Governance Survey, Fall 2020

Following the summer review and discussion by governance groups, a survey was distributed collegewide for two weeks in October, with the particular goal of reaching those not currently participating in college governance. The questions were mostly open-ended to invite thoughtful feedback.

- The overall response rate was outstanding, at more than 20%, with 268 respondents.
- Responses were very closely divided among full-time faculty members (34%, with 90), followed closely by part-time faculty members (32%, with 85) and then classified professionals (29%, or 79). The remaining 5% were administrators.
- Well over half of respondents (61%, at 164) have not participated in governance over the past five years.

Observations noted by President Holmes, upon his review of the responses:

- There were a number of very thoughtful responses, particularly in terms of how shared governance would be ideally structured, and how membership would work. The survey provided good information that can be used by the task force that will be charged with making recommendations about how to improve shared governance. As with any survey with open-ended feedback, that feedback should be critically assessed for instances in which there may be particular history, concerns or agendas.
- There is a clear need for information on the roles and responsibilities of different employee and student groups in shared governance.
- There is a clear need for information on how governance is structured.
- Thanks to all who participated in the survey.

General observations from the survey:

Biggest reasons for not participating in shared governance:
- Lack of time was overwhelmingly cited by part-time faculty in particular, especially when working at multiple colleges; family obligations and other reasons for time constraints also cited
- Don't feel like they were asked to participate
- Lack of awareness on what governance entails and how it works
- Currently being in the tenure process

What is working:
- Current system is working well overall
- Students are given a voice in the process
- Broad-based participation available for every group to be represented

What does not work:
- Belief that many positions go to the same people
- Belief in a lack of transparency
- Belief that administrators set the agenda

- Need for more student voices
- Lack of diversity
- Lack of part-timer incentives to participate
- Lack of training and onboarding

How shared governance would ideally be structured, and how it would work in practice:

- People should serve on only one committee to provide more opportunities
- More transparency and communication from the groups
- More faculty representation, responsibility and leadership
- Students should be at the center of decision making
- Compensation for participation including for classified staff
- More training for all groups
- Clear guidelines on how votes are taken ahead of time
- Interest in having one overarching group rather than the separate PBTs

How membership should be selected:

- Should be rotated so that everyone participates with term limits
- Selected by vote from their constituent groups
- More outreach and recruitment efforts
- Required training in shared governance

Individual survey responses are presented on the following pages. Negative personalized comments about individuals were removed, with the deletions noted.

# Q1 What best describes your role at De Anza?

Answered: 268   Skipped: 0
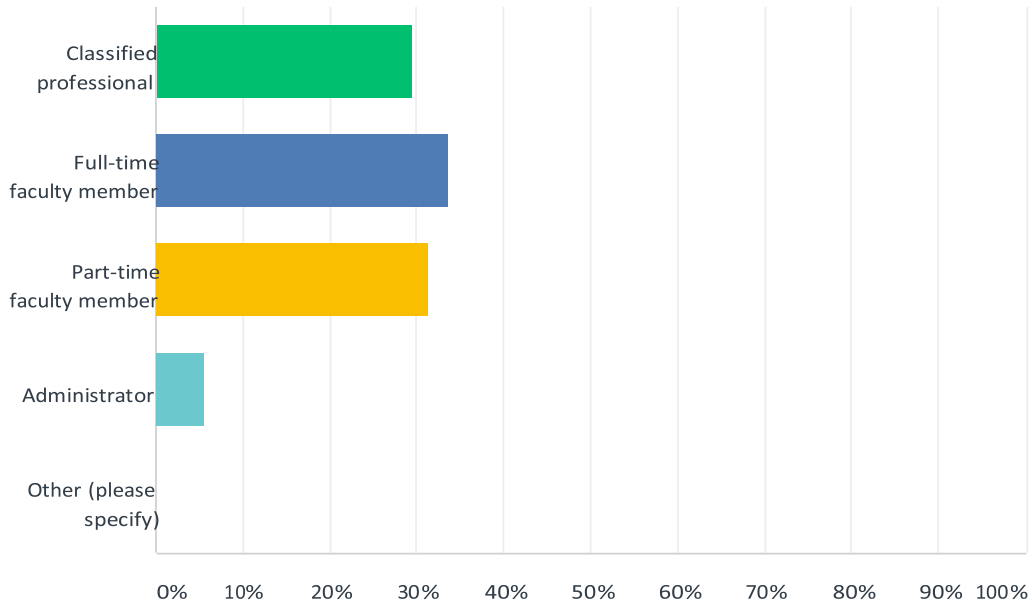
ANSWER CHOICES	RESPONSES	
Classified professional	29.48%	79
Full-time faculty member	33.58%	90
Part-time faculty member	31.72%	85
Administrator	5.22%	14
Other (please specify)	0.00%	0
TOTAL		268

#	OTHER (PLEASE SPECIFY)	DATE
	There are no responses.	

Q2 Have you been a member of a shared governance group – either currently or in the last five years?

Answered: 265   Skipped: 3
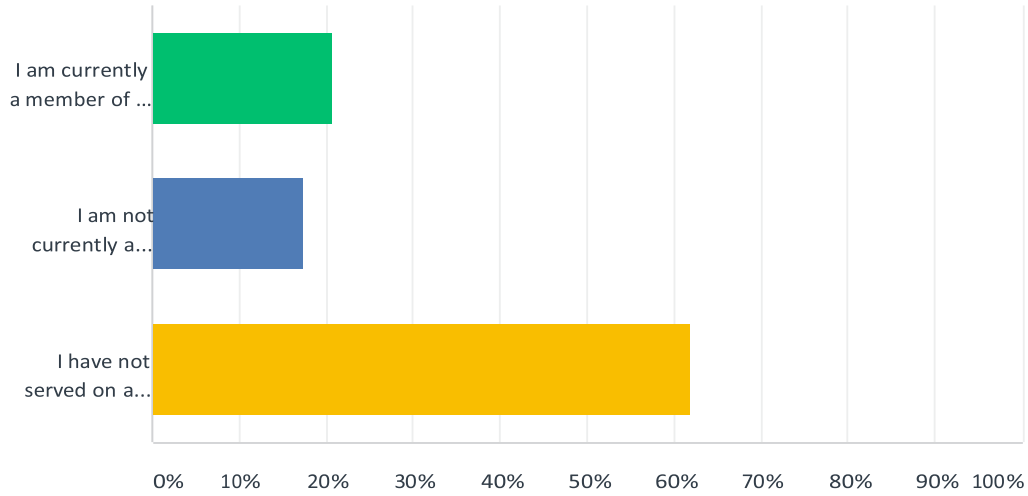
ANSWER CHOICES	RESPONSES	
I am currently a member of a shared governance group	20.52%	55
I am not currently a member but I have served on a shared governance group in the last five years	17.16%	46
I have not served on a shared governance group in the last five years	61.19%	164
TOTAL		265

Q3 If you haven't served on a shared governance group, what is the reason?

Answered: 118   Skipped: 150

#	RESPONSES	DATE
1	Difficult to be part-time faculty and survive financially without other part-time positions. There is little time to be a part of a governance group.	10/27/2020 9:21 AM
2	Family illness - as the a primary support for a family member and an adjunct faculty member I have needed to accept contracts at other institutions to simply live.	10/26/2020 10:40 AM
3	I have not served in a shared governance group yet, mostly due to health reasons. I am interested in serving, but I fear my health problems will distract from the important work that needs to be done.	10/24/2020 8:57 PM
4	I have not been allowed to by my dean nor my department. They do not want other people on the committees.	10/23/2020 3:36 PM
5	Not asked	10/22/2020 9:40 PM

6	NA	10/22/2020 1:42 PM
7	Teaching in multiple places. Did not have the time.	10/22/2020 9:32 AM
8	Not enough time.	10/22/2020 9:00 AM
9	I work on multiple campuses in order to teach a full load of classes in order to survive financially. There is not always time to participate in groups and committees when that must be done at every place of employment.	10/22/2020 8:43 AM
10	I'm a new hire.	10/21/2020 11:10 PM
11	I haven't had the time.	10/21/2020 4:52 PM
12	Have not had the time.	10/21/2020 4:33 PM
13	part timer, little time for service,	10/21/2020 9:47 AM
14	I did not have time and I did not know it existed	10/21/2020 7:51 AM
15	As a part-time faculty member I generally sit on the sidelines of decision-making but I believe in share governance.	10/21/2020 3:23 AM
16	I'm a contracted site administrator thru an affiliated organization from my previous job and I was not given an opportunity to served on a shared governance	10/20/2020 10:10 PM
17	Not enough time!	10/20/2020 6:53 PM
18	Unable to attend meetings because of other job.	10/20/2020 5:59 PM
19	Have other campus responsibilities.	10/20/2020 2:24 PM
20	New hire	10/20/2020 2:01 PM
21	I have other work obligations outside of De Anza	10/20/2020 1:39 PM
22	A mix of not being invited/encouraged to and not having time to seek such a position. Because I'm sharing my time between different institutions as a part-time lecturer, it's hard to commit to things outside of my class assignments.	10/20/2020 1:12 PM
23	No time.	10/20/2020 12:57 PM
24	I teach at several colleges in different districts, and cannot give priority to any single school	10/20/2020 12:44 PM
25	Still new full timer to De Anza	10/20/2020 10:53 AM
26	I've been focusing on tenure	10/20/2020 8:49 AM
27	Not fully understanding the structures, responsibilities, and processes. Also, not having the time for meetings and projects.	10/20/2020 6:31 AM
28	I don't really know anything about it.	10/20/2020 6:09 AM
29	I have participated in the past and it was not a pleasant or productive experience.	10/20/2020 5:51 AM
30	I don't know anything about this.	10/19/2020 11:05 PM
31	Have not heard of it before.	10/19/2020 7:08 PM

32	Scheduling conflicts with teaching assignments at another college	10/19/2020 5:56 PM
33	Intimidated by long meetings and intensity of the experience.	10/19/2020 5:55 PM
34	I was never asked	10/19/2020 5:44 PM
35	I have just completed my first year.	10/19/2020 4:18 PM
36	I teach only one class per quarter at De Anza.	10/19/2020 4:18 PM
37	Not really aware of the groups.	10/19/2020 3:30 PM
38	To many meetings it was hard for me to complete my work. I am on the front line.	10/19/2020 3:20 PM
39	Until recently, my position as a Part Time faculty member was a second job. I did not have time to take on further tasks.	10/19/2020 3:19 PM
40	I have tried a few times and do not get voted in. They seem to vote for only each other.	10/19/2020 3:17 PM
41	Two reasons: 1) Transparency and broadcasting of information - as a new faculty member, i do not know what groups are out there, what they do, and the nature of participating. 2) Timing and availability - the few groups that i have been interested in joining, they meet at times that are difficult for me to attend.	10/19/2020 2:57 PM
42	didn't feel it would matter	10/19/2020 2:50 PM
43	Time constraints.	10/19/2020 2:50 PM
44	I don't remember being asked to do so.	10/19/2020 2:43 PM
45	I have been too busy and disillusioned by the idea of shared governance. It does not seem like the members (classified professionals) are listened to. Administrators have their own agenda and that's what gets approved.	10/19/2020 2:43 PM
46	In the past, it was coming to campus for meetings - absolutely no time. Zoom may have changed that.	10/19/2020 2:41 PM
47	I am already maxed out on committees, teaching obligations, etc.	10/19/2020 2:31 PM
48	Mostly do night classes. Have another job.	10/19/2020 2:22 PM
49	I'm a fairly new faculty member and don't really know about it.	10/19/2020 2:21 PM
50	need a better understanding	10/19/2020 2:10 PM
51	Workload and family schedule.	10/19/2020 2:08 PM
52	Too hard to get on one	10/19/2020 2:05 PM
53	I find these kinds of things frustrating, time-consuming, and generally fruitless.	10/19/2020 2:05 PM
54	Joined a year ago	10/19/2020 1:58 PM
55	No time.	10/19/2020 1:56 PM
56	Every meeting for these is at a time I am teaching in the afternoons.	10/19/2020 1:56 PM
57	Too political and too ineffective. I view it as a waste of time.	10/17/2020 11:58 AM

58	Unaware of these groups.	10/15/2020 3:38 PM
59	No time. I have to teach at several different institutions and carry a high student load to make ends meet.	10/15/2020 11:34 AM
60	I'm brand new to the college, and online teaching. I won't be teaching until Fall 2021. I'm creating the course and learning now.	10/14/2020 3:36 PM
61	A primary reason is the time commitment often does not coordinate well with the parent demands of young children. A secondary reason is the reluctance to work with certain toxic personalities and the toxic work styles of those individuals. A third reason is also perhaps a values-conflict scenario. Many of my fellow faculty tend to focus on training students to only become professors--mini versions of themselves. These faculty tend to be embarrassingly behind what the 21st century is asking of our students, in terms of job skills and tech skills. There is a great deal of time spent on demanding and duplicating the privileged backgrounds and higher education scenarios so many faculty here enjoyed in their respective 1970's, 1980's, 1990's educational journeys. There is little, or muddled, effort spent on getting our students 21st century jobs that pay well, and yes, getting our students out of college more quickly. "Quick" and "efficient" tend to be bad words in my department and in other departments [Personalized comment removed]. There is an ongoing aversion (at least in my department) to supporting education paths and jobs that could be accomplished with an Associates degree or certificate (Design and Manufacturing/Machining certification; Medical Assistant; Bookkeeping; Landscape Design; Contractor's license; childcare provider AA; "green-collar" jobs), and instead a great deal of energy insisting students go closer into a path of debt by pursuing a Ph.D. in a liberal arts subject where it will be highly unlikely there is a tenured teaching position waiting for them at the end.	10/14/2020 1:59 PM
62	I am a new employee,	10/14/2020 12:43 PM
63	Newly hired	10/14/2020 11:57 AM
64	Busy	10/13/2020 10:22 PM
65	As part time faculty I do not have the flexibility in my schedule to serve on any group.	10/13/2020 9:57 PM
66	I'm not sure I can commit given my current workload.	10/13/2020 2:47 PM
67	I was in the classified senate for about 10 years, others in our area, are now serving	10/13/2020 2:01 PM
68	Until retiring in 2019 my full time position as athletic equipment manager kept me too busy.	10/13/2020 1:37 PM
69	did not know that one exist.	10/13/2020 12:44 PM
70	I retired 8 years ago, then Article 19, now I am a part-timer.	10/13/2020 9:43 AM
71	I just haven't had the time.	10/13/2020 9:05 AM
72	I don't even know what shared governance refers to for starters.	10/13/2020 9:00 AM
73	time commitment	10/13/2020 8:01 AM
74	don't know how to get involved and have no time.	10/13/2020 7:54 AM
75	Didn't know about one	10/13/2020 7:41 AM
76	It is difficult to commit the time to a job through which I don't earn enough to support myself and my family.	10/13/2020 3:02 AM
77	Lack of time	10/12/2020 11:55 PM
78	My contributions have been individual efforts (arranging campus tours, bringing in industry speakers).	10/12/2020 11:13 PM
79	Unaware of the opportunities.	10/12/2020 10:30 PM

80	new faculty	10/12/2020 9:11 PM
81	I have been busy with other committees and initiatives on campus. I served on many, many shared governance committees more than 5 years ago.	10/12/2020 8:08 PM
82	time	10/12/2020 7:13 PM
83	I am a part-time faculty and am usually not on campus except for classes	10/12/2020 6:55 PM
84	I take care of my two children, so use my time to prepare for classes and help my students.	10/12/2020 6:53 PM
85	My role and work schedule requires me to follow student's schedule, so it's hard to commit the amount of time needed to participate. (I am a sign language interpreter)	10/12/2020 6:31 PM
86	Work load as only F/T instructor and Dept. Chair in my dept. Trying to bring the dept. out of a period of stagnation.	10/12/2020 6:30 PM
87	Retired Dean	10/12/2020 6:21 PM
88	I am a part-time employee, and throughout my entire career at De Anza College, I have been more so focused in working with my students and helping them achieve college success. Also, as much as I would like to be a part of a governance group, I find it disconcerting that some of the individuals who are currently involved in these groups, are known in being problematic or toxic even, especially to students. To me, it is hypocritical that some of these individuals assume that just talking about equity and inclusion is enough when in reality, taking actual initiatives is what will really a make difference, such as pushing for more affordable tuition costs for all students, enacting much more equitable hiring practices, offering more grant/scholarship opportunities for BIPOC students, etc. I of course understand the importance of governance groups, as in it's all part of the process to truly enact equity and inclusion. Yet, because of some of the people who I know are typically associated with these groups, I would much rather focus solely on providing student-centered learning environments and also research on my own in ways that I can take my own initiatives in seeing how institutions, such as De Anza, can be dismantled by systemic oppression and thus can instead be replaced with structures that truly represent equity and inclusion.	10/12/2020 4:58 PM
89	I haven't had time to serve. Also, at least one of them was a waste of time. It felt like the administrators just used the meeting to tell us what was happening rather than use it as an opportunity to share ideas and suggestions.	10/12/2020 4:56 PM
90	I am a part	10/12/2020 4:33 PM
91	Busyness and fear	10/12/2020 4:26 PM
92	I am relative new	10/12/2020 4:19 PM
93	I am always very busy. However, I would like to be part of a shared governance group as soon as we physically come back to work at campus.	10/12/2020 4:19 PM
94	My time is filled working with student cohorts, advising special programs, chairing my department, serving on hiring and tenure committees and reading 750 student assignments per week.	10/12/2020 4:18 PM
95	Not well communicated how PT can participate.	10/12/2020 4:17 PM
96	Personally, never heard of this group from De Anza	10/12/2020 4:07 PM
97	opportunity to serve	10/12/2020 4:07 PM
98	I serve on the ACE Negotiating team and that takes up enough of my spare time.	10/12/2020 4:04 PM
99	Not interested	10/12/2020 4:02 PM
100	No reason, never asked.	10/12/2020 4:02 PM

101	there isn't space on these committees. Seems very political only prominent people from the community are able to secure these spots.	10/12/2020 4:00 PM
102	My previous position doesn't allow me to served but I would like to be able to do it this time.	10/12/2020 4:00 PM
103	I am still a relatively new employee	10/12/2020 3:58 PM
104	I have four years at De Anza and never was told about shared governance. I was never informed to participate.	10/12/2020 3:57 PM
105	The opportunity has not presented itself	10/12/2020 3:51 PM
106	Lack of time, interest	10/12/2020 3:50 PM
107	not enough time	10/12/2020 3:43 PM
108	I was never asked to serve on a shared governance group.	10/12/2020 3:43 PM
109	Doing other things	10/12/2020 3:40 PM
110	Not interested	10/12/2020 3:34 PM
111	I was busy creating my department's first online course offering, as well as becoming coordinator when the formerly-most-senior faculty member retired, and creating an additional online course offering during the pandemic.	10/12/2020 3:34 PM
112	never asked	10/12/2020 3:33 PM
113	I do not know how this is done...	10/12/2020 3:33 PM
114	I'm a full-time probationary faculty member, so I don't believe I'm allowed to serve on most committees.	10/12/2020 3:33 PM
115	lack of time	10/12/2020 3:32 PM
116	Never invited to participate.	10/12/2020 3:32 PM
117	Haven't received information, an invitation, and or ways to make my work schedule possible for it.	10/12/2020 3:32 PM
118	I'm not compensated for it	10/12/2020 3:31 PM

Q4 What do you believe works well about the current governance system? Please list.

Answered: 93   Skipped: 175

#	RESPONSES	DATE
1	At the moment I do not have an answer.	10/27/2020 9:27 AM
2	It seems as though we have a strong student governance. Students that serve seem very motivated and empowered.	10/24/2020 9:21 PM

3	I think the regularly scheduled meetings work well. People generally know when most major governance groups meet.	10/23/2020 5:58 PM
4	I think that there are many committees on campus devoted to different things. You have many administrators, staff, and faculty that care. There are great people on campus.	10/23/2020 4:01 PM
5	I'm not sure. I think many people care and like doing work.	10/23/2020 3:42 PM
6	People who cared.	10/23/2020 10:03 AM
7	I think there are a lot of people who truly care about students.	10/23/2020 10:00 AM
8	-Commitment to student success.	10/23/2020 3:56 AM
9	Faculty are involved and critical decisions are made with faculty input. A vigorous process.	10/22/2020 6:30 PM
10	I think students are having more of a say and are being heard and listened to. Faculty are coming together more around shared ideas/plans.	10/22/2020 2:55 PM
11	Interest in involving all faculty and staff so that every voice is heard.	10/22/2020 8:52 AM
12	In theory, the structure of shared governance should work. The elements of an open and robust democratic process are in place. For example, our college has a democratically elected instructional budgetary planning team that votes on decisions having to do with the allocation of instructional funds. We also have an academic senate that has faculty representation from each division. We have an active and informed student body whose voice should be heard and included in decisions from start to finish. We have a college council that includes stakeholders from across the campus. However, these structures are not working according to the best practices and principles of democracy. See the next answer for why this is the case.	10/21/2020 3:43 PM
13	Shared responsibility and shared decision making.	10/21/2020 12:52 PM
14	having part timers as representative voices	10/21/2020 9:48 AM
15	In general, system has been working	10/21/2020 9:06 AM
16	We have a successful classified senate, that collaborates with other governance committees and is a leader in student equity and success. We have enjoyed a relative open governance structure, more open in comparative to other colleges.	10/21/2020 6:28 AM
17	We have a fabulous student government and office of college life. The changes in the program have been super refreshing. Much more empowerment and training for our student leaders. Also, we have a very active and intelligent faculty senate and collective bargaining leadership.	10/21/2020 3:26 AM
18	The process is not transparent. Faculty is not informed about the process. There is good communication between SSH Dean and faculty.	10/20/2020 6:57 PM
19	Shared decision making but it should be more faculty lead since we are more in contact with the students.	10/20/2020 6:01 PM
20	If you are referring to IPBT, Unfortunately, IPBT as it is now structured is not set up for success. You took a functioning shared governance committee and turned it into a mess.	10/20/2020 3:28 PM
21	Student government works really well and office of college life. We need to dedicate more resources towards training of our student leaders. We have dedicated and hard-working collective bargaining units and a Faculty Senate that is engaged and active.	10/20/2020 2:37 PM
22	It is not totally clear to me how it works at De Anza	10/20/2020 2:34 PM
23	We have a very active and qualified faculty senate and collective bargaining leadership. Let them make decisions for faculty, based upon faculty input. We also have an involved and vigorous student government. Let them continue to be involved.	10/20/2020 12:51 PM

24	We have a fabulous student government and office of college life. The changes in the program have been super refreshing. Much more empowerment and training for our student leaders. Also, we have a very active and intelligent faculty senate and collective bargaining leadership.	10/20/2020 12:47 PM
25	diverse voices that accurately rep. the students, staff and faculty	10/20/2020 10:59 AM
26	Administrators ability to control, persuade, co-op faculty representatives to their perspective. Keeping independent-thinking and acting faculty off certain shared governance bodies, committees, etc. Maintaining the same faculty representatives for most shared governance positions. Poor campus-wide communication works extremely well for those actually making decisions. Divide and conquer cultural practice works extremely well throughout De Anza. Poor documentation or notation of actual shared governance meetings--verbal agreements are made, but specifics are rarely articulated or spelled out, which enables individuals to renege, creates confusion and frustration and lack of trust. Procedures are not clearly spelled out and communicated, nor is it clear who gets to articulate those procedures either. Shared governance information has not always been easily accessible online. Last minute and urgent request by administrators of various shared governance issues, particularly regarding faculty, has meant we rarely are able to be inclusive of all parties concerned, to think things through, or come up with alternatives or other ways of doing. The current form of the various representative bodies are not democratic, there is no clear articulation nor procedure of how or in what manner input is to be solicited. There are few vehicles or venues to engage in collective discussion. All of these things and more have worked well in keeping "shared governance" in name only at De Anza.	10/20/2020 6:50 AM
27	n/a	10/20/2020 6:32 AM
28	It seems that student priorities are mostly addressed.	10/19/2020 11:07 PM
29	Set goals and objectives	10/19/2020 5:36 PM
30	The structure, the 3 PBTs.	10/19/2020 4:54 PM
31	The administration is far too bloated and top-down with little room for any opinions different than what the administration wants. Take a look at how many more Deans, VPs, Vice Chancellors have been hired and their salaries compared to when this college was founded to educate students..	10/19/2020 3:53 PM
32	Shared decision-making, participation, and transparency.	10/19/2020 3:53 PM
33	De Anza is full of many committed faculty, administration and staff and as individuals most folks are lovely. Our processes don't seem lovely, though.	10/19/2020 3:52 PM
34	It does as intended. It engages the entire community in the issues facing the Campus	10/19/2020 3:20 PM
35	groups together	10/19/2020 2:53 PM
36	All groups are represented.	10/19/2020 2:50 PM
37	Intelligent caring faculty and staff. I have been very impressed with our leadership at all levels. I feel humbled to work at De Anza College with so many caring faculty, staff and administration.	10/19/2020 2:49 PM
38	It exists.	10/19/2020 2:46 PM
39	Don't know	10/19/2020 2:25 PM
40	Input from many	10/19/2020 2:13 PM
41	n/a	10/19/2020 2:11 PM
42	?	10/19/2020 2:07 PM
43	Things that have to get done seem to always get done.	10/19/2020 2:06 PM
44	Gives the administration room for cover :(	10/17/2020 12:35 PM
45	It gives an opportunity for people to participate.	10/16/2020 5:56 PM

46	For those whose jobs afford them the freedom to do so, it allows passionate people to get involved in bettering their community.	10/14/2020 8:15 PM
47	don't know	10/14/2020 3:36 PM
47	Bringing in counselors and insights from Office of Outreach. Bringing in student trustees. Having a strong leader in our Chancellor. Her ties to the larger Silicon Valley community are keys to our success.	10/14/2020 2:06 PM
49	There is collegiality in the groups.	10/14/2020 1:03 PM
50	Small groups of people who share the same mind	10/13/2020 10:15 PM
51	Opportunity for people to participate	10/13/2020 5:35 PM
52	having a governance system is a plus	10/13/2020 3:07 PM
53	no matter what area, classification you are in, there is a governance area to volunteer with.	10/13/2020 2:06 PM
54	does serving on a dept committee = shared governance? I think it is crucial that those who do the work help decide on governance	10/13/2020 1:48 PM
55	What is the current governance system?	10/13/2020 12:45 PM
56	1. There is tangible goodwill among shared governance organizations at De Anza College. 2. The people who comprise the shared governance organizations that I've participated in are demonstrably open to bringing in new people and making shared governance more inclusive. 3. In general, the campus orgs that I've participated in are open to long, considered deliberations of the kind that are crucial the democratic process.	10/13/2020 12:11 PM
57	The current system does not work well for students. Yes, it does give students a great deal of power with DASB but students are not aware of their power or how to use it. The students who need changes in the system the most are not only unaware of the power they hold within the system, they're not prepared or have the time to work to change it.	10/13/2020 11:32 AM
58	Unfortunately, I don't have any experience to offer an informed opinion. What is De Anza's governance system?	10/13/2020 7:57 AM
59	I think the current governance system is very open to student engagement and is filled with individuals who truly want to work for the benefit of students. In my own experience so far in student/shared governance, I have only met people who put the well being of De Anza and its students first.	10/13/2020 4:03 AM
60	Lots of ways to serve PGA and PAA systems	10/12/2020 10:20 PM
61	I think representation from the various constituents is balanced and works well.	10/12/2020 8:14 PM
62	The fact that the membership is open to everyone applicable. For example, a governance group that needs a faculty member has that position open and advertised to all faculty members. If you want to get involved in a governance group you generally can if you keep your eyes open to opportunities that present themselves.	10/12/2020 6:05 PM

63	I feel that the transparency and awareness that the Student Services Planning and Budget Team provides do work well. They at least provide data and meeting notes that are accessible for everyone. Additionally, from what I know at the least, they do at least try to give equal representation to every department in Student Services. DASB, appear to at least take initiatives on their own. They push to also be included in a number of aspects in the decision-making process, which includes even being a part of just faculty and staff. They are also vocal and willing to have everyone be aware of what exactly they do and what they aim in fighting for in terms of rights for students. I feel that many of us should look to DASB as an example of what works well about the current governance system. But, overall, especially when thinking of the systems in the other governance groups, I honestly don't know what else works well. Also, it feels like such information regarding some of these governance groups are exclusive, hence why I wouldn't necessarily know on what works well with the governance system as a whole, at least for De Anza. It seems like, with the exception of Student Services and DASB, unless one is a part of a governance group, it requires your own research when attempting to uncover information related to the governance system.	10/12/2020 5:39 PM
64	Many ideas from multiple people so ideas/plans/purposes get a lot of exposure and decisions that come out of the multiple views is usually good for the college.	10/12/2020 5:31 PM
65	collegial cooperation and compromise	10/12/2020 5:18 PM
66	As long as there is representations from all different areas then we can have a great discussion and collaboration.	10/12/2020 5:01 PM
67	It is a wonderful concept. Now, let's truly incorporate it into the decision making processes at De Anza.	10/12/2020 4:48 PM
67	Open lines of communication and open door policies.	10/12/2020 4:42 PM
69	It allows for anyone to be able to follow decisions being made by the district.	10/12/2020 4:27 PM
70	Good at keeping the status quo.	10/12/2020 4:23 PM
71	not familiar with objectives	10/12/2020 4:12 PM
72	ACE is very beneficial to classified employees compared to SEIU in the past who took our money and was never there to help our employees.	10/12/2020 4:11 PM
73	Learning more about other entities on campus. Representatives from the student group	10/12/2020 4:08 PM
74	They seem to keep us well informed.	10/12/2020 4:06 PM
75	I have never been to a meeting so I can not answer the question.	10/12/2020 4:04 PM
76	email updates after each meeting to inform the broader community	10/12/2020 4:03 PM
77	-having a facilitator -having a present and knowledgeable administrator attend at all meetings sending materials and calendar invitations in advance -having members agree to workload/commitment before starting work	10/12/2020 4:01 PM
78	SOME groups have more open and transparent communication than others.	10/12/2020 3:58 PM
79	Our Academic Senate has worked hard to preserve as best they can areas where faculty have primary reliance--control of curriculum, for example.	10/12/2020 3:57 PM
80	Open meetings, agendas posted to websites. Recordings when appropriate. Also I like that all groups staff, administrators, faculty are included.	10/12/2020 3:57 PM
81	Very Little. Cronyism reigns supreme at De Anza.	10/12/2020 3:54 PM
82	time to discuss timely, current issues	10/12/2020 3:49 PM

83	The three main governance units that I deal with (Administration, Academic Senate, and FA) were able to work well enough together, and quickly enough, to be able to transition the college to all-online instruction when we needed to in Winter / Spring 2020.	10/12/2020 3:46 PM
84	It's a good place to get & give input. But it's usually only from the people who attend.	10/12/2020 3:45 PM
85	Those involved are more invested in the college and understand issues of enrollment and budgeting better.	10/12/2020 3:45 PM
86	I like the elections	10/12/2020 3:44 PM
87	Decisions are made as group, not a handful of executives	10/12/2020 3:43 PM
88	Appreciate the decision making aspect of group leadership.	10/12/2020 3:41 PM
89	Participation from faculty, students, staff as well as administrators.	10/12/2020 3:40 PM
90	Have representation on college/district goals and planning	10/12/2020 3:40 PM
91	Information sharing	10/12/2020 3:38 PM
93	There is clear formal representation and the rules for how decisions are made are pretty good	10/12/2020 3:38 PM
93	I've only heard of shared governance in an interview...I do not know what it is so cannot say whether or not it works.	10/12/2020 3:35 PM

Q5 What do you believe does not work well about the current governance system?
Please list.

Answered: 103   Skipped: 165

#	RESPONSES	DATE
1	Faculty and students need to be more involved in order to make better decisions about what will make the college work more efficiently.	10/27/2020 9:27 AM
2	I'm a bit concerned about IPBT's process however. From my limited experience, it seems a large amount of material is dropped onto the desks of a few faculty and sometimes without enough warning and negotiation with other faculty and students, especially when it comes to important budget cuts that can harm our campus community. I'm especially concerned about losing faculty if there are any more cuts in course section offerings.	10/24/2020 9:21 PM
3	Most things do not work. There need to be term limits on all the positions, and people need to be limited to how many terms they can serve since the same people stay on the committee forever, which causes stagnation and disinterest, as well as nepotism. [Personalized comment removed] Also, most of the faculty in charge get course releases and do not want to lose them, so they never challenge administrators. Anyone that questions the system gets blacklisted.	10/23/2020 5:58 PM

4	To be honest, there are a lot of problems, and it's sad because there are so many good people, but they outweigh the bad. I don't know if it's because De Anza is too big or there's a toxic culture of sylos, but all the different groups are not really a good thing. We don't see each other, don't know anything. Academic Senate is very problematic. They decide so many things, but it's not a democracy. I'm not even sure it's a representative democracy. In my division, the dean just hands out the Senate Rep job to whoever is a favorite, but never announces it. And, if you are not on senate you will never get on a committee. That's a huge problem. Never been on anything and think you'll try out for something? Good luck, because senate votes who gets to be on things and unless you are already on senate, no one will vote for you. Instead, the only people who get on committees are those people on senate or who have recently served on senate. IPBT is a great example of this. The same people are on it term and after term. Very rarely can anyone new get on, AND the people on it are usually always from senate. So, you have a closed system that does not allow new voices. I don't know if senate even realizes they are doing, but that's what happens. And, most faculty don't even vote for academic senate! So, you have a body that does not really represent faculty. I think the recent push to go back to campus illustrates this. Apparently, there is a push to go back to campus, but I am willing to bet it is not the majority of faculty. It's probably just a few voices on senate or going to senate, and because they have the power and are loud, it makes it seem like it's a big group. It's not. The other big problem besides the same people doing things is the same people do ALL of the jobs. English is overrepresented and so is Social Sciences. But, I will be fair to say that's not everyone in those departments/divisions. It's only a select few. Seriously, if you have one job already, maybe you shouldn't get to do two more? It's unfair. [Personalized comment removed] Also, I don't think it's fair for someone at the end of their career to do everything. [Personalized comment removed] What happens is that younger faculty become disengaged and you have a pipeline problem. They never get the shot. [Personalized comment removed] Also, it's become voyeuristic, and people need to bleed their diversity to get anything. That's pretty disturbing. [Personalized comment removed] The list goes on.	10/23/2020 4:01 PM
5	It is exclusive, not inclusive. To be honest, De Anza is place that talks about equity but does not walk the talk per se. The same people do the same jobs, in fact they do many jobs. Others are excluded with no opportunity to offer input. It is a syloed system. [Personalized comments removed].	10/23/2020 3:42 PM
6	Performative activism. Stale ideas. Nepotism. Racism.	10/23/2020 10:03 AM
7	A lot. There are more negatives than positives. To be honest, shared governance is performative at De Anza. Most faculty are locked out of the process and only a few voices are heard. It sounds like shared governance, and you will hear that term touted oven, but is false, a facade. [Personalized comments removed] The same people do the same jobs over and over and over. If you aren't in the "in" group, you get nothing. You are disenfranchised with no change participating. [Personalized comments removed] That is because it is not about doing the best, but about nepotism. It's not about getting lots of representatives, it's about giving a select few all the power and positions. There's a reason that the Chancellor of the System's office hour never highlights De Anza. Because we don't deserve it. Because we promote people out of favors. Because we disenfranchise qualified faculty time and again.	10/23/2020 10:00 AM
8	It is time build an anti-racist institution by dismantling the current governance structure. - lack of transparency - lack of ethnic representation - silos and lack of coordination and communication amongst committees - lack of inclusiveness in the decision making process lack of clear and agreed-upon equity-based criteria for guiding decision making processes - all voices are not heard - power over behavior from senior staff	10/23/2020 3:56 AM
9	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. This is in clear violation of AB 1725 requirements that as a "primary reliance" district, college planning should be driven by faculty. Budget planning processes should be driven by faculty. This makes sense because it is the faculty who have the most consistent contact with students. But the students themselves MUST be involved in these processes. Budget numbers and proposals should not simply appear out of thin air from ADMN without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making	10/22/2020 6:30 PM

10	It often feels that decisions are made without clear involvement from faculty and students. It feels as though we get an e-mail stating something, and it's not clear how that decision was made or who was involved. Since decisions are being made regarding students, students should be more involved as well as faculty that have the most contact with students.	10/22/2020 2:55 PM
11	College planning should ideally be decided by faculty and student reps.	10/22/2020 9:35 AM
12	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. This is in clear violation of AB 1725 requirements that as a "primary reliance" district, college planning should be driven by faculty. Budget planning processes should be driven by faculty. This makes sense because it is the faculty who have the most consistent contact with students. But the students themselves MUST be involved in these processes. Budget numbers and proposals should not simply appear out of thin air from ADMN without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making.	10/22/2020 9:01 AM
13	Lack of transparency and lack of understanding about how the process works. There is no sense of how a decision is made and by whom.	10/22/2020 8:52 AM
14	The financial policies and how they cause class cancelations hurt students and are not equity driven decisions.	10/22/2020 12:12 AM
15	The reason that our shared governance system is NOT working is because: 1) Problems with the way that IPBT operates are the following: a. Budgets that people are voting on are created by senior staff [Personalized comment removed] with ANY INPUT or transparency about how they were put together, why things are being allocated the way that they are. Essentially, before the "decision making" that should be taking place during these IPBT meetings, the most consequential budgetary decisions have already been made. Faculty should be driving decisions about instructional budgets from start to finish, not administrators. b. IPBT is not really a representative body—some areas are much more heavily represented (e.g. auto-tech and math) than others. Theoretically, the faculty serving on this body are not meant to represent their areas, but are neutral representatives of campus at large. However, in practice, the faculty who make up the majority on this committee have held sway over the allocation of faculty positions and instructional resources and have voted in ways that align with their respective departmental interests. In all fairness, however, representative democracy should be just that— representative. So faculty SHOULD be advocating for their programs and their areas, but the representation has to be more equal across divisions than is currently the case. c. IPBT membership is majority white. d. Student voice on IPBT is often ignored and marginalized. Students are not given enough training or information to understand the decisions that are being discussed, nor are they given enough time to properly represent students in these very important decisions. e. There is literally *NO* training for new IPBT members. New members are confirmed by academic senate one week and then are pushed into a vote the next, without any orientation, context or understanding of the discussion. f. Often members of IPBT are forced into a rushed vote, not allowing time for research or consultation. This is done under the guise or justification that f. Decisions should be made according to shared criteria that relies on data, faculty and student input, and is determined through dialogue and democratic processes by all members of IPBT. g. I am sure all of this applies also to SSPBT which is even less transparent and democratic and IPBT. h. There should be a section for public comment at the start of every meeting. i. Minutes and agendas should be clearly posted for all to access and members should be given opportunities to address incongruities and inaccuracies through a review of previous minutes at each meeting. Problems with Academic Senate: a. We need more part time faculty representation and voice. b. We need to encourage and solicit more faculty involvement and input and reach out to departments to hear about concerns they have. Academic senate should be driven by faculty concerns rather than being a reactive space where we are asked to do the bidding of senior staff. c. We need to create space for student voice EVERY MEETING! And encourage students to participate. d. Decisions should be made according to shared criteria that is determined through dialogue and democratic processes by all members of IPBT. e. AS should provide trainings and/or orientation to the various issues that are being discussed, the rules of decision making at AS, the role and importance of AS in terms of its role in shared governance and in terms of its role according to title 5. Problems with College Council a. Minutes and agendas are not consistently posted b. There is no time allotted for public comment. c. There is no attempt to conduct in-reach to larger campus communities or constituencies to encourage involvement or input into decisions or discussions being made by college council. DASB a. Students are often not included, heard or taken seriously at any shared governance meetings. b. Elected student officers are often accused of not being representative of all students, which is often used as a means to dismiss student voice and disempower students c. Incentives such as a stipend should be considered to encourage participation of low-income students and black, Latinx, indigenous and Pacific Islander student populations which are very underrepresented in student government.	10/21/2020 3:43 PM

16	Individual agendas that are not for the best of the students and masses.	10/21/2020 12:52 PM
17	part timers should be reimbursed for time since we are not getting other benefits and this level of service/comment is about equity	10/21/2020 9:48 AM
18	Like any other system, it can always be improved/updated/modernized/fine-tuned etc. to serve its purpose better.	10/21/2020 9:06 AM
19	The classified professionals voices are limited and we are without campus wide support for classified release time for governance participation.	10/21/2020 6:28 AM
20	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. This is in clear violation of AB 1725 requirements that as a "primary reliance" district, college planning should be driven by faculty. Budget planning processes should be driven by faculty. This makes sense because it is the faculty who have the most consistent contact with students. But the students themselves MUST be involved in these processes as well. Budget numbers and proposals should not simply appear out of thin air from administration without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making.	10/21/2020 3:26 AM
21	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. This is in clear violation of AB 1725 requirements that as a "primary reliance" district, college planning should be driven by faculty. Budget planning processes should be driven by faculty. This makes sense because it is the faculty who have the most consistent contact with students. But the students themselves MUST be involved in these processes. Budget numbers and proposals should not simply appear out of thin air from ADMN without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making.	10/20/2020 6:57 PM
22	Shared governance is great when there is a well thought structure where is not a platform for advocating for your constituency or for whining.	10/20/2020 3:28 PM
23	The college professes "shared governance" and yet more often, decisions are made prior to input or involvement from faculty and students. Budgetary decisions are opaque, even IPBT members are not given information ahead of time before they are asked to vote on budgetary matters. Faculty are in daily contact with students, it seems common sense that faculty and students would be part of the decision making process on budgetary matters that impact them.	10/20/2020 2:37 PM
24	I don't know how it works	10/20/2020 2:34 PM
25	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. This is in clear violation of AB 1725 requirements that as a "primary reliance" district, college planning should be driven by faculty. Budget planning processes should be driven by faculty. This makes sense because it is the faculty who have the most consistent contact with students. But the students themselves MUST be involved in these processes as well. Budget numbers and proposals should not simply appear out of thin air from administration without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making.	10/20/2020 12:51 PM
26	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. This is in clear violation of AB 1725 requirements that as a "primary reliance" district, college planning should be driven by faculty. Budget planning processes should be driven by faculty. This makes sense because it is the faculty who have the most consistent contact with students. But the students themselves MUST be involved in these processes. Budget numbers and proposals should not simply appear out of thin air from ADMN without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making.	10/20/2020 12:47 PM

27	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. This is in clear violation of AB 1725 requirements that as a "primary reliance" district, college planning should be driven by faculty. Budget planning processes should be driven by faculty. This makes sense because it is the faculty who have the most consistent contact with students. But the students themselves MUST be involved in these processes. Budget numbers and proposals should not simply appear out of thin air from ADMN without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making.	10/20/2020 12:32 PM
28	Critical decisions are being made behind closed doors with little or no involvement from shared governance partners. Budget planning processes should be driven by faculty and staff, who have the most consistent sense of the pulse of the college and the needs of the students. Budget numbers and proposals should not simply appear out of thin air from ADMN without having been developed with a clear set of criteria that originate in a legitimate shared governance process. Decisions made from the top and in secret invariably will result in bad decision-making.	10/20/2020 12:09 PM
29	lack of transparency/clear vision	10/20/2020 10:59 AM
30	Administrators ability to control, persuade, co-op faculty representatives to their perspective. Keeping independent faculty off certain shared governance bodies, committees, etc. Maintaining the same faculty representatives for most shared governance positions. Poor campus-wide communication works extremely well for those actually making decisions. Divide and conquer cultural practice works extremely well throughout De Anza. Poor documentation or notation of actual shared governance meetings--verbal agreements are made, but specifics are rarely articulated or spelled out, which enables individuals to renege, creates confusion and frustration and lack of trust. Procedures are not clearly spelled out and communicated, nor is it clear who gets to articulate those procedures either. Shared Governance information has not always been easily accessible online. Last minute and urgent request by administrators of various shared governance issues, particularly regarding faculty, has meant we rarely are able to be inclusive of all parties concerned, to think things through, or come up with alternatives or other ways of doing. The current form of the various representative bodies are not democratic, there is no clear articulation nor procedure of how or in what manner input is to be solicited. There are few vehicles or venues to engage in collective discussion. All of these things and more have worked well in keeping "shared-governance" in name only at De Anza.	10/20/2020 6:50 AM
31	n/a	10/20/2020 6:32 AM
32	Not enough information particularly going out to part time faculty.	10/19/2020 11:07 PM
33	When meetings go on a tangent. I like when their is a designated facilitator to make sure the meeting sticks to the agenda.	10/19/2020 5:36 PM
34	How the academic senate appoints faculty to the committee, without due regard to diversity and broad representation	10/19/2020 4:54 PM
35	We are a COLLEGE which provides EDUCATION. Faculty has little or no voice in everything, from the curriculum process to hiring of yet another administrator. Shared governance is in name only nowadays. Administrators should take a hard look at all the non-teaching oriented expenses, processes, and overhead. Are we still an educational institution where students rely on to help them gain the knowledge to enhance their lives and the world?	10/19/2020 3:53 PM
36	Effective facilitation. Relationship building.	10/19/2020 3:53 PM
37	It feels a lot like decisions are made outside the bounds of the committees and then the committee acts as a form of "legitimation function" rather than having any real input on the process. Faculty are asked for input, but what we say doesn't actually matter in the decision, and then the fact that we were asked is used to justify the process.	10/19/2020 3:52 PM
38	FT and Admin salaries are prioritized over PT needs.	10/19/2020 3:31 PM
39	In general, I do not believe in management by consensus.	10/19/2020 3:20 PM
40	new ideas	10/19/2020 2:53 PM

41	Not all groups vote weighs the same as other groups.	10/19/2020 2:50 PM
42	Too big of a committee does not work. Never get anything done. When members pontificate to show how smart they are, I feel very frustrated. When they are done, I feel my time has been waste. And dread of ever being on a committee like that again. I am known to be a very patient person. But when I'm on a committee where there is no focus, I fell awful. That's why I don't serve on these committees anymore.	10/19/2020 2:49 PM
43	I have heard from others it's more a concept than a reality.	10/19/2020 2:46 PM
44	Not sure	10/19/2020 2:25 PM
45	Blind spots regarding certain parts of campus Not enough diversity on teams or committees: Racial and Gender Most governance groups meet in afternoon. This shuts out some departments Too many of the same people on multiple committees	10/19/2020 2:13 PM
46	I feel from the different governance groups I have been involved with that much is discussed that is fluff. Never are we asked what would really help our students. I feel that the meeting sometimes just check a box. That the meeting is fluff and that the senior staff just does what they want and does not listen to what is said.	10/19/2020 2:12 PM
47	n/a	10/19/2020 2:11 PM
48	Needs to be more equitable in adding new members	10/19/2020 2:07 PM
49	Transparency and communication. It is not always clear what is going on in our shared governance and what criteria are used for deciding on various courses of action.	10/19/2020 2:06 PM
50	Too political Too ineffective Too bureaucratic No true leadership Too much time spent on things that don't matter, not enough time on things that do matter	10/17/2020 12:35 PM
51	Not everyone can attend the meetings due to work schedules.	10/16/2020 5:56 PM
52	It often seems that not enough thought has been put into whose perspectives would be most beneficial when addressing a problem or creating a structure. For instance, before deciding on building a new structure on campus, our custodians should be consulted about what that would mean for the average level of cleanliness across campus if no additional custodians are hired.	10/14/2020 8:15 PM
53	don't know	10/14/2020 3:36 PM
54	Faculty (some of whom become Chairpersons, Deans, Taskforce Heads) who lack training in Human Resources; Employment law; management; conflict resolution and conflict management; job and employment trends and statistics. Decisions do not clearly state how, and how quickly, our students receive a good-paying, relevant job in the 21st century. What is the timeline to getting the student out of here? Faculty then get upset at the "efficiency" word, and then derail or slow down progressive attempts that benefit students. No input from high level Career Counseling Teams and Career Coaches. No input from Labor and Data Specialists. Something like Joint Venture of Silicon Valley, or the Small Business Administration, or Bureau of Labor and Statistics should be at the forefront of all we do, and all we budget for.	10/14/2020 2:06 PM
55	Time is not used efficiently. Much of the time is spent in niceties, or hearing out people who are not part of the committee membership.	10/14/2020 1:03 PM
56	Not enough representation from other groups	10/13/2020 10:15 PM

57	Far too many gov groups. Too much time needed to participate. Structure is becoming so large it's unmanageable. Constituent groups (DASB/faculty) are demanding more votes at the table but can't find the people to serve. A lot of reps dont attend meetings. Nothing happens at most meetings. No decisions are made with rationale that they need more time. Reps dont prepare for the meetings. Too siloed. Especially with budget reductions every few years. Cannot make decisions that are in the best interests of the campus if separate into VP areas. Gov groups must have campuswide view. Too much detailed information being routed through gov groups. Managers job to manage. Faculty job to teach. Repetitive information. Same people serve on same groups. Reps dont share info with constitutes. Reps represent themselves. Use as soapbox to air personal opinions. Not working as people say no info shared yet dont look at websites/attend meetings etc. Same people also dont hold their reps accountable for not sharing info - they hold administration accountable. Loudest voices get heard. Others are afraid to speak. Erosion of respectful dialogue in meetings. People think they should be making the decisions rather than participating and accepting administrators job is to make decisions.	10/13/2020 5:35 PM
58	communication needs improvement - possibly a monthly email with items they are working on, decisions, etc this way we can all be in the loop and know if there is an item of interest we should seek to participate and contribute	10/13/2020 3:07 PM
59	so many sub committees-committees, so long to make decisions. not always notified of what is happening in the committees, or, who is on them.	10/13/2020 2:06 PM
60	democracy can be slightly more time consuming but it's worth it	10/13/2020 1:48 PM
61	part time faculty and evening students gets left out	10/13/2020 12:45 PM
62	Faculty are paid to teach overloads but not compensated for most committee work. There is very little orientation or onboarding for committees like Academic Senate, IPBT and Curriculum.	10/13/2020 12:23 PM
63	1. The raison d'etre of the institution, the people who are among the most affected by faculty and administrative decisions, students, appear to have undersized representation in the bodies that make decisions about their educations, and therefore about their future. 2. The majority of faculty are part-timers, yet shared gov't is structured around an implicit assumption that part-timers are less invested and less consequential to campus life. The few designated seats that are set aside for part-timer faculty is a pittance compared to (a) the contribution of part-time faculty to campus, (b) the actual number of part-timers, and most of all (c) the relative vulnerability of part-time faculty to the negative consequences of a shared gov't that effectively shuts them out of decision-making. Part-time faculty should have more formal representation in shared governance, and should not be made to rely on full-time faculty representatives with distinct interests. 3. The shared gov't burden is unequally distributed among shareholders. It can be difficult for full-time professionals, even those who "did their time" as part-timers, to understand how part-timers, who often don't appear to have any interest in shared governance, are being shut out of governance. There are several mechanisms at work that must be accounted for. Here are four that I thought of: (i) gate-keeping behaviors: Behaviors and speech that dis-incentivize part-timers from participation in shared gov't. While it's probably true that few full-time professionals actually believe that part-time faculty should be making less money, enjoying fewer benefits, receiving no sabbaticals, and so on, the speech and other behaviors of many full-time professionals suggest otherwise. For instance: Full-time professionals in shared governance and bargaining unit roles often espouse an interest in the perspectives of part-timers, but all too often when part-time voices are raised, they are written off as the complaints of a "vocal minority," or as not being representative of the superior information that the full-time professionals have. (ii) diversity of relationships with campus: Adjuncts and other non-tenure track faculty have diverse forms of involvement with the campus community. Many of us are like tenure track faculty insofar as we are career academics who teach full-time. Others are earning additional income to supplement households with other forms of income, and others are experts from the broader community for whom the financial aspects of instructional work may be secondary. Different forms of investment in the campus community lead to different interests among adjuncts, which can only be partially represented by the limited number of designated seats afforded to us. In turn, this breeds disorientation and alienation among those who feel that they are not adequately represented by existing PT officers. The diversity and disparity of PTF relationships with campus also feeds into discourses that blame PTF for disorganized or unrepresentable (see a). (iii) disorientation: While shared gov't is comprised of people who are accepting of newcomers, newcomers may not know where the handholds are. Shared gov't	10/13/2020 12:11 PM

newcomers and especially part-timers to know where to begin, to suss out how decisions are made, what the duties of gov't officers are, let alone any record of the intentions behind how things are currently set up. (iv) alienation: While the energies of traditional full-time professionals can surely be dispersed widely, the gig economy imposes special disadvantages on part-time employees, who must expend additional energy and time to knit together fractured work-lives at a pay-rate that is less than that enjoyed by full-timers who do the same work. We often feel un-integrated with the community. We often feel actively afflicted and exploited. Pointing at De Anza College, one of my former adjunct colleagues said, "No body lives there." Four years ago-- after I had already been teaching at De Anza for three years-- I agreed with her. But through my own effort, and through the effort of part-time and full-time mentors, I've discovered that she was incorrect. We can't expect the majority of our faculty employees to discover their voice in shared governance all on their own. It must be facilitated. In facilitating adjunct participation, we are also facilitating participation by women, lower income workers, and teachers of color. 4. While shared gov't orgs are amenable to long, considered, democratic deliberations, they are often forced to work against the clock. I understand that this is necessary sometimes, but sometimes it seems that the problem is a lack of clear timelines for gov't procedures, and sometimes it truly seems that we are being railroaded by parties (mainly senior staff) with leverage over the timelines.

64	1)Very little focus on the awareness of voices that are both central and marginal 2)Administrators who abuse the system(s) can not be checked through the current systems. They can continue as they have been doing, rather than following policy, Ed Codes, Mission Statements, FHDA policies, and California state laws (and there is no one to police this within our system - not our governance groups, not our campus police, not the CA Attorney General's Office, not even the FBI).	10/13/2020 11:32 AM
65	Unfortunately, I don't have any experience to offer an informed opinion.	10/13/2020 7:57 AM
67	I think the current governance system doesn't do enough to encourage communication between shared governance committees and needs to have more student engagement and an easier way for students to let their grievances be known to the relevant committees. There is a large information barrier regarding how the governance system works and educating students and reforming/simplifying the system is crucial to getting the information we need.	10/13/2020 4:03 AM
67	How directly it is related to the governance system, I don't know, but I don't feel the interests of adjuncts are strongly enough considered in the way the college is run.	10/13/2020 3:05 AM
68	Some people do everything and some do nothing	10/12/2020 10:20 PM
69	I know that administrators take the information from the shared governance meetings back to their constituents for discussion. I don't know if classified staff do this well or not. But I do know that faculty do NOT do this well at all. Often the faculty representatives are just voting based on their personal opinions rather than actually consulting with the Academic Senate about the issues and getting a sense of what the body of faculty might want.	10/12/2020 8:14 PM
70	The current structure limits participation to those individuals who want to be involved and have that drive to do so. It's very proactive in nature. Now, that's not necessarily a bad thing, but it leads to two results. 1. The folks that do this work are always generally the same people and therefore more intimidating for new folks. It also makes the people who do this work overstretched and overworked and possibly a little more bitter and others who don't do this work. 2. It limits participation so most De Anza College folks have no idea how these governance committees work. And it also makes it less appealing to try to fit into the governance "clique" that happens because the same people do most of this work. Besides these 2 things, I think voting for people to be on governance groups (when there are more candidates than positions) leads to the same people being on them since the governance "clique" votes for their own and this discourages others from trying. I also think that the governance groups don't provide enough fun or "thanks". I've served on many committees. After leaving, most of the time, there's not even a thank you. And there's rarely a chance in these groups for time that isn't governance-work related. So if someone is trying to find some community feeling at De Anza, these groups aren't it. For those individuals who have that drive or who want to move into administration, the current governance system works great. For everyone else, I don't blame them for not wanting to be involved. All that being said, I did enjoy my time on these committees and getting to know people. I just think it can be done better and less burdensome on the folks that do it.	10/12/2020 6:05 PM

71	I think my answer for question 4 can also be connected to this question. Ultimately that if the governance system for faculty/staff feels exclusive, it ultimately means that in itself is not working well.	10/12/2020 5:39 PM
72	Board of Directors or Powers in Obscure Places seem to have very conservative agendas that do not serve the college's mandate well. Especially when the college is required to include an Equity component, there is no discussion about what The Powers That Be think Equity means. It's an ambiguous word - it can be applied theoretically or materially - which do they want? How far, in Equity, does the College wish to go?? How to apply it???	10/12/2020 5:31 PM
73	Lack of accountability-who is responsible for what? Lack of meaningful metrics-how do we know we have been successful?	10/12/2020 5:18 PM
74	Some groups seem to want to limit or restrict who can join which has been upsetting.	10/12/2020 5:01 PM
75	There are too many shared governance committees. Perhaps it's time to look at each one and figure out which ones to merge and which one's to eliminate.	10/12/2020 4:49 PM
76	Lip service is paid to the various cohorts, not truly shared governance.	10/12/2020 4:48 PM
77	Little onboarding, however, this has recently begun to change.	10/12/2020 4:42 PM
78	The amount of influence and involvement is not necessarily balanced, so some voices may be louder than others and lead the school in a direction that is not as beneficial for the school as a whole.	10/12/2020 4:27 PM
79	While social concerns are important, the focus on education has been lost a bit. From the push for CTE to now just transferring students, governance has not given enough support for new curriculum.	10/12/2020 4:23 PM
80	Classified input gets asked for but never considered in decisions. We got asked to give our input for the reclassification but never received the pay that comes with our new classification. Just one example why classified employees are disappointed.	10/12/2020 4:11 PM
81	Faculty member tend to take over the meeting	10/12/2020 4:08 PM
82	I think it is fine.	10/12/2020 4:06 PM
83	We should all be invited to these meetings.	10/12/2020 4:04 PM
84	There is a general sense that the administration strongly prefers to work with like minded people.	10/12/2020 4:03 PM
85	-no buy in -no clear structure on process, outcomes, agreements to work commitment faculty/administration arguments about workload/contract rights that take away from serving students	10/12/2020 4:01 PM
86	MANY groups do not seem to welcome different opinions.	10/12/2020 3:58 PM
87	The budgeting process pretends to be transparent but is not. Very small departments struggle for a voice, since the burdens of program review, SLO work, curriculum revisions and more fall on an uncompensated one or two people.	10/12/2020 3:57 PM
88	Committees not advertised well enough, E.G. their purpose, their website, their goals. A committee needs to have a clear goal for each meeting and the leaders need to read up on how to manage meetings so those who get off-topic can be brought back. My problem with De Anza meetings is we often don't get to everything on the agenda because the leaders don't take a leadership role and make sure business gets conducted. Staff development could train us on how to better lead meetings. I.E. how to cut off a long-winded person who is off-topic without hurting feelings.	10/12/2020 3:57 PM
89	Too much nepotism and cronyism.	10/12/2020 3:54 PM

90	works well - but time issues...takes much of the meeting time, trying to cover the many concerns due to covid	10/12/2020 3:49 PM
91	Although the "governance triad" (Administration, Academic Senate, FA) responded well to the Winter/Spring 2020 lockdown, there wasn't any good way for them to quickly come up with a unified, agreed-upon set of recommendations and guidelines for faculty when students started asking for "leniency" during the time of protests and civil unrest that occurred following the death of George Floyd. Asking for this may not be entirely reasonable, but if a "unified governance triad" could have established a framework by which faculty could give "leniency" whatever that might specifically mean - it might have helped both students and faculty navigate a difficult time more smoothly.	10/12/2020 3:46 PM
92	Information does not get back to other people at the college.	10/12/2020 3:45 PM
93	Votes are sometimes advisory. Constituents often have no real power. Students are not involved enough. The time commitment is too great. There's a lot of paperwork/bureaucracy.	10/12/2020 3:45 PM
94	Nothing	10/12/2020 3:44 PM
95	Ponderous and slow, seems to annoy a lot of employees	10/12/2020 3:43 PM
96	Dissemination of information is lacking. Also, explanation/understanding related roles is not provided.	10/12/2020 3:41 PM
97	So groups are getting too big and unwieldy. No forward planning (when are we going to talk about X?), so groups post agendas and minutes WAY to close to the next meeting.	10/12/2020 3:40 PM
98	Hiring committees. The representatives are usually seen as a token rep and don't have the knowledge of the position being hired for. Also, faculty should stick to focusing on instruction and not on telling the administrators how to do their job.	10/12/2020 3:40 PM
99	Same people are on everything across the school. Some people participate in nothing.	10/12/2020 3:38 PM
100	Important decisions are often predigested by administrators and come to the lower levels as done deals or in a rush that doesn't allow real input.	10/12/2020 3:38 PM
101	See above.	10/12/2020 3:35 PM
102	Classified input is not weighed equally and is seen as "less" than faculty.	10/12/2020 3:35 PM
103	It's hard to say - but one thing that doesn't work well is not compensating faculty for participating.	10/12/2020 3:35 PM

Q6 Ideally, how do you think governance groups and processes should be structured at De Anza? How would this work in practice?

Answered: 93   Skipped: 175

#	RESPONSES	DATE
1	See above	10/27/2020 9:27 AM
2	All stake holders should be involved in important budget matters: Deans, faculty, staff and students. We all have insights to contribute. I fear of things go the direction they are currently, faculty will organize around this lack of representation and lower the morale which is already low for many faculty and staff, especially our struggling part time folks.	10/24/2020 9:21 PM

3	I think it needs to be easier to apply and attend. Currently, there are a lot of barriers to apply like resubmitting and equity statement even though all employees had to do this to be hired. Additionally, academic senate keeps changing the rules to be on committees and saying you are on a list but then taking other people. The whole process feels very bias and disheartening.	10/23/2020 5:58 PM
4	A big problem is what's modeled to people. [Personalized comments removed] People need to be cycled out of jobs. They need to limit the amount of jobs. If you are on academic senate, it's unfair to take all of the jobs. Academic should be allowed to vote for everything.	10/23/2020 4:01 PM
5	Stop one person from getting all the jobs. Make the rotate jobs. Others of us like to be involved by the system does not allow it. [Personalized comment removed]	10/23/2020 3:42 PM
6	[Personalized comments removed]	10/23/2020 10:03 AM
7	Term limits, plain and simple. The same people do IPBT over and over and new people can't get on. The same people do Online Ed, LinC Vida, Academic Senate, Curriculum, etc. The same people. Anyone new can't get in. Your career is killed. Are you an independent person who has ideas? Well, don't work at De Anza because your career will be killed. It's stale and static, and I know I sound frustrated and angry. It's because I am. We need to ask ourselves why people are leaving De Anza. It's because there is no opportunity for advancement. It's because only a select few keep doing all of the jobs. They will tell you it's because people don't want to volunteer. That's not true. What's happening is that people are bullied, and that if actually are qualified, they don't want to promote you because it's threatening to them. We need to have a greater diversity of representation. Please limit how many committees people can be on. Please have term limits.	10/23/2020 10:00 AM
8	-Create comprehensive representative structures in each governance body that reflects disciplines, professional status, and racial/ethnic diversity comprising of one-two reps for different areas of the campus including areas, levels of staff, faculty, administration, and students. - Build a protocol for assessing governance groups and processes effectiveness Conduct an annual assessment and measures for accountability	10/23/2020 3:56 AM
9	Faculty, staff and students need to be included in a much more vigorous shared governance process of planning, especially regarding any budget reductions.	10/22/2020 6:30 PM
10	More communication among all groups and transparent processes; faculty should be heard more and their input should be considered more. I'm not sure how this would play out in practice though; other than to provide more timely requests for feedback.	10/22/2020 2:55 PM
11	To begin with, it would be helpful to have a clear understanding of how decisions are made, when and who is the person or group instituting decisions. Too much information is omitted or incorrect information is shared by various institutional representatives. As a part time faculty member I must rely on information shared through channels and there is no real sense of agency in having a voice. I don't feel that I can even respond to this question with a valid idea since I don't know how it currently works.	10/22/2020 8:52 AM
12	Instructors need and students need to be included in the decision making process.	10/22/2020 12:12 AM
13	I went into detail above with some of these suggestions.	10/21/2020 3:43 PM
14	There should be tri-chairs to have the perspectives of varied groups.	10/21/2020 12:52 PM
15	It is important that, in the decision process, the bottom-up and top-down approaches are well balanced. That means frontline teams such as instructors who are facing "customers" (students) and students should be part of the decision making process.	10/21/2020 9:06 AM
16	A tri-chair structure to include the classified to be more equitable; many colleges have a trichair structure. Equal representation of classified as faculty on the governance committees.	10/21/2020 6:28 AM

17	I would be sure to include the governance groups, structures and processes currently in place at De Anza.	10/21/2020 3:26 AM
18	Representatives of faculty and students need to be included!	10/20/2020 6:57 PM
19	A voting system but with more votes allocated towards the faculty both full time and part time.	10/20/2020 6:01 PM
20	This a team work question. Shared governance relies upon consistent, trustworthy communication that is multidirectional and reciprocal and focused on our mutual goals of student success and institutional effectiveness.	10/20/2020 3:28 PM
21	The structures are not the issue, it is the actual implementation that is failing! In practice, decisions should not be top-down, that is NOT shared governance. Currently, decisions are being made by senior administration and the committee members serving in IPBT are asked to endorse the policies, the decisions are not made AFTER debate and discussion.	10/20/2020 2:37 PM
22	lots of transparency and communication	10/20/2020 2:34 PM
23	Ideally we should have a well-supported process of shared governance with appropriate training and re-training of participants and appropriate compensation/release for participants. Students should be much more central to decision-making. Students should be trained so they can make informed and clear choices and there should be a strong pipeline for student involvement so that they are not brand new to processes that they are responsible for. Decisions and deliberations should emanate from informed grassroots participation and decision makers should be trained in how to engage constituents in effective and empowering ways. Decisions that are made should be widely communicated back down the chain so that participants can see the the value of their participation that is reflected in actual outcomes. Meaningful measures of key goals should be established at the outset and revised. For example, when we discuss equity and success, we should not be content to look at superficial data points but instead should look at quantitative data that reflects the lives of real students. De Anza's excellent "Survey of Basic Needs" would be one such starting point, filled in with focus group participation among core constituent groups. As a "primary reliance" district, we should take much more seriously the mandates of AB 1725 and the 10+1 Areas of decision-making. But IN ADDITION, we should expand the scope of these areas to include enrollment management. That is, enrollment management should be part of our "plus 1." For at least a decade enrollment has declined. This must be viewed as an **Administrative** failure because it is the administration that has claimed sole authority over enrollment management. But in the face of this failure we do not have concomitant accountability-- that is, the administration has never owned its failure to stem the tide of red ink and questioned its basic top-down approach that systematically shuns the input, intelligence and information that could be provided by the scores of department schedulers who are intimately involved in the process at the ground level. Why ignore this expertise? In addition, why do we not have a more robust method of engaging students themselves in the process of enrollment management? This ideally should change. And, these structures should have a budget to support the involvement of staff, faculty and students. Classified staff, who have a grounds-eye view of many of the functions affecting enrollment management must be engaged and supported in planning. This means providing actual back-filled reassign time so that they can leave their desks and not return to stacks and stacks of undone work making their lives and jobs impossible.	10/20/2020 12:47 PM
24	If Faculty (Both part time and full time) and students opinions are respected and given proper attention, then shared governance is effective. If only lip-service is given without listening to their voices, then it is pointless.	10/20/2020 12:32 PM
25	We need a ground up restructuring, designed by the constituent parties.	10/20/2020 12:09 PM
26	members and leaders from various affinity groups	10/20/2020 10:59 AM

27	Each representative body should be informed of budgetary and policy concerns at the beginning of the year. Each representative body should inform their constituents of these concerns at the beginning of the school year. Each representative body should make available various times and places to discuss and allow input from constituents. Each representative body should present a summary of the constituents' assessments of issues, and then allow constituents to vote on those issues. Then, the representatives of each constituent group come together and share their results-- exploring the pros and cons of each situation--A summary of this gathering should be made public. In addition, a clear articulation of the responsible parties must be indicated before the process begins-- who gets to decide and why. Also, what State policies or provisions are in play with each situation.	10/20/2020 6:50 AM
28	n/a	10/20/2020 6:32 AM
29	No input.	10/19/2020 11:07 PM
30	representatives of each group being involved.	10/19/2020 5:36 PM
31	As now, but better academic senate leadership in appointing/approving faculty members for the committee	10/19/2020 4:54 PM
32	Administration should not have the power to overrrule and people should be freed to speak up and be counted rather than just lip services. Transparency in budget, allocations, hiring, headcounts should all be focused on TEACHING, not politics and support of more nonteaching headcount. Students look to the college to help better themselves, not to support yet another administrator.	10/19/2020 3:53 PM
33	I believe it is an opportunity and space to truly build community in specific groups and systems. Governance groups are a way to bring together people from different divisions and departments that otherwise wouldn't be collaborating together. I do believe that our community needs to rethink how we could foster stronger relationships and partnerships. These practices can be affirmed by improving the facilitation and getting creative at the beginning and end of meetings.	10/19/2020 3:53 PM
34	I'm not sure what you mean by structure. It's less that the purported purview of each committee is wrong and more that the inputs of those committees and of the people they represent seem to be irrelevant to the process.	10/19/2020 3:52 PM
35	Actually listening to each other	10/19/2020 2:53 PM
36	Needs to have a good leader who can control the committee so that the committee doesn't go on tangents and then go overtime because of a lack of focus. I've been on both types of committees. When a great leader in present, that REALLY helps. I love those committees. Things get done.	10/19/2020 2:49 PM
37	I really don't know.	10/19/2020 2:46 PM
38	Don't know how it works so I can't comment.	10/19/2020 2:25 PM
39	Be more inclusive Do do allow certain divisions and departments to have multiple people on committees More joint meetings of governance groups- less silos	10/19/2020 2:13 PM
40	At some point we seem to have added some new administrators/ AVP roles. I am not sure this was a good decision. Most of the meetings for many of these governance groups are held during the afternoon which eliminates most full timers from Athletics/PE in being involved because of their athletic teams practices. I find this problematic because this group is not heard from. Equity? not I know might not have answered this completely. However from the governance groups I have been involved with I can't say that i feel there are stated objective or outcomes for the year/quarter/meeting.	10/19/2020 2:12 PM
41	n/a	10/19/2020 2:11 PM
42	equal representation of faculty on faculty shared governance	10/19/2020 2:07 PM

43	Shared governance leadership should clearly indicate the processes that are being used for various decisions. Particularly as it applies to what material is actually brought before the committee. Representatives should solicit feedback from those they represent before making votes. I understand that often there may not be a strong interest in their departments/divisions for many of the votes, but you never know when some faculty might be particularly passionate about something	10/19/2020 2:06 PM
44	More streamlined and business-like. IPBT and Curriculum are DMV-level bureaucratic nightmares that need to be reined in.	10/17/2020 12:35 PM
45	I think there should be more local control. More direct democracy, and also something reminiscent of a federal/state divide. Trusting the experience and knowledge of employees and believing that they, with feedback from students, know their work best, will cause innovative and specifically crafted solutions. There have been campus wide one-size-fits all solutions which very much did not fit all, and just allowing greater latitude in solving problems would have allowed for better results.	10/14/2020 8:15 PM
46	have no idea	10/14/2020 3:36 PM
47	We have to go back to a mission statement that very explicitly, and unequivocally, addresses the goal of GAINFUL EMPLOYMENT. After everyone agrees on that mission, that we want our students to be educated AND employed, then we can set up four groupings of decisionmaking: Administration; Faculty and Staff; Student Input; State and Federal Employment and Job Growth Specialists and Data Scientists. There should be a checklist rubric for every act of governance: 1) Does this provide, or lead to, a gainful employment solution for the student? 2) If the student lives in poverty, then does this decision help them transition out of poverty IN A TIMELY MANNER? 3) Is this EFFICIENT of employee productivity and budget, or is this going to take over five years; be too expensive; and not have a dedicated body of managers to manage it over the long-haul? 4) Did I bring grace to this group interaction today, or did I contribute to sowing division? Lastly, have Scheduling be conducted by an outside entity. Or, at least do not have scheduling conducted by a faculty member (who can abuse the role by assigning herself, and her social tribe, plum courses and over-loads).	10/14/2020 2:06 PM
48	Governance group boundaries need to be more sharply defined in order to achieve efficiency and ensure that voices are heard rather than subsumed in ever-larger groups. Faculty-only groups must not have administrators, for example, unless they are there to gather information for their own representational groups. A series of governance groups would lead to a college and district council, which accepts or rejects initiatives from the institutional groups. In order to assure representation of under-represented groups committee member seats would be divided between regular and At-Large seats. The job of the latter representatives would be to solicit opinions from those groups not at the table, and keep them involved. Smaller Executive Boards would propose actions to the larger committees. These e-board meetings would alternate with regular all-member meetings, allowing for frank discussion to take place without taking up the time of all concerned or holding back on matters that need to be considered. Much time is spent on non-agendized discussion items, and discussion of the minutes. The former needs to be curtailed in accordance with the Brown Act, and the latter need to be consent agenda items pulled for discussion and amendment only if moved and seconded by the body.	10/14/2020 1:03 PM
49	Create groups based on the need and project as some of the members have no clue about the agenda items.	10/13/2020 10:15 PM
50	Change the name to participatory governance. One gov group. One rep from each constituent group. Meets once a month only. Probably for 2 or 3 hours. Agenda gets posted maybe 2weeks prior to meeting. High level data only distilled by VPs with support from IR. Each constituent group reviews and discusses the agenda items and agree the response from the group (priority ranking, yes/no etc.) The elected member of that constituent group shares the response to the gov team at the meeting. Consensus not voting. Made clear that group is advisory to President who makes final decision. Constituent groups reps should be President of following groups: AS, CS, Affinity Groups (one from each group) & DASB. Plus: Equity Dean, Institutional Research, VPs, AVPs, President. Guests (subject matter experts) are invited to speak to agenda item or answer questions that come up.	10/13/2020 5:35 PM

51	definitely not in silos - groups should be collaborative and integrated as we all serve the same students and can assist one another and not reinvent the wheel emphasis for governance groups as well as processes should be the WHOLE De Anza student experience	10/13/2020 3:07 PM
52	instead of 2 PPT's, maybe one joint committee. This way both areas know what is happening with the other, etc. One decision making, not having to go to both committees.	10/13/2020 2:06 PM
53	perhaps equity across depts, making sure part timers have a voice too and are paid for their contributions	10/13/2020 1:48 PM
54	We need more involvement. More transparency would help more people want to get involved, and limiting the number of consecutive years one can serve on a particular committee would force new voices to participate.	10/13/2020 12:23 PM
55	1. Shared governance need not necessarily be divided into branches corresponding to the traditional groups of stakeholders in the community. Instead shared governance could be organized into branches that have their own missions, and then each mission could be structured to include adequate representation from stakeholder and affinity groups, with expert administrators working to coordinate each mission. (To the extent that the budget teams represent different "missions," they may be the best place to start thinking about mission-oriented groups. But I am speaking from inexperience.) For example, in Academic Senate, Spring 2020 IPBT elections were stymied by an unnecessary devil's choice between appointing diverse persons to the team on one hand, and copping to divisional and departmental interests on the other. Yet we were muted on both counts. No one could simply say, "There will be five white men among the faculty reps to IPBT and this is a problem." Likewise, no one spoke to the obvious divisional and departmental interests that complicated the election. In terms of faculty representation on a budget team, all of these interests must be included with formal seats representing disciplinary divisions, ethnic/racial affinities, and traditional stakeholder categories. How to apportion divisional faculty representation to a budgeting committee? Perhaps based on importance to the mission of the team. I don't know how to calculate this. 2. Student inclusion in shared governance should be expanded. 3. Part-time faculty inclusion in shared governance must be cultivated until it reflects part-time faculty's considerable contribution to campus life. Part-time faculty are more vulnerable the consequences of shared governance decision making. 4. We can afford to lose the hierarchy and the culture of executive leadership. Senior staff should not be looked at as our leaders, but as colleagues with specific expertise, experience, and responsibilities. I don't assume that senior staff uniformly see themselves as leaders, authorities, or bosses! The best leaders are organizers who help to give expression to the needs and desires of the people that they represent. But the structure of shared governance at De Anza more or less guarantees a form of executive authority in practice. The central, coordinating role of expert administrators is absolutely necessary and must be preserved, but there is no reason to structure shared governance-- and, really, the whole campus community-- as a hierarchy. Lately I have heard a lot of people say that we should respect expertise, not authority. What would it be like to have actuators and organizers instead of leaders?-- folks who were listening to the experts among us, listening to the community, and taking us to where we want to go? Let's restructure shared governance so that administrators and faculty can be respected and accorded responsibilities as experts and actuators of the community's will. 5. As part of the reflection that accompanies these efforts, faculty should take the time to consider their attitudes towards classroom relationships. Let's think about the authoritarian role that we implicitly play in the classroom. Let each faculty member consider how to democratize relationships in the classroom, and in all those spaces next door to the classroom where many campus professionals are asked to act as mentors, disciplinarians, accountants, advocates, therapists . . .	10/13/2020 12:11 PM
56	Find the experts in forming a Deep Democracy to help establish a new foundation and structure. We are fortunate to have some experts on our campus who might be able to help or connect us with leading experts who have experience restructuring governance systems.	10/13/2020 11:32 AM
57	Unfortunately, I don't have any experience to offer an informed opinion.	10/13/2020 7:57 AM
58	I think that there should be designated members of the governance groups who would work with the student feedback committee of DASB to put a pulse on student issues and make the delivery of this feedback part of the procedure of shared governance meetings. Having more students in voting and merely advisory positions would also help governance groups tackle the problems they were made to solve.	10/13/2020 4:03 AM

59	Perhaps a system which tracks the hours served? Maybe establish a minimum and reward those who exceed maximum	10/12/2020 10:20 PM
60	I don't know what the solution is, but I think the representatives (at least the faculty ones) are often working in silos, not in dialogue with their own constituents.	10/12/2020 8:14 PM
61	There would be time to build relationships with each member of the group. They would meet consistently (maybe 2-3 time per quarter), be able to have transparency from upper administration in all areas. Ideas, programs, and projects would be able to be implemented within an academic year.	10/12/2020 6:36 PM
62	This is a tough question as I think in principle the governance groups are organized well. It's more the "in practice" part that loses a bit. I'm going to think way outside the box and say the following: It should be a mandatory (for full-time employees) part of our jobs. If we want the De Anza community to do this work and foster a true community at De Anza then this should be part of everyone's work at De Anza. Now I don't mean everyone needs to be in GOVERNANCE groups. I mean that everyone should be in some sort of De Anza group beyond what they were hired to do. Everyone should contribute to De Anza. PGA and PAA should be automatic because everyone should participate where they want to/are needed. There are community colleges out there that have this participation as part of their contracts. 5 hours of "college" time a week. Not having this at De Anza leads to a few doing the work of many and all the issues I mentioned above. In relating this to governance groups, there should be memberships like there are now...a certain number of administrators, faculty, etc. I'd like to see these positions rotate. At Opening Day for example, there is a time for selection for every full-time employee on what they want to do with their "College" time. Those individuals who want to be on certain governance committees select that, and by lottery or some other method besides election, these individuals are placed on these committees. Maybe the positions are for 1 year or 2 years, but they rotate and get new blood in there. I know...outside the box. But I think increased participation and less intimidating participation would really diversify and demystify how governance works at De Anza. And everyone would have a greater feeling of being part of something, rather than just an individual doing their individual thing. .	10/12/2020 6:05 PM
63	It should be accessible since everyone has to be mindful that many employees and students at De Anza have a wide range of different schedules on campus. I feel that, because of the ongoing pandemic, governance groups right now should take advantage of campus being entirely online for the time being and provide more flexible times for meeting/discussion for new or prospective members who want to somehow get involved. Additionally, there needs to be more transparency on what exactly these groups are doing or have been doing in order to bring more awareness to everyone else in the district. There has to be an inclusive and accessible way in letting everyone be aware of the groups and processes.	10/12/2020 5:39 PM
64	Governance Groups?? That's pretty ambiguous too! You mean the Senate?? The committees? Administration?? The structure through which processes travel is invariably one way - top down. That could change to more of a working arrangement where decisions about college policies need to come from everyone. Part time instructors should have a big voice because there are more of them than full time faculty. Full time faculty need a voice about all the "jobs" they get saddled with because they are full time. In some Divisions, w/few full timers, they are weighed down too much! Administration needs to listen to both faculties and take their interaction with students, and therefore their understanding of students' general needs/requirements/conflicts to get through the system is quite good and should be helpful to administration.	10/12/2020 5:31 PM
65	Large, well represented group, broken into smaller groups responsible for specific tasks.	10/12/2020 5:18 PM
66	It would be great if administrators weren't automatically chosen as a chair of a group. We can vote for others to serve as a chair for a committee.	10/12/2020 5:01 PM
67	The composition of each group should reflect the diversity of our campus constituents. Each area should have equal representation (students, faculty (including part-time), classified, and adm) or the numbers of each constituent should reflect the size of their respective body. For example, since the student body makes up the largest constituent, they should have more reps.	10/12/2020 4:49 PM
68	Again, the problem is not with the groups, it is with the lack of leadership to truly embrace the processes.	10/12/2020 4:48 PM

69	Ideally having the same number of seats for Administrators, Deans, Faculty, Classified Professionals and Students.	10/12/2020 4:42 PM
70	Balanced influence in governing bodies based on enrollment numbers between departments. Balanced influence between administrators and faculty when decisions are made.	10/12/2020 4:27 PM
71	A more precise/updated mission statement shared with students staff would be a good start. Then governance should listen to what is needed to achieve the mission and provide support	10/12/2020 4:23 PM
72	Classified employees should be treated equal to faculty. If faculty gets paid to participate in governance why are classified asked to volunteer? Why is STERS counting participation in governance as PGA for retirement but PERS doesn't for classified employees?	10/12/2020 4:11 PM
73	This is difficult questions to respond since some group does not have influence on decision for various reasons. Not because of inequity, it occurs due to the nature of the program.	10/12/2020 4:08 PM
74	Participants from different groups and areas.	10/12/2020 4:06 PM
75	We all should vote! there should be classified, faculty and administrators.	10/12/2020 4:04 PM
76	every session should be recorded. Spectators should be able to attend via zoom.	10/12/2020 4:03 PM
77	-clear goals and clear pathway to achieve goals	10/12/2020 4:01 PM
78	Voting members and officers/chairs should be rotated out routinely, there should be term limits where one member cannot continue consecutive terms/years in the same position in a particular committee.	10/12/2020 3:58 PM
79	They should include representatives of all the stakeholders, and their diversity should include long-term and newer employees.	10/12/2020 3:57 PM
80	I like the existing structure. The problem isn't the structure but that the person leading the meeting needs more training on how to make meetings work.	10/12/2020 3:57 PM
81	Far less elitism.	10/12/2020 3:54 PM
82	I don't really know enough about alternative ways of structuring a school's governance to give any useful suggestions.	10/12/2020 3:46 PM
83	More voting!	10/12/2020 3:45 PM
84	No comment	10/12/2020 3:44 PM
85	Not an expert on this. Plus wouldn't answer require a really long answer/report?	10/12/2020 3:43 PM
86	Maintain the same group distribution, but change criteria for participation on governance committee (eligibility/timeframe for serving).	10/12/2020 3:41 PM
87	What we have now works OK, just needs refinement, better chairing (post minutes and agendas at least 2 days in advance) and better processes from Academic Senate for appointing reps.	10/12/2020 3:40 PM
88	I like the idea of surveys and focus groups rather than official year-long commitments or a specific focus. Ask faculty groups within a discipline to make recommendations.	10/12/2020 3:40 PM
89	No idea	10/12/2020 3:38 PM
90	More important decisions would go to governance groups with adequate time and they would be able to deliberate and make important decisions. I would like to see stronger student voices.	10/12/2020 3:38 PM
91	I think that faculty should be, at the very least, invited to participate. (I started Spring 2015)	10/12/2020 3:35 PM

| 92 | Have equal weight to all and value input from all governance groups. | 10/12/2020 3:35 PM |
| 93 | faculty, classified staff and administration should be represented equally and include the full range of stakeholders | 10/12/2020 3:35 PM |

Q7 In the ideal structure that you've suggested above, how would members of the governance groups be selected?

Answered: 86   Skipped: 182

#	RESPONSES	DATE
1	A representative would be chosen by department/division faculty to represent.	10/27/2020 9:27 AM
2	Not sure, but perhaps a department rotations system so that certain areas are not overrepresented thus skewing the distribution of resources which should be distributed more evenly. The use of surveys should be used at mandatory department meetings so that more insights about 'what's working' and 'what's not working' can be shared from more diverse perspectives.	10/24/2020 9:21 PM
3	People would be allowed a term, put their name on a list, and be rotated in to avoid the same people always being chosen or skipped. It needs to be fair and transparent to avoid the biases that currently occur. Additionally, a faculty member should only be on one committee at a time. Many of the same people are on senate, pbt, FA, and curriculum. It is stagnate. Also, when you have achieved your last PAA, you should not be allowed to serve anymore so that you do not prevent newer people from getting service. [Personalized comment removed]	10/23/2020 5:58 PM
4	Rotation. Voting does not work, sad to say. Because then only the same people get things.	10/23/2020 4:01 PM
5	[Personalized comments removed]	10/23/2020 3:42 PM
6	Language Arts is racist. English is racist. [Personalized comments removed]	10/23/2020 10:03 AM
7	Firstly, ask if someone is currently doing something else. Well, then you to step back and give shots to others. [Personalized comments removed]. Term limits for everything. Rotate positions. Diversity on every level. English and social sciences are overrepresented. And, also, people of a certain age level are overrepresented. Younger faculty have no opportunity to be involved. Like hires like, etc.	10/23/2020 10:00 AM
8	-Diverse representation with a focus on ethnic representation. -Define equity minded leadership competence and select equity minded leaders to serve and to move the institution https://www.cswe.org/getattachment/Centers-Initiatives/Centers/Center-for-Diversity/EducatorResource/February-2020/1-What-is-equity-minded-competence.pdf.aspx	10/23/2020 3:56 AM
9	Other than having representatives who can participate in meetings and committees, pass along information, and share what has been heard and suggested by others - a voting system perhaps. To some extent there has to be a system or structure in place with criteria to establish how things operate so everyone has an idea of what to expect.	10/22/2020 8:52 AM

10	I think that members of governance groups should be selected by their constituents. I think that we need to think of ways to incentivize participation from marginalized groups on campus who are often over-burdened by equity work, childcare constraints, financial constraints, etc.	10/21/2020 3:43 PM
11	They can be voted in like before, but there needs to be better recruitment. More on on ones. Reaching out to new folks and not always the same people.	10/21/2020 12:52 PM
12	The governance groups should be diverse (with equity mindfulness) and be elected or selected by their "interest" groups. Since each group has a unique experience and perspective, they should elect/select or appoint their own representative(s).	10/21/2020 9:06 AM
13	The classified senate will appoint representation to the governance committees. The classified senate can work with the administrator for the committee to appoint the tri-chair.	10/21/2020 6:28 AM
14	Through existing channels	10/21/2020 3:26 AM
15	Voting process.	10/20/2020 6:57 PM
16	By vote as well.	10/20/2020 6:01 PM
17	I believe no one should be nominated. Member should be voted by their constituency group. Faculty select their faculty rep and must be from various disciplines (currently two divisions are dominating the committee.) Dean should be voted in by the deans group and not handpicked by senior staff. Same for staff and students.	10/20/2020 3:28 PM
18	proportionally represented	10/20/2020 2:34 PM
19	We have a classified senate, an academic senate, and a student senate. Appointments should be made from these respective bodies. To the extent that any of these questions also touch on wages and working conditions or other contractual matters, the collective bargaining bodies should also make appointments.	10/20/2020 12:47 PM
20	Proper representation across all groups (Faculty, staff, students and Administrators) is the need of the hour : All Divisions should have the voting power and everyone should have the freedom to express their opinion without any fear of reprisal.	10/20/2020 12:32 PM
21	Each constituent party should have a rotating responsibility for participation, with a selection process established during #6 above...	10/20/2020 12:09 PM
22	Have groups elect who they would like to represent them	10/20/2020 10:59 AM
23	Rotation.	10/20/2020 6:50 AM
24	n/a	10/20/2020 6:32 AM
25	Volunteers for a certain amount time.	10/19/2020 5:36 PM
26	Academic senate: choose the faculty members, after inviting people to apply. Then, the leadership team (officers) could perhaps put up 2 or 3 possible SLATES of candidates that complement the existing faculty membership, OR make a strong recommendation for a particular SLATE. Have a discussion, of course. The important piece is to not put forward individuals, but a group of 3 - 4 that would work well with the other 3-4 faculty on the committee in terms of a broader representation.	10/19/2020 4:54 PM
27	Not the members. We can talk till we are blue in the face. It is the transparency and a more clearly defined objectives that ALL members must abide by.	10/19/2020 3:53 PM
28	They would definitely have to be selected for their strengths and skillsets. I do believe there should be a greater incentive and desire to re-establishing the new culture and philosophy.	10/19/2020 3:53 PM

29	Right now, I think there would need to be an entirely clean slate from the ground up re-do of all processes to get new folks to volunteer. Most folks I know are so demoralized by the process and so untrusting that our participation matters than I think that honestly it will be a challenge to get folks to volunteer.	10/19/2020 3:52 PM
30	Equally from each department	10/19/2020 2:53 PM
31	Assigned by the respective governance group.	10/19/2020 2:50 PM
32	Voted in by peers. Powerful leaders compensated in some way. Weed out complainers who just want to say how things aren't working without concrete suggestions. Just complain. My motto: Don't bring me problems, bring me solutions! Talking about a problem good. But then constructive approach to solve even more important in my view.	10/19/2020 2:49 PM
33	see above	10/19/2020 2:46 PM
34	Not sure.	10/19/2020 2:25 PM
35	Not sure Current system does not work	10/19/2020 2:13 PM
36	I would also say that there are many governance groups....maybe there is one landing spot for new faculty/employees to find out about these...I only ever found out about them through conversations.	10/19/2020 2:12 PM
37	n/a	10/19/2020 2:11 PM
38	should be selected by knowledge of group	10/19/2020 2:07 PM
39	Representatives should be selected by and approved by the body they represent. (As opposed to somebody volunteering and therefore just being in the position. I believe that leadership should have to step down after serving a term and not run for office until the next appointment cycle.	10/19/2020 2:06 PM
40	By the vote of the associated constituency	10/17/2020 12:35 PM
41	With direct democracy, either a ranked choice or approval voting system.	10/14/2020 8:15 PM
42	sorry I just don't know enough to respond	10/14/2020 3:36 PM
43	On the faculty and staff end: Definitely through a combination of LOTTERY and/or AUTOMATIC ROTATION. There would also be clear, reasonable term limits. Another addition would be to try the unconventional approach of going by "junior-ity," instead of by seniority. Meaning--start with the newer hires as priority--for more fresh perspectives. Additionally, make the new hires' schedules more conducive to being a part of this--for instance, give them less classes to teach that particular quarter. Or, make one of their tenure track years an entire year of governance roles.	10/14/2020 2:06 PM
44	The head of each constituent group would select appointees to college-wide councils and committees, subject to ratification from their constituent group. In doing so they would follow guidelines to maximize diversity. These selections would be consent agenda items, pulled for discussion only if moved and seconded by the body.	10/14/2020 1:03 PM
45	1 member representation from all groups for voting purposes. Subject experts from different areas based on the project should be part of the team. I believe we only need one group. The college council - the assign a subgroup for a project to work on. Dismiss the subgroup after the project is presented back to college council.	10/13/2020 10:15 PM
46	Voted in the case of constituent groups and then by job title.	10/13/2020 5:35 PM
47	Volunteer/nominated/elected those on tasks committees should be open to the community and not just the members of the governance group to include those outside of group who may have a particular interest in task as well as to expand the opportunity for participation	10/13/2020 3:07 PM
48	overall elections from both groups, to work together.	10/13/2020 2:06 PM
49	not sure but voting within depts?	10/13/2020 1:48 PM

50	We have the same people serving all over the place. I can't speak knowledgably about how Classified and Administrators should be chosen, but we need a much more thoughtful way to choose faculty. The application process should include listing what other committees your on, how long you've been on them, why you want to join the committee, etc. Perhaps we should start including brief video clips in the application.	10/13/2020 12:23 PM
51	Representatives should be appointed democratically. Each stakeholder group should have coordinating agents (perhaps: deans and/or their representatives for divisions, senate officers for PT and FT faculty, DASB officers for students, etc.) who can manage elections to each mission-oriented body. Referring back to answer 1 on question 4, I think it's necessary to structure the seats on each gov't org so as to reflect both interests that have been obvious to us for a long time (traditional stakeholder groups, affinity groups) as well as interests that have been forced into the shadows of budgeting despite how integral they are to how the community thinks (e.g., the taboo question of divisional interests in the IPBT).	10/13/2020 12:11 PM
52	I think we need to hire experts to help us form a new structure or work within current structures.	10/13/2020 11:32 AM
53	Unfortunately, I don't have any experience to offer an informed opinion.	10/13/2020 7:57 AM
54	Ideally there should be a Chair and Vice Chair, as well as someone to take down the meeting minutes/schedule appointments as well as 2 DASB representatives and 1-3 non DASB reps with voting power as well. 2-5 more faculty members should be sitting on the governance group as well. The DASB members are responsible for communicating with Student Feedback to gather and document student reports that are relevant to the committee and the presentation of this feedback should be a standard part of meeting proceedings.	10/13/2020 4:03 AM
55	Same way they are now - the most popular work is the most competitive to obtain	10/12/2020 10:20 PM
56	I suggest that there should be a Shared Governance 101 training that should be required of all faculty representatives. This should cover a lot of processes, policies, etc. that faculty need to know prior to making decisions that have far-reaching consequences to the college. So often, representatives are voting based on myth and conjecture. In the past, it was difficult to get anyone to serve on shared governance committees. Now that there is even competition to serve, I think there should be more accountability, responsibility, and knowledge. In exchange, there should be PGA credit given. PAA special service isn't enough. It dissuades newer faculty from serving because they have to focus on professional development more than special service to the college. Serving on a shared governance committee IS professional development.	10/12/2020 8:14 PM
57	volunteer or brought in by other members	10/12/2020 6:36 PM
58	So, firstly, the governance groups need to have a certain number of administrators, faculty, staff, students, etc. That should be a set number of each, as they are now. Again, just going outside the box here. There's a website where full-time employees make their top "picks" for what they want to do at De Anza outside of the job they were hired for. This is done before Opening Day. Maybe every full-time employee needs to pick their top 3 or 5 ways that they want to contribute. If there are a greater number of applicants for governance groups, the members are picked by chance. If there happens to not be enough who choose a governance group and there is room for more members, there can be a call during Opening Day. Part of Opening Day is used to inform the De Anza community who is part of what group. Maybe there's an activity at Opening Day so the different groups can meet each other without having to do governance-related business. There can also be alternates for cases of PDL or other circumstances. So, selection would be a combination of chance and desire of that individual to contribute in that way.	10/12/2020 6:05 PM
59	Through an intensive evaluation that includes both an interview and a background check. This I feel should also include an empathy test, a psychiatric evaluation, and a lie detector test. That way, it can help ensure in weeding out less problematic individuals and instead will provide more opportunities for those who genuinely do aim for equity and inclusiveness and will be willing to not only take actual action but will also be willing to hold themselves accountable if they ever encounter criticism.	10/12/2020 5:39 PM

60	Members of the governance groups should be selected from instructors who have a certain number of years of experience from which to draw. Selection might give way to instructors who already have an interest and would step forward to be a participant if the general call was made public. Selection might give the impression of favoritism - choosing people who want to work in a conservative closed system instead of people who want to help the system stay current.	10/12/2020 5:31 PM
61	Academic senate appoints faculty. Other constituency groups appoint their representatives.	10/12/2020 5:18 PM
62	Each area will have their own process in selecting their representatives. The group itself should allow for representation from different areas on campus not just instructional areas.	10/12/2020 5:01 PM
63	Through an open, equitable, and transparent process. Each area should have a clear laid out process that is accessible to everyone. When an announcement is sent out for interest, the message should include the process for how the person can join the committee.	10/12/2020 4:49 PM
64	The members should be elected or selected by the cohort they represent.	10/12/2020 4:48 PM
65	From each constituent group.	10/12/2020 4:42 PM
66	By their departments.	10/12/2020 4:27 PM
67	Selection should be in a way that equalizes the power structure so that everyone has a voice and new ideas can be explored.	10/12/2020 4:23 PM
68	They would be selected by vote.	10/12/2020 4:11 PM
69	Volunteers and maybe to get a well balanced group invite people to join from areas or groups that are needed.	10/12/2020 4:06 PM
70	We at De Anza would have to vote for the member's everyone should have the opportunity to run for governance, if they choose.	10/12/2020 4:04 PM
71	Every division should be represented with a proportional # of representatives. The division should vote for these reps.	10/12/2020 4:03 PM
72	-By commitment (schedule, agreement to workload, interest in serving)	10/12/2020 4:01 PM
73	Every division should be represented, and balance of racial and ethnic diversity NEEDS TO BE considered.	10/12/2020 3:58 PM
74	There should be at least a little compensation, because it's a lot of work and for faculty, that comes out of the hours we have for teaching. Counselors have in the past been able to attend meetings in lieu of other duties, unlike faculty, which is patently unfair. If there is no financial incentive, then only those with a more political agenda or turf to protect will serve on the most time-consuming committees like IPBT.	10/12/2020 3:57 PM
75	Advertise for positions, appoint at least one person and let the others be people who choose to volunteer. For people with more input or off-topic input, provide surveys (like this one) they can fill out so that all opinions can be heard without a meeting taking hours. Make better use of Yammer to form working groups for deep discussions on shared governance topics.	10/12/2020 3:57 PM
76	RANDOMLY !!!!!!! NOT HAND PICKED !!!!!!!!!!	10/12/2020 3:54 PM
77	Everyone should be required.	10/12/2020 3:45 PM
78	NA	10/12/2020 3:44 PM
79	n/a	10/12/2020 3:43 PM
80	Eligibility: 1 year of employment, committee member nominated.	10/12/2020 3:41 PM
81	faculty by academic senate, after soliciting applicants! classified by classified senate students by DASB leadership	10/12/2020 3:40 PM

82	Open it to all and not specific groups. By selecting specific people to represent specific groups they will always have a bias. Ask for collective input and then have senior leadership consider input and make decisions.	10/12/2020 3:40 PM
83	Rotated equally amongst all faculty.	10/12/2020 3:38 PM
84	I like the idea of the affinity groups having a larger role.	10/12/2020 3:38 PM
85	If more are interested than spots available, by interview and vote.	10/12/2020 3:35 PM
86	I think that each group should select from among its ranks, including all people who are working on campus. Part-time faculty has to be involved in shared governance or the "shared" is meaningless. But they cannot participate without compensation.	10/12/2020 3:35 PM

Q8 Any other recommendations or comments?

Answered: 60   Skipped: 208

#	RESPONSES	DATE
1	More full time positions so that more faculty will have time to be involved with governance programs.	10/27/2020 9:27 AM
2	De Anza requires all our voices to be a truly diverse supportive community. Overemphasizing one aspect of this community throws us off balance. We need a process that highlights all of our perspectives and moves from what we can learn from these collective insights.	10/24/2020 9:21 PM
3	Honestly, we need to include all the stakeholders in conversations. ISP, DSS, Veterans, etc are all important programs that do not have their leaders invited to pbt or senate or college council. It is a blind spot and makes it look like the campus does not care about the populations. We should be more inclusive like Foothill. Also, we need better administrator leaders and mentors like Jordan England and Laurie scolari since both of them actually mentor their staff and create future leaders rather than most of our administrators, who make you want to quit your job daily and just give themselves awards.	10/23/2020 5:58 PM
4	Well, people need to be fired.	10/23/2020 4:01 PM
5	[Personalized comment removed]	10/23/2020 3:42 PM
6	Stop the racism. The English Department is racist.	10/23/2020 10:03 AM
7	[Personalized comments removed] Academic Senate needs new blood. It has become racist. IPBPT needs to be shook up. [Personalized comment removed]	10/23/2020 10:00 AM
8	I appreciate the openness to gather data and the possibility for true change.	10/23/2020 3:56 AM
9	I appreciate that the college wants to hear from everyone but I don't feel like I have credible input to offer.	10/22/2020 8:52 AM

10	If this administration is sincere in wanting to make change and bring about more inclusive, equitable, and democratic culture at De Anza, they must create spaces for open dialogues to happen about the various needs across campus, the various concerns that have been consistently voiced by students, faculty and staff, and particularly that were articulated very clearly in the open letter that was circulated in the Spring and completely ignored by the Senior Staff, to their own detriment. It is time to rip off the bandaid and have some "courageous conversations" about the way that leadership and the culture of leadership must change at De Anza. Administrators need to get the courage to lead by obeying the will of the people. This is what democracy is.	10/21/2020 3:43 PM
11	I have heard in the past complaints about transparency issues - specially, when important decisions were made. So, I think, it would be helpful to look at what has happened in the past(just for learning purpose only) and, going for forward, think about ways to improve future decision processes' transparency and inclusivity.	10/21/2020 9:06 AM
12	We need to continue to have an open governance structure, where all can participate, have their voices be heard, listened to, and acted upon.	10/21/2020 6:28 AM
13	Faculty, staff and students be included in a much more vigorous shared governance process of planning, especially regarding any budget reductions	10/20/2020 6:57 PM
14	Let us be honest. There some who serve on the committee to advocate for the allocation of resources. No one should serve on the committee for so many years as it is now. The vision gets lost and members start to advocate for their constituencies. It is unacceptable.	10/20/2020 3:28 PM
15	We know that Administrators work really hard. This work is often not recognized or appreciated. But this burden need not and should not fall on them solely. Let's cut our administrators some slack and share the load better. Approaching all of our decision-making in a greater spirit of appreciation, cooperation and transparency will go a long way in this direction. Thank you.	10/20/2020 12:47 PM
16	Hopefully, we will have a shared governance process for real and not in just name only based on the survey's suggestions.	10/20/2020 12:32 PM
17	It is time for change - NOW! The health and the future of our college depends on it!	10/20/2020 12:09 PM
18	not at this time	10/20/2020 10:59 AM
19	n/a	10/20/2020 6:32 AM
20	And maybe have subgroups of IPBT (such as for workforce) to bring recommendations to the larger IPBT. Do not mix SSPBT and IPBT - too big, too different.	10/19/2020 4:54 PM
21	In this time of budget cut and changing job market for our students, let's focus on EDUCATION and take a hard look at the non-education oriented expenses and refocus our attention to being the best college that students can rely on and proud to be part of.	10/19/2020 3:53 PM
22	I think there needs to be a radical culture shift in which everyone's work and role within the institution is valued and celebrated, in which we actually *understand* what those roles are and the labor they require and how each role is essential in the overall functioning of the institution, in order to really get folks excited again about overhauling what needs overhauled.	10/19/2020 3:52 PM
23	no	10/19/2020 2:53 PM
24	Over that past 20+ years, the system has walled off many concerns and voices and eliminated programs / services / benefits that used to distinguish DAC. I understand how and why it happened. This understanding does not mean the system is functional. It has elevated many and held others back.	10/19/2020 2:46 PM

25	Again I don't feel that the voices of the people who are truly working with the students are valued or prioritized. It often seems like a routine to justify an outcome that has already been decided. The Flint Center for example. It is being demolished. I recently learned there was a plan....but don't know how this plan was developed or decided upon.	10/19/2020 2:12 PM
26	I think there should be a Shared Governance 101 so we can find out what it's all about.	10/19/2020 2:11 PM
27	IPBT has 29 members now? Good luck with that! The bloated curriculum process should be pared down to just the bare minimum required by the state. We're way overboard on this compared to other CCs out there. Way too much micromanagement now by IPBT on budget requests. Plus the allocation process is politically-driven. In general: STOP THE BUREAUCRATIC MADNESS!!!	10/17/2020 12:35 PM
28	Trust our colleagues to care enough to do well, when given the ability and information to make decisions about how to best serve students.	10/14/2020 8:15 PM
29	Thank you for giving the campus community a chance to respond. We all do our best, often under difficult personal and professional circumstances. It is important to remind ourselves of this. Thank you for the wonderful hire of our new College President--he is a great inspiration. Wishing you the best during these difficult times.	10/14/2020 2:06 PM
30	There is a perception that decisions are made outside of the public bodies. This may or may not be true in different situations, but it may be helpful to look at how information is communicated. This can be accomplished by a regular President's message that summarizes issues raised in the President's council, noting both local and statewide issues affecting the college. This can be an authoritative summary of everything the college and district is dealing with, supplemented by the union and Senate messages. It can be the authoritative source that helps define issues and leave little room for rumors.	10/14/2020 1:03 PM
31	Our goal is student success!	10/13/2020 10:15 PM
32	Strong leadership is needed to guide the campus. It's a perfect opportunity to reframe the conversation and remind the faculty/staff/DASB the premise of participatory gov. no question that employees and students voices are valuable but they dont get to make the big decisions that will frame the future of the college. California's AB 1725 in 1988 requiring participatory governance in California's community colleges. The goal of the legislation was to move to a collegial model of governance.	10/13/2020 5:35 PM
33	I think shared governance is very important	10/13/2020 1:48 PM
34	Our culture is deeply rooted in lies and lying and that doesn't stop at De Anza College. If it not for this culture of lying we would not have racism, slavery, Jim Crow laws, Police Brutality, Race based job discrimination, School-to-Prison Pipelines. All of which are initiated and supported on lies. We should commit ourselves to courageous truth telling. We need effective ways to address the lies and deceit as well as the systems created based on lies which we are forced to support. While lies shape our services, practices, and our students' college experiences - the truth is still known by many. Many of us simply can not voice those truths because we fear losing our jobs. We need to address the honesty issue from the top down. Why should continue to expect students to be honest when administrators, faculty, and classified are not?	10/13/2020 11:32 AM
35	None at this time	10/13/2020 4:03 AM
36	Thank you for looking at this issue	10/12/2020 10:20 PM
37	I cannot stress enough that education is key. At a minimum not only does it dispel some of these myths, but it also brings a transparency that can help build trust.	10/12/2020 8:14 PM
38	If you can't tell, I'm passionate about this as I've spent my whole time at De Anza on many of these committees and have gotten to know and respect the people who do this work greatly. There is definite talent and commitment to De Anza among these folks. I'd love to see a way to bring more people into these groups because I have personally seen the value that it brings to you.	10/12/2020 6:05 PM

39	I still stand by my statement in that I have no desire in actually joining a governance group, especially since, in my opinion, it feels like some of these governance groups are just "popularity" clubs, rather than an actual system that aims in promoting real change. But, I do hope that at least some of my comments can be taken into consideration.	10/12/2020 5:39 PM
40	Robert deHart established a wonderful approach to running De Anza. He made it a policy that students are like customers and therefore whatever the student needed to help them get through the program, they got. The school was oriented toward Students First. Since he has left, the school has been going the other direction. We need to get back to putting students first in all our policies!!	10/12/2020 5:31 PM
41	Are we seeking equity (proportional representation) or equality (treating all equally with respect to opportunity)? In one case, you may fail to get the best representation, in the other, groups may fail to be represented, but you have the best chance of getting the members you require to do useful work.	10/12/2020 5:18 PM
42	There are other people on campus other than instructional faculty. It would be great if we can remember that when choosing members on a committee. In addition, administrators come in with their own agenda and tend to steer committees in to their own direction which is not collaborative.	10/12/2020 5:01 PM
43	It would be great to have an office that can coordinate the recruitment, notification of when a term is getting ready to expire, and other logistics of ensuring that all committee's are handled in some consistent manner.	10/12/2020 4:49 PM
44	There is a lot of talk about the need for a culture shift on our campus. So far, it is just talk. For years there has been the cultivation of cliques and what has resulted has been a cabal. This insular group has undermined shared governance, and exhibited a deaf ear to many of the cohorts on campus. It is time to move beyond this ugly legacy.	10/12/2020 4:48 PM
45	I think this type of survey (all text boxes) itself is overwhelming to some employees, perhaps not equitable.	10/12/2020 4:28 PM
46	no opportunity for part time faculty to participate!	10/12/2020 4:12 PM
47	Stop the academic arrogance in this college and start treating classified employees equal!	10/12/2020 4:11 PM
48	No.	10/12/2020 4:06 PM
49	-De Anza's shared governance structure will only be successful if we can create safe spaces for people to voice their concerns in the appropriate venues. Until then nothing will be achieved because the real issues are always toppled over by the loudest voice in the room.	10/12/2020 4:01 PM
50	Why do we have shared governance groups if Administration does not care about the input of faculty or staff? It seems as if Administration constantly makes unilateral decisions that are not transparent at all. The shared governance groups are pretty much like aesthetic or ornamental aspects in terms of running the college, as decisions are made without the consent, approval, or collaboration with faculty and staff or these shared governance groups. Why not just be honest about what Administration wants to do and disband all shared governance groups because it's pretty clear that Admins are going to make whatever decisions they want without considering other groups' opinions, ideas, or suggestions.	10/12/2020 3:58 PM
51	Thank you for opening up this question.	10/12/2020 3:57 PM
52	Each committee needs an anonymous inbox where people can post their feedback, ideas, brainstorming without fear of reprisal. This could be a google form but the input from anonymous folk should be publicly available for everyone to review Just as the agenda and minutes are public, people should be able to comment on the minutes and have that feedback displayed but they should be able to reply with a screen name that doesn't reveal their identity. Comment monitoring could be handled by a student worker majoring in journalism to keep everything polite and respectful.	10/12/2020 3:57 PM
53	Cronyism; Elitism; friend-nepotism These must go	10/12/2020 3:54 PM

54	Some faculty who are coordinators for their departments were recently told (by their division deans) that students had told the Administration that they want more real-time interaction in Zoom, rather than fully-Asynchronous courses. In some cases, Division Deans informed the department coordinators that they *had* to change the modality of online instruction for large numbers of courses. Other parts of the "governance triad" did not fully corroborate this account of a `directive from Administration'. When information like this student feedback is being used to make recommendations on how we serve students, it should be rapidly disseminated to all parts of the triad (Admin, Ac. Senate, FA), so that all three bodies can play a role in making recommendations as to how to use the information to best accomplish the College's mission.	10/12/2020 3:46 PM
55	No	10/12/2020 3:44 PM
56	Keep it transparent, don't slow things down.	10/12/2020 3:43 PM
57	None	10/12/2020 3:41 PM
58	wow, this has been a summer and fall of getting NOTHING done that needs to be done, lots of talk and handwringing. No PLANNING for how to spend money, allocate faculty positions, etc. IPBT - late Tuesday afternoon may not be the best time. Needs 2 hour meeting, not just 1.	10/12/2020 3:40 PM
59	Too much shared governance bogs down the process (much like the cliche "too many cooks in the kitchen". Not everything needs to be run by every single group. Use faculty for input on instruction, classified for input on operational issues, managers for how to run departments/divisions.	10/12/2020 3:40 PM
60	The main this a shift in how decisions are served up.	10/12/2020 3:38 PM