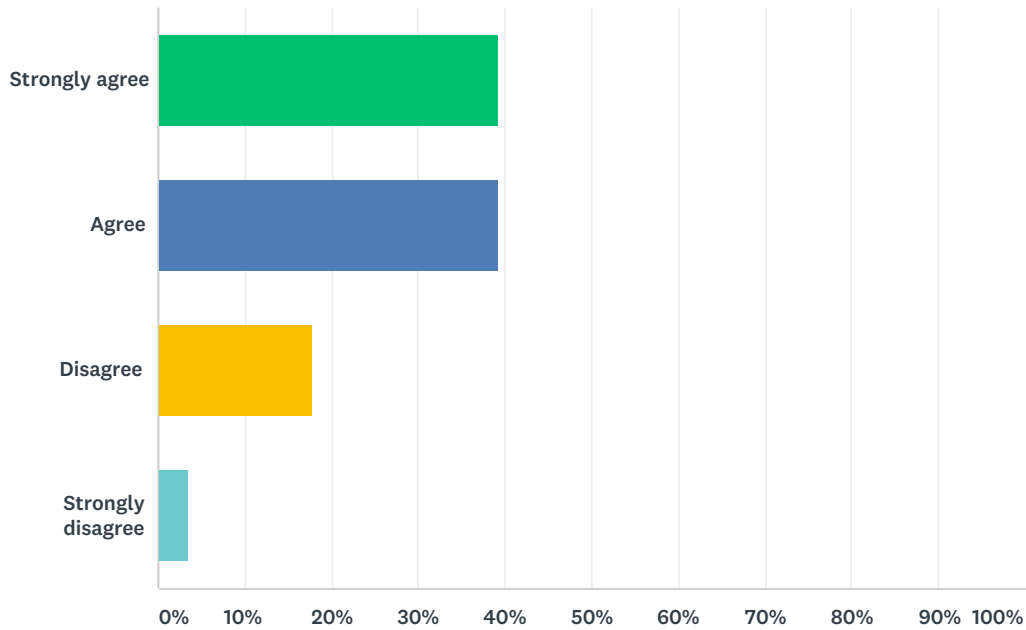
One thing I like about this system is that it should effectively eliminate any excuse for not knowing what's going on, or complaints that "nobody told me" this or that. Everyone belongs to some kind of employee group, and all such groups are represented on appropriate councils. So everyone gets to demand that their representatives keep them informed. We don't technically operate on a "consensus" model, but I take that statement to mean that, through broad-based dialogue involving all stakeholders, decision-makers have a broader appreciation for what would ultimately be in the best interest of all.

While the Councils have diverse membership, when members have a different point of view from the President, they are subtly shut down if he is present.

Governance councils are explicitly designed to incorporate input from various constituent groups. Additionally, those same constituent groups are consulted separately on certain issues, such as board policies and administrative procedures, and that input is considered by applicable councils.

Q3 The governance system and process are designed to serve the best interests of students, employees and/or the institution within a reasonable timeframe.

Answered: 28 Skipped: 7



ANSWER CHOICES	RESPONSES
Strongly agree	39.29% 11
Agree	39.29% 11
Disagree	17.86% 5
Strongly disagree	3.57% 1
TOTAL	28

Comments on next page

Many of those systems or councils are dominated, in term of leadership and voices, by a closed/selective group pf people. Agendas and Decisions are imposed, and initiatives are blocked and obstructed by those people, without regard of the interest of the students, faculty and the college, just their own selfish interest to consolidate their power or prevent really qualified people and good ideas from over shadowing them. No real opportunities to consider our perspectives/inputs or when it is done it is just for the show with no intent to respect or implement changes to reflect the perspectives and inputs. Clearly transparency is missing. We learn about decisions and changes at random without a rational and real discussion why and by whom. People are selected or assigned to tasks and additional compensated position not often based on the best qualified, experienced, and who worked on the project with a one focus: student first,, but rather for other reasons, mysterious at best, but often because personal relations, power consolidation or to please those loud/bully voices.

The multiple layers of oversight do not communicate effectively leaving some members on councils in a perpetual state of catching-up. This can be especially true when different councils can cover a specific topic

Things can get bogged down and take to long to get through the system.

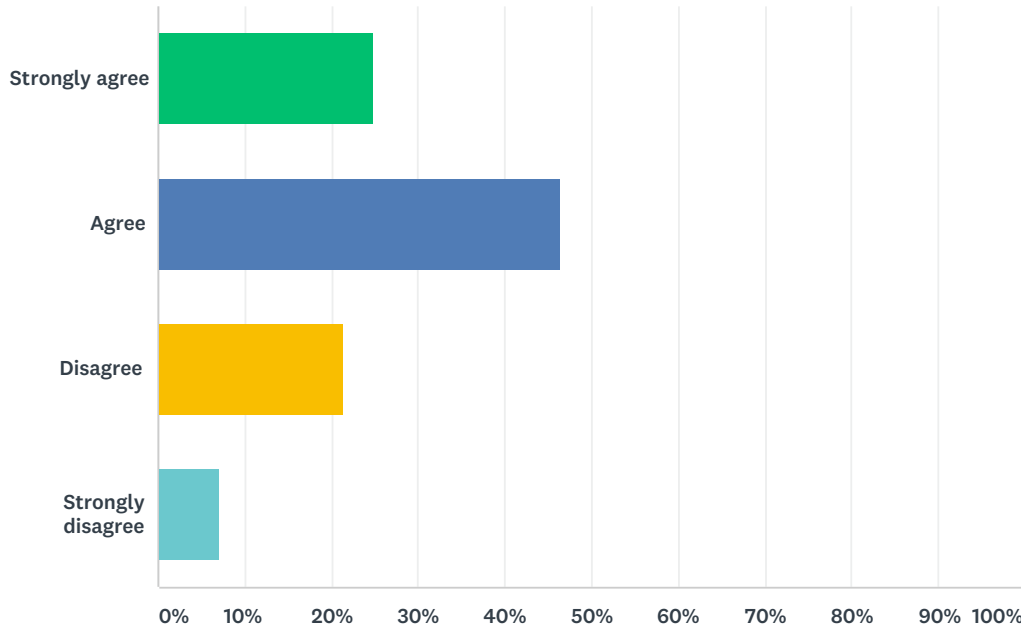
I do not agree with "reasonable timeframe". The shared governance process adds more hoops to jump through and items can fall through the cracks between councils. It may be effective but not always efficient. The process and design are to do so, but in action the system does fail.

There is an administrative imbalance in the Councils. It is rare that a point of view antagonistic to the administration gets put forward. For a while there was no quorum requirement which meant a handful of administrators could make decisions on their own. Now that this has been replaced with quorum it will hopefully be more balanced.

Although it is important to ensure ample input into recommendations, policy making, and decision making, the system and process were not designed to ensure that best interests are served within a reasonable timeframe.

Q4 The governance process produces favorable results that meet the needs of student and employees, while making the best use of resources - human, technological, financial, natural and environmental - at its disposal.

Answered: 28 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	25.00%	7
Agree	46.43%	13
Disagree	21.43%	6
Strongly disagree	7.14%	2
TOTAL		28

Comments on next page

This is because, many of those systems or councils are dominated, in terms of leadership and voices, by a closed/selective group of people. Agendas and Decisions are imposed, and initiatives are blocked and obstructed by those people, without regard for the interest of the students, faculty and the college, just their own selfish interest to consolidate their power or prevent really qualified people and good ideas from overshadowing them. No real opportunities to consider our perspectives/inputs or when it is done it is just for the show with no intent to respect or implement changes to reflect the perspectives and inputs. Clearly transparency is missing. We learn about decisions and changes at random without a rational and real discussion why and by whom. People are selected or assigned to tasks and additional compensated positions not often based on the best qualified, experienced, and who worked on the project with a one focus: student first,, but rather for other reasons, mysterious at best, but often because of personal relations, power consolidation or to please those loud/bully voices.

It often seems decisions are being made outside of the councils and are then presented to the council as if there are no other viable alternatives.

For the most part we do this well.

It depends. Sometimes decisions are favorable for students and all involved. Other times the decisions are not wise use of resources. For example, if a boisterous group monopolizes the decision-making items will move forward even when there are good procedures in place.

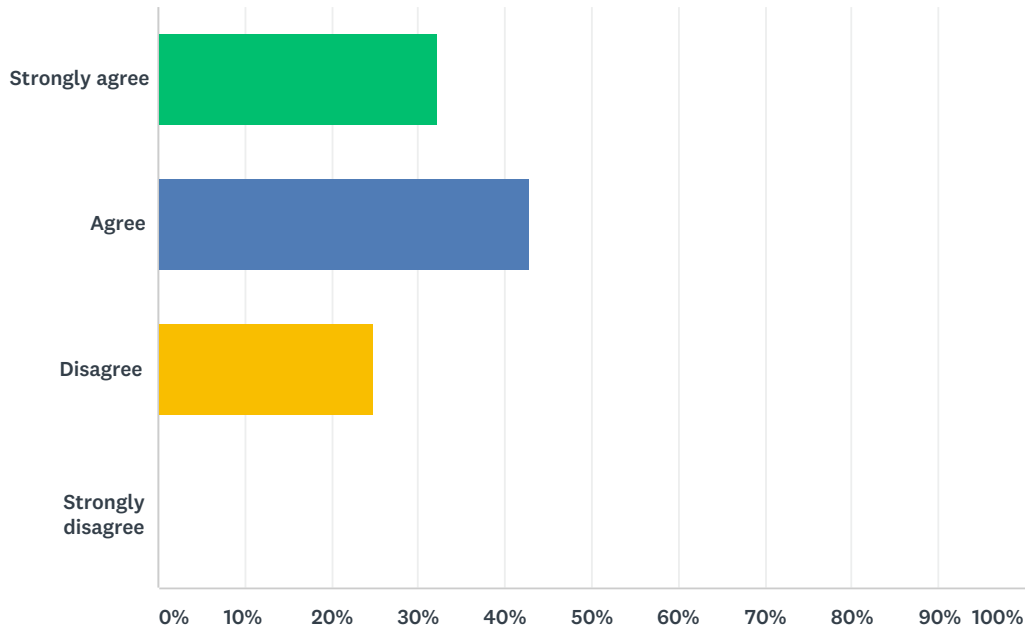
Agree but feel it could be done better or on a more consistent basis.

Councils seem to produce results that favor the administration.

The system and process were not designed around the best use of resources, at least I do not believe this was a significant criterion. The way in which individuals are selected for councils and committees does not necessarily take expertise into consideration (although other factors may be important in selecting individuals, such as interest), and the human resources assigned to councils is very substantial. Consolidating councils, committees, and task forces into a smaller number and ensuring good attendance at such meetings would help.

Q5 Overall, I am satisfied with the effectiveness of the Hartnell College Governance System.

Answered: 28 Skipped: 7



ANSWER CHOICES	RESPONSES	
Strongly agree	32.14%	9
Agree	42.86%	12
Disagree	25.00%	7
Strongly disagree	0.00%	0
TOTAL		28

Comments on next page

Many of those systems or councils are dominated, in term of leadership and voices, by a closed/selective group pf people. Agendas and Decisions are imposed, and initiatives are blocked and obstructed by those people, without regard of the interest of the students, faculty and the college, just their own selfish interest to consolidate their power or prevent really qualified people and good ideas from over shadowing them. No real opportunities to consider our perspectives/inputs or when it is done it is just for the show with no intent to respect or implement changes to reflect the perspectives and inputs. Clearly transparency is missing. We learn about decisions and changes at random without a rational and real discussion why and by whom. People are selected or assigned to tasks and additional compensated position not often based on the best qualified, experienced, and who worked on the project with a one focus: student first,, but rather for other reasons, mysterious at best, but often because personal relations, power consolidation or to please those loud/bully voices.

I feel it can be difficult to clearly understand which council is doing what and how we can better cooperate for maximum results.

The student first model is followed, but it would be nice to get better student and classified participation in the system.

In between agree and disagree. The design and concept of HC's governance system is a good model, but more can be done to make it more effective.

The selection of governance council members may need refinement. There tends to be a consistent pattern of the same individuals from the various stakeholder groups who are selected to serve, particularly within faculty, but to some degree with administrators.

I think the system works sufficiently well given the original purpose. Now, however, I question whether some important modifications could be made to the structure and function given institutional priorities over the horizon.

Q6 Use the space below to provide any written comments about what you believe is effective about the Hartnell College Governance System.

Answered: 10 Skipped: 25

I believe the councils that exist cover the necessary areas where consultation should be sought and campus governance should be shared.

All the councils that we have are very effective for us students because we were able to voice out what we think and what other fellow student's concerns. Having students in the meetings is a huge impact since we are only one of the few community colleges who sits in any councils in the entire California.

As an institution we are so much better organized that we were 10 years ago.

Bringing everyone to the table.

Its structure and especially if it gets more streamlined

It works.

It brings everyone to the table, hearing the same information, and having the same ability to contribute to the dialogue and recommendations that may come out of the council or committee. It eliminates excuses for not being involved or informed, and positions the institution for moving forward on any decision, without having to rehash problems, or do countless do-overs that sometimes result when all stakeholders weren't consulted at the outset. It treats everyone with courtesy and respect and acknowledges that their perspectives matter, and lead to a more robust and reliable recommendation.

Robert's Rules. I am glad they got official recognition in the handbooks.

Different perspectives and viewpoints can be expressed and infused into policy- and decision- making. The web pages are well-designed; if properly utilized and updated regularly, internal and even external stakeholders may find agendas, minutes, and other documentation.

Q7 Use the space below to provide recommendations for improving the effectiveness of the Hartnell College Governance System.

Answered: 10 Skipped: 25

Many of those systems or councils are dominated, in term of leadership and voices, by a closed/selective group pf people. Agendas and Decisions are imposed, and initiatives are blocked and obstructed by those people, without regard of the interest of the students, faculty and the college, just their own selfish interest to consolidate their power or prevent really qualified people and good ideas from over shadowing them. No real opportunities to consider our perspectives/inputs or when it is done it is just for the show with no intent to respect or implement changes to reflect the perspectives and inputs. Clearly transparency is missing. We learn about decisions and changes at random without a rational and real discussion why and by whom. People are selected or assigned to tasks and additional compensated position not often based on the best qualified, experienced, and who worked on the project with a one focus: student first,, but rather for other reasons, mysterious at best, but often because personal relations, power consolidation or to please those loud/bully voices. There is a crucial need to make significant changes of those same people who are at Hartnell for so many years, especially some faculty dominating key positions. They have opportunities for many years to make a difference and they failed repeatedly. They just do cosmetic work to keep themselves look busy and prevent qualified and innovative people from making a difference and overshadow them. All this at the expense of our students. It is time to do something about, and bring some needed productive disruption to Hartnell that can best serve the students.

I believe campus governance should undergo a complete and professional communication assessment in order to improve communication between the various councils to make sure all stake holders are listened to effectively in all situations. Currently, the structure is too advantageous to council members who represent smaller constituencies.

We have to give incentives to students who are setting aside of their time to attend council meetings to have a better attendance for students. Also, a recognition for the most active student leader would be really appreciated.

It can take to much time to get things through the system, so some items need to be presented electronically to the committees to not take up meeting time. Also, some votes on items could be done electronically more often.

Efforts to improve financial compensation for faculty

Composition is heavily on the administrative side, feel more student (which is hard) and staff should be represented on permanent positions.

Provide training to co-chairs, at least, on methods that can be employed to ensure that everyone has a chance to participate. The room is filled with people who perceive their power being at very different levels of the institution, and so it takes skill and sensitivity to ensure that everyone's voice is heard and respected. These tools go from the simplest kinds of things, like don't speak in acronyms, and don't assume that everyone is as current on a particular issue as you, to tactics that require more skill to employ, like specifically inviting a quiet person or a new committee member to participate, without creating an uncomfortable situation if they decline. Allow members to voice their opinions. Don't shut a member down if he/she disagrees with the administration on an issue.

It may be time to take a look at the overall system relative to the numbers of councils, committees, and task forces, the numbers of folks involved, and how the system works given institutional priorities moving forward.