

Agenda - Focus Group - Administrators

Nov. 15, 2019

- 12:00 PM Introduction**
Welcome and Introduction
- 12:05 PM Ground Rules (Categorizer)**
- 12:10 PM Nomination of Issues or Initiatives (Categorizer)**
When effectively addressed or implemented, will result in the most meaningful improvements in productivity, satisfaction and responsiveness to the needs of our students and our community.
- 12:20 PM Prioritizing Issues/Initiatives (Vote)**
Which will make the most positive difference?
- 12:30 PM Re-Vote After Discussion (Vote)**
- 12:40 PM Brainstorming Issues/Initiatives (Categorizer)**
- 1:50 PM Feedback Survey (Survey)**
- 2:00 PM Adjourn Meeting**

Ground Rules

- 1. Only what gets entered into the conversation will show up in final meeting report. Verbal comments are welcome, as they may stimulate ideas, however, if you want the verbal comments to get reflected in the report, please be sure to enter them into the online conversation.**
- 2. The comments will not be attributed to individuals in the focus group. The software is designed so that the entire conversation is anonymous. Please be candid about your ideas and opinions.**
- 3. At the same time, please be constructive and professional with your comments. Anything that comes across like an ad hominem attack or a cheap shot will be deleted. Remember that the entire conversation will be published.**
- 4. The only editing the facilitator will do this report is to run a spell check using Microsoft Word before submitting.**

Nomination of Issues or Initiatives

- 1. Customer service focus for staff**
- 2. Employee appreciation**
- 3. Lead college in instituting statewide initiatives**
- 4. Improve industry connections**
 - Partnerships with local technology companies
- 5. Greater visibility of senior management on campus and at campus events outside of scheduled meetings**
- 6. Streamline policies to be more student centered includes practices that are not punitive.**
 - Stop bureaucratic policies

 - Change how (new) processes are implemented

 - Review and reform policies and procedures to center the needs of students (and then faculty and staff) who are the most vulnerable.
- 7. As the campus grows, the infrastructure needs upgrading and increase support staff**
- 8. Creating Student Success Centers/Labs across campus**
- 9. Communication between departments about changes in policy, regulations, procedures**
- 10. Provide courses for our community**
- 11. Welcome innovative practices**
 - Need leadership that embrace innovation
- 12. Respect people ideas**
- 13. Wrap around student services "office" where students can receive information regarding counseling, enrollment services, financial aid, EOPS etc.**
- 14. Leadership with instructional background**
- 15. Create culture of inclusion**
- 16. Build transfer pathways for CTE students**
- 17. Equity across employee groups**
- 18. Create an inclusive environment for disproportionate student populations that translates to increasing student outcomes (retention, transfer, graduation).**
- 19. Celebrate successes**
- 20. Implement creating forms of generating revenue than traditional manner**
- 21. Structural supports and practices for creating greater internal communication and awareness across Campus of various role groups and programs.**
- 22. More autonomy to make decisions for middle management**
- 23. Upgrade/modernize/make good use of facilities**
 - Campus-wide review of facilities and classroom space usage to facilitate reallocation of underutilized resources

 - Upgrade/modernize outdated facilities
- 24. Creative forms**

- 25. Develop faculty/staff recruitment path from local university graduate school programs**
- 26. Create a grants office**
- 27. Hire more staff personnel to support instruction and students**
- 28. Improve pathways and remove barriers for non-traditional students**
- 29. Provide additional psychological/mental health support for students and staff facing crises**
- 30. Hire more culturally responsive faculty, staff & administrators reflective of the student body and county demographics.**
- 31. Protect the campus from negative day-to-day impacts of uncommunicated changes in District policies/practices as well as uncommunicated construction upgrades and processes**
- 32. Establish a guideline for working with high school on dual enrollment. Getting started is unclear at the moment.**
- 33. Improve campus security**
- 34. Housing for homeless students**
- 35. Strengthen faculty capacity to provide engaging curriculum and diverse perspectives.**
- 36. Get out of our silos - understand the impact we all have on the overall student experience, as well as the impact we have on each other's functional areas. Collaboration leads to a better understanding of a global view of the college operations.**
- 37. Senior leadership should be evaluated by the entire campus community.**
- 38. Streamline and improve the curriculum process**
- 39. Re-examine enrollment management and growth strategies**
- 40. Establish a clear nexus point for communication, including horizontal and vertical communication pathways that run in both directions**
- 41. Organize and develop campus resources to provide wrap-around services for the campus community (food, housing, transit, health/mental health, legal, etc.). "Beacon Center" Model**
- 42. Increase professional development opportunities for all employees**
- 43. Increase visibility of senior administrators within the service area and marginalized communities.**
- 44. Expand International Students services with job training with local high-tech corporations**
- 45. Create structural opportunities for fostering and developing a positive, connected, campus community (psychological sense of community).**
- 46. Hire more grounds and custodial personnel to better support the Faculty, Staff, and Students**
- 47. Demonstrate a full commitment to athletics and student activities**

Prioritizing Issues/Initiatives

Voting Results

Multiple Selection (maximum choices = 15) (Allow bypass)

Number of ballot items: 47

Total number of voters (N): 16

Total

- | | |
|----|--|
| 11 | 1. Welcome innovative practices |
| 11 | 2. Re-examine enrollment management and growth strategies |
| 8 | 3. Greater visibility of senior management on campus and at campus events outside of scheduled meetings |
| 8 | 4. Communication between departments about changes in policy, regulations, procedures |
| 8 | 5. Organize and develop campus resources to provide wrap-around services for the campus community (food, housing, transit, health/mental health, legal, etc.). "Beacon Center" Model |
| 7 | 6. Employee appreciation |
| 7 | 7. Improve industry connections |
| 7 | 8. Streamline policies to be more student centered includes practices that are not punitive. |
| 7 | 9. As the campus grows, the infrastructure needs upgrading and increase support staff |
| 7 | 10. Get out of our silos - understand the impact we all have on the overall student experience, as well as the impact we have on each other's functional areas. Collaboration leads to a better understanding of a global view of the college operations |
| 7 | 11. Celebrate successes |
| 7 | 12. Upgrade/modernize/make good use of facilities |
| 6 | 13. Customer service focus for staff |
| 6 | 14. Wrap around student services "office" where students can receive information regarding counseling, enrollment services, financial aid, EOPS etc. |
| 6 | 15. Create culture of inclusion |
| 6 | 16. Senior leadership should be evaluated by the entire campus community. |
| 6 | 17. Provide additional psychological/mental health support for students and staff facing crises |
| 6 | 18. More autonomy to make decisions for middle management |
| 5 | 19. Hire more staff personnel to support instruction and students |
| 5 | 20. Hire more grounds and custodial personnel to better support the Faculty, Staff, and Students |
| 5 | 21. Increase professional development opportunities for all employees |
| 5 | 22. Streamline and improve the curriculum process |
| 5 | 23. Improve pathways and remove barriers for non-traditional students |
| 5 | 24. Create structural opportunities for fostering and developing a positive, connected, campus community (psychological sense of community). |
| 5 | 25. Implement creating forms of generating revenue than traditional manner |

- 5 26. Create an inclusive environment for disproportionate student populations that translates to increasing student outcomes (retention, transfer, graduation).
- 4 27. Hire more culturally responsive faculty, staff & administrators reflective of the student body and county demographics.
- 4 28. Establish a guideline for working with high school on dual enrollment. Getting started is unclear at the moment.
- 4 29. Equity across employee groups
- 4 30. Build transfer pathways for CTE students
- 4 31. Establish a clear nexux point for communication, including horizontal and vertical communication pathways that run in both directions
- 4 32. Creating Student Success Centers/Labs across campus
- 4 33. Lead college in instituting statewide initiatives
- 3 34. Develop faculty/staff recruitment path from local university graduate school programs
- 3 35. Create a grants office
- 3 36. Structural supports and practices for creating greater internal communication and awareness across campus of various role groups and programs.
- 3 37. Leadership with instructional background
- 3 38. Increase visibility of senior administrators within the service area and marginalized communities.
- 3 39. Demonstrate a full commitment to athletics and student activities
- 2 40. Protect the campus from negative day-to-day impacts of uncommunicated changes in District policies/practices as well as uncommunicated construction upgrades and processes
- 2 41. Improve campus security
- 2 42. Housing for homeless students
- 2 43. Expand International Students services with job training with local high-tech corporations
- 2 44. Respect people ideas
- 1 45. Creative forms
- 1 46. Strengthen faculty capacity to provide engaging curriculum and diverse perspectives.
- 1 47. Provide courses for our community

Re-Vote After Discussion

Voting Results

Multiple Selection (maximum choices = 10) (Allow bypass)

Number of ballot items: 47

Total number of voters (N): 16

Total

- | | |
|----|--|
| 13 | 1. Improve industry connections |
| 9 | 2. Communication between departments about changes in policy, regulations, procedures |
| 8 | 3. Re-examine enrollment management and growth strategies |
| 8 | 4. Create a grants office |
| 8 | 5. Welcome innovative practices |
| 7 | 6. Streamline policies to be more student centered includes practices that are not punitive. |
| 7 | 7. Customer service focus for staff |
| 7 | 8. Implement creating forms of generating revenue than traditional manner |
| 6 | 9. Organize and develop campus resources to provide wrap-around services for the campus community (food, housing, transit, health/mental health, legal, etc.). "Beacon Center" Model |
| 6 | 10. As the campus grows, the infrastructure needs upgrading and increase support staff |
| 6 | 11. get out of our silos - understand the impact we all have on the overall student experience, as well as the impact we have on each other's functional areas. Collaboration leads to a better understanding of a global view of the college operations |
| 5 | 12. Greater visibility of senior management on campus and at campus events outside of scheduled meetings |
| 5 | 13. Wrap around student services "office" where students can receive information regarding counseling, enrollment services, financial aid, EOPS etc. |
| 5 | 14. Create culture of inclusion |
| 5 | 15. Streamline and improve the curriculum process |
| 4 | 16. Employee appreciation |
| 4 | 17. Upgrade/modernize/make good use of facilities |
| 4 | 18. Provide additional psychological/mental health support for students and staff facing crises |
| 4 | 19. Establish a guideline for working with high school on dual enrollment. Getting started is unclear at the moment. |
| 4 | 20. Hire more grounds and custodial personnel to better support the Faculty, Staff, and Students |
| 3 | 21. Improve pathways and remove barriers for non-traditional students |
| 3 | 22. Improve campus security |
| 3 | 23. Creating Student Success Centers/Labs across campus |
| 3 | 24. Increase professional development opportunities for all employees |
| 3 | 25. Hire more staff personnel to support instruction and students |

- 3 26. More autonomy to make decisions for middle management
- 3 27. Celebrate successes
- 2 28. Establish a clear nexux point for communication, including horizontal and vertical communication pathways that run in both directions
- 2 29. Demonstrate a full commitment to athletics and student activities
- 2 30. Strengthen faculty capacity to provide engaging curriculum and diverse perspectives.
- 1 31. Create structural opportunities for fostering and developing a positive, connected, campus community (psychological sense of community).
- 1 32. Hire more culturally responsive faculty, staff & administrators reflective of the student body and county demographics.
- 1 33. Build transfer pathways for CTE students
- 1 34. Lead college in instituting statewide initiatives
- 1 35. Creative forms
- 1 36. Senior leadership should be evaluated by the entire campus community.
- 1 37. Leadership with instructional background
- 1 38. Increase visibility of senior administrators within the service area and marginalized communities.
- 0 39. Create an inclusive environment for disproportionate student populations that translates to increasing student outcomes (retention, transfer, graduation).
- 0 40. Equity across employee groups
- 0 41. Structural supports and practices for creating greater internal communication and awareness across Campus of various role groups and programs.
- 0 42. protect the campus from negative day-to-day impacts of uncommunicated changes in District policies/practices as well as uncommunicated construction upgrades and processes
- 0 43. Housing for homeless students
- 0 44. Expand International Students services with job training with local high-tech corporations
- 0 45. Respect people ideas
- 0 46. develop faculty/staff recruitment path from local university graduate school programs
- 0 47. Provide courses for our community

Brainstorming Issues/Initiatives

1. Improve industry connections

Partnerships with local technology companies {#5}

Showcase what the college can offer. {#57}

Partner with accounting firms for internships as well {#58}

Professional training for the industry. {#59}

Important for fund raising and internships {#60}

Provide a staff support "department" that can help students get summer internships {#61}

Form college-wide Business, Industry Advisory Board {#62}

You might also use connections in industry to help solve the homeless student issue {#63}

This should not be limited to just technology companies but to other areas such as in healthcare, research (Stanford, Berkeley etc.) - the Bay area is a leader in so much more {#64}

Ditto #64 {#66}

Could pursue direct donations, student internships and revenue-generating contract education {#67}

Use internship process that conforms to the industry applied to, rather than asking that a "one size fits all" structure be applied for all students. {#68}

Provides access to opportunities to marginalized student populations and hopefully will assist them with increasing their living situations. {#69}

There so are many types of industries in SV and I know that each of them can benefit our college in many areas other than internships such as donations to upgrade our systems and support of the various learning communities. same as #63 {#70}

Develop programs (including internships and scholarships) that partner with four-year universities to allow students to have a pathway through university into a local or regional company {#71}

Partner with local industry for funding to free up current funding for more staff #20 {#72}

Ditto #71 {#73}

Provide greater staff support to VIDA that has community partners in community change and advocacy organizations for internships with those orgs (I am not a part of VIDA or that division, by the way). {#74}

Ditto # 71 {#75}

Look outside the box, create summer internships (6-week internship) with industry partners, where we pay (foundation) a small stipend to students. Does not cost company anything {#76}

Ditto # 76 {#77}

Industry connections result in naming rights (revenue) for buildings and labs. {#79}

Ditto #71 {#80}

Broaden scope to also include governmental agencies and non-profits working on living wages and housing issues. {#81}

Need funding to staff positions dedicated to internship development and management so that there is no hesitation and worry about who will be able to manage such a program. {#83}

Our college should provide innovative courses and become a training center for local corporations in Silicon Valley {#89}

Ditto #79 ... Mirror UCI and Berkeley with eSports programs (video gaming, game design) and arenas - for a huge spike in enrollment. {#101}

With industry connections we will have internship possibilities for our students, which will improve international and local recruitment and retention. {#105}

2. Communication between departments about changes in policy, regulations, procedures

Clearly can become an issue if there is a communication breakdown as compliance with state and federal regulations can cause issues for the college as a whole {#92}

We need to develop organizational structures and practices that actually facilitate information dissemination, dialogue, awareness, and consensus building (or at minimum, shared understanding). {#98}

3. Re-examine enrollment management and growth strategies

The college is not pursuing growth by adding sections but cutting it off by limiting sections to those that are full or nearly full. Students are being turned away in classes that

reach capacity and have no more room. This does not allow for conditions to improve. It is a defensive strategy. {#82}

We need to find other ways to get funding. {#90}

It appears that we may have more opportunities to offer classes at different times or are there ways to monitor if classes that are popular are offered at the same time, which makes it difficult for students to take the courses they need. {#108}

Increase late-start and online offerings. {#110}

Move to the semester system {#120}

The VPI and VPSS have way too much on their plates to be effective. We need additional administrative staff with the (protected) role of leading enrollment growth strategies, as this cannot be effectively done when juggling so many other roles and responsibilities. There needs to be the space to think outside the hamster wheel. {#133}

We need to find ways to capture the local communities. They would not have the transport issues (which are real) and would further support local tax and bond measures {#159}

We lack a clear vision for enrollment. A college-wide enrollment (or growth, if that's what is expected) plan needs to be written and shared with the campus community {#171}

4. Create a grants office

At the college, have a grant writer position that focus on looking for available grants and apply for the college. This position will coordinate with faculty and staff and the district to meet the compliant requirements. {#78}

Provides grant opportunities available for CCC. {#84}

We need a seat at the table to increase funding by have a dedicated grant office {#85}

Grant writing will help, but not compensating the faculty will continue to be a problem {#86}

Provides workshops on how to write effective proposals {#87}

Ditto #86 {#91}

Allowing smaller grants will foster innovation. {#103}

Ditto to all comments {#111}

Go for grants that are in line with our mission and strategic institutional metrics that help us provide quality instruction and student support. {#118}

There are many sources of funding out there and we are leaving a lot of that on the table. A grants office would be great in finding resources as well as education us on how to go after the funds. {#132}

5. Welcome innovative practices

Need leadership that embrace innovation {#3}

Yes, Yes, and Yes. {#88}

Listen when people have ideas. Do not just say, we have a plan. Well, that plan has not worked so far {#93}

Ditto #3 {#94}

Staff and especially students have great ideas, but too much red tape to get things moved. {#95}

Should have a monthly meeting where people can propose new ideas with a shared governance committee {#100}

Too few are making the decision for all. More input from the campus community before decision is made {#102}

Ditto #100 {#107}

Totally support #95!! {#109}

Ditto #95 {#115}

Ditto #102 {#117}

Examine the OKR model {#123}

Often times innovative ideas are pushed aside due to a few things: 1) funding 2) lack of understanding on the positive impact to the student experience 3) technological advances can streamline processes, which affords staff the time to actually work with students {#130}

Agree with #100, or some other organizational structure that supports a way of hearing and acting on innovative practices. {#154}

Love #100 and #130! {#160}

Ditto #123 {#161}

Innovative practices include those about creating a more inclusive climate on Campus, not only enrollment and funding. Doing better with what we already have. {#162}

What is the OKR model? Please explain. {#165}

OKR is Objectives and Key Results Management system {#174}

6. Streamline policies to be more student-centered includes practices that are not punitive.

Stop bureaucratic policies {#14}

Change how (new) processes are implemented {#12}

Review and reform policies and procedures to center the needs of students (and then faculty and staff) who are the most vulnerable. {#18}

Review drop policy for non-payment; probation (holds); priority registration at level 2; {#97}

Senior management do not have to have their fingers in everything. Let people do their jobs. {#99}

Two years to offer 2 courses or a certificate. We are in an ever-changing environment. The two years may have been OK 100 years ago. {#106}

Many of our informal policies/procedures (those not board approved) are enacted without input from the students, faculty, and staff who are most impacted, which results in unintended and often harmful results that only those working directly with the impacted population ever feel. Greater input from the impacted areas before policies are implemented could reduce the harm. {#131}

Ditto #99! {#135}

7. Customer service focus for staff

We have too many competitor colleges not to focus on retaining students through exemplary customer service practices. We need to be the college that picks up the phone, that makes selecting classes as easy as possible and that goes out of its way to respond directly to student queries and concerns - that would set us apart from our competitors. {#96}

Agree with the above comment "too many competitors." Student have choices. Let us hold people accountable including faculty, staff, and administrators. At the moment faculty runs the show with no consequences. There is lack of accountabilities at all levels. {#124}

Students are our customers and as public employees that we are, we are here to serve them with respect as valuable members of our community. {#129}

Students come first should be plastered on every building on campus {#138}

We should constantly do surveys to find out what are the needs of our students and community and adapt to those changes ahead of time and not wait until it's too late and be in a reactive mode. {#139}

Sharing best practices amongst ourselves as to how we best serve students would be a great way to collaborate {#146}

Students are our customers they can be graded and evaluated but they should also be treated with respect and consideration - they do have other choices and we are replaceable {#179}

8. Implement creative forms of generating revenue than traditional manner

Take advantage of the opportunities of being in Silicon Valley and explore different ways of generating revenue. {#65}

We need to reduce reliance on constantly-changing state funding mechanisms by diversifying revenue sources. Substantial alternate revenue streams would mitigate the impact of State changes on our operations and staffing. {#114}

The new funding formula can provide more money, but departments need to know what this means for them. An accounting forecast for each area drawn from the District plan would be helpful. {#143}

9. Organize and develop campus resources to provide wrap-around services for the campus community (food, housing, transit, health/mental health ,legal, etc.). "Beacon Center" Model

Review and house resources from a student perspective (e.g. Student applies for financial aid, have food pantry office nearby and a College Promise Counselor and DREAM app adviser all housed in the same area to address any basic needs). This would reduce the number of offices students need to go to for help. {#140}

Ditto #140 {#152}

10. As the campus grows, the infrastructure needs upgrading and increase support staff

The campus should grow at the pace of student enrollment and revenue, otherwise, under the continuous loss of enrollment, our revenue is shrinking, and we will continue to face cuts of personnel and we will not be able to maintain our facilities. {#116}

This can involve reorganization as some areas see exploding growth and others remain stagnant or see declines {#121}

Creating spaces for collaborations, not just solitary offices. {#122}

Check the roads. Check some of the classroom doors. {#134}

11. Get out of our silos - understand the impact we all have on the overall student experience, as well as the impact we have on each other's functional areas. Collaboration leads to a better understanding of a global view of the college operations

Yes, we need to work together. Inclusion is a key to success. {#136}

Collaboration is desperately needed and must cross instructional and student services areas. {#147}

Ditto #147 {#156}

This is an amazing college, with amazing people who want what is best for our students. Sharing our common goals and ways we can help one another and our students will make us more successful in all aspects {#163}

12. Greater visibility of senior management on campus and at campus events outside of scheduled meetings

Coffee with president is an example {#125}

If he pays. I do not want to waste time and pay for coffee as well. {#137}

I realize that our administrators have huge workloads, we all do, but effort and action must be put toward us becoming a united community. I had a new high schooler ask me the name of the principal. I think that speak volumes who, what and where are our leadership. And I hope this feedback is more than an exercise or another meeting and we agree to roll up our sleeves and begin doing the much needed work before we hire a new president. {#153}

Unfortunately, it does appear that our senior management are not visible to the campus community. If your office isn't housed in a high traffic area, you are basically invisible. {#173}

13. Wrap around student services "office" where students can receive information regarding counseling, enrollment services, financial aid, EOPS etc.

Most colleges have one building but we are not fortunate enough to have that amount of space. Something as simple as an information center would help tremendously {#177}

Many other community colleges, CSUs and UCs have this type of one-stop shop. It makes it so much easier for the student to navigate. It doesn't have to a building, just a center where staff can be {#184}

14. Create culture of inclusion

First, the knows-it-all senior staff need to know they do not have the answers to all the questions. {#142}

This not only needs to include our students from marginalized communities but also faculty, staff and administrators who are often one or a few at the table in decision making committees and spaces. First generation professionals also need to feel their voices are heard by senior administrators and managers. {#170}

15. Streamline and improve the curriculum process

Current system is a barrier to innovation {#126}

Move to the semester system {#127}

It is not about semester vs. quarter. It is about caring for students. {#144}

A year-round cycle would maximize the use of staff and the speed with which curriculum can be updated. {#150}

Rules regarding the frequency of updating CTE curriculum do not seem to be in force at De Anza. {#157}

The curriculum cycle can be shortened, increasing currency, articulation, and encouraging innovation. {#167}

16. Employee appreciation

Create a monthly employee spotlight and share via social media. {#112}

I am hearing from employees across all groups - faculty, staff and administration about low morale and lack of appreciation. We have to do more to support our employees. {#113}

17. Upgrade/modernize/make good use of facilities

Campus-wide review of facilities and classroom space usage to facilitate reallocation of underutilized resources {#25}

Upgrade/modernize outdated facilities {#22}

Allow staff and students input to weigh in on the modernization of the spaces. {#119}

Build new athletic facilities; our competition (West Valley, San Jose, San Mateo, others) have superior facilities (locker rooms, labs, gym, pool, baseball/softball fields). {#141}

Improve process for work requests! {#172}

Inform faculty about the plans for their area in the wake of the Flint Center deconstruction. Update the Master Plan to accommodate these changes. {#182}

18. Provide additional psychological/mental health support for students and staff facing crises

19. Establish a guideline for working with high school on dual enrollment. Getting started is unclear at the moment.

Dual enrollment needs to be improved! We are losing enrollment by ignoring this population of students that is committed to starting college while in high school. With new state-wide initiatives we must improve our policies to accommodate this population of students. {#149}

\$ That is what dual enrollment mean. We keep on cutting programs and terminating positions and we are not looking for new resources. {#151}

Work with students who otherwise feel they are not college material but in fact they can do college! {#183}

20. Hire more grounds and custodial personnel to better support the Faculty, Staff, and Students

Much needed. Some facilities are dirty and not welcoming for students and visitors. {#145}

Agree! If under the past bond measures we increased the size of our colleges, we should also have the appropriate capacity of personnel to maintain the facilities for our students. {#178}

21. Improve pathways and remove barriers for non-traditional students

22. Improve campus security

Improve campus lighting; some areas are dark and present safety issues. {#155}

#155 agree especially a concern from female and transgender students. {#176}

23. Creating Student Success Centers/Labs across campus

We need career center first {#158}

Equity funds can help support this; each instructional division should have dedicated space and staffing. {#164}

24. Increase professional development opportunities for all employees

Do we have a Professional Development committee? {#168}

25. Hire more staff personnel to support instruction and students

26. More autonomy to make decisions for middle management

Are you kidding? No one wants to lose power. The micro-management is awful thing to do. {#166}

Ditto #166 {#185}

27. Celebrate successes

Always thank people no matter how little the success is. {#169}

28. Establish a clear nexux point for communication, including horizontal and vertical communication pathways that run in both directions

29. Demonstrate a full commitment to athletics and student activities

Much needed due to competing community colleges that are upgrading. {#180}

30. Strengthen faculty capacity to provide engaging curriculum and diverse perspectives.

31. Create structural opportunities for fostering and developing a positive, connected, campus community (psychological sense of community).

Please do. {#175}

32. Hire more culturally responsive faculty, staff & administrators reflective of the student body and county demographics.

33. Build transfer pathways for CTE students

34. Lead college in instituting statewide initiatives

We are in year 3 of the 5-year Vision for Success plan mandated by the Chancellor's office, but hardly anyone on campus knows it exists and no explicit initiatives appear to be addressing it. {#104}

The Student-Centered Funding Formula has already been implemented by other colleges, but De Anza is not working on the changes and opportunities it presents to increase funding for the college. No changes have been made to enrollment strategies, no initiatives in increasing persistence and completion are in evidence, and the faculty do not feel they are informed about the changes or led by the president in the transition. Leadership is needed to turn this around. {#128}

News to me #104. I did not know {#181}

35. Creative forms

36. Senior leadership should be evaluated by the entire campus community.

37. Leadership with instructional background

38. Increase visibility of senior administrators within the service area and marginalized communities.

39. Create an inclusive environment for disproportionate student populations that translates to increasing student outcomes (retention, transfer, graduation).

40. Equity across employee groups

All employees should feel valued and respected and feel that they are contributing equally to the student experience - we should get rid of the hierarchy mentality that exists in some areas {#148}

41. Structural supports and practices for creating greater internal communication and awareness across Campus of various role groups and programs.

- 42. Protect the campus from negative day-to-day impacts of uncommunicated changes in District policies/practices as well as uncommunicated construction upgrades and processes**
- 43. Housing for homeless students**
- 44. Expand International Students services with job training with local high-tech corporations**
- 45. Respect people ideas**
- 46. Develop faculty/staff recruitment path from local university graduate school programs**
- 47. Provide courses for our community**

Feedback Survey

Survey Results

1. This session was a good use of my time

A) Ballot

Method: Agree/Disagree (4-point)

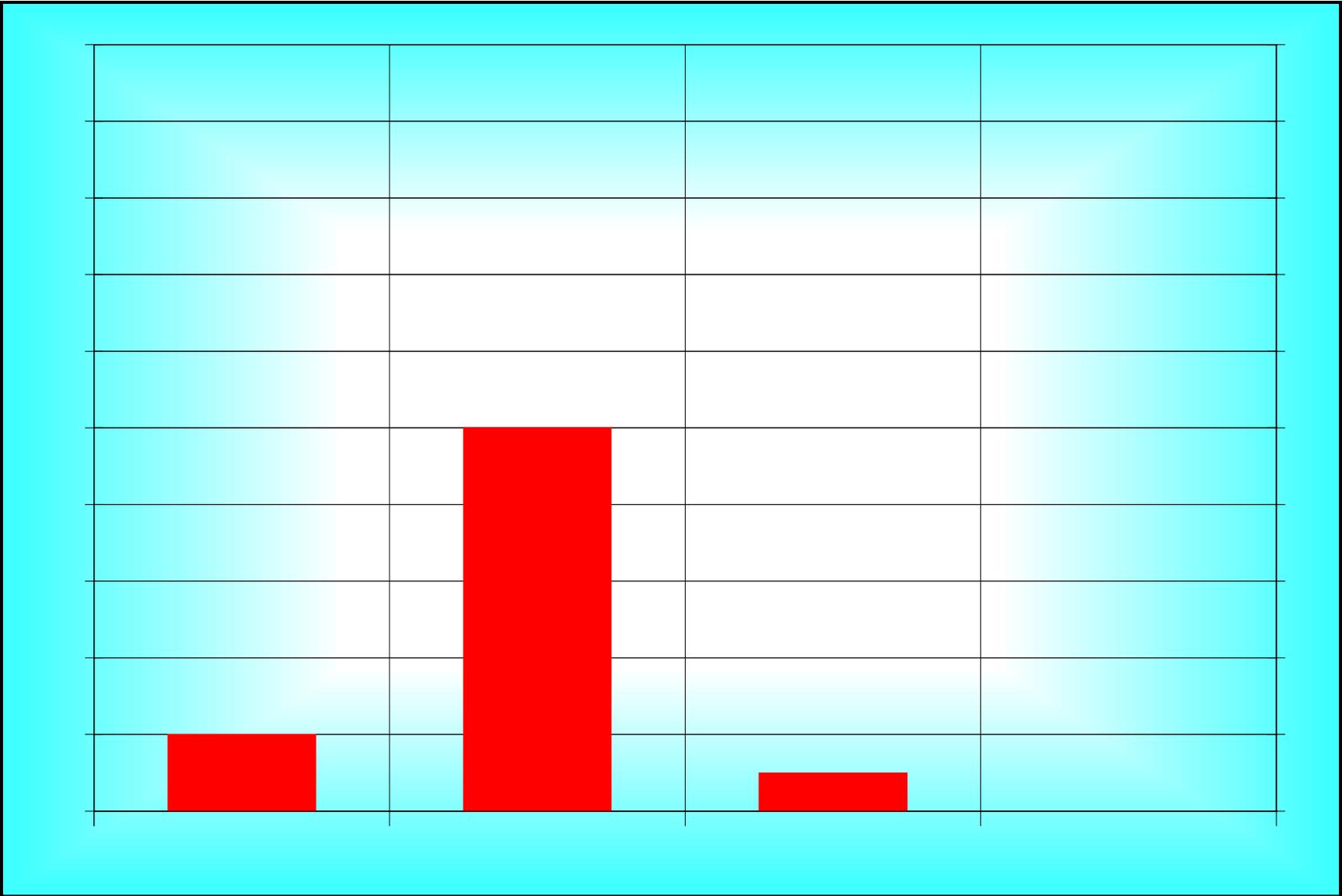
Options: Allow Bypass

Descriptions:

SA-Strongly Agree A-Agree D-Disagree SD-Strongly Disagree

B) Results Spread

<i>Choices</i>	<i>Count</i>
<i>SA(4)</i>	<i>2</i>
<i>A(3)</i>	<i>10</i>
<i>D(2)</i>	<i>1</i>
<i>SD(1)</i>	<i>0</i>
 <i>Statistics</i>	
<i>Total</i>	<i>40</i>
<i>Mean</i>	<i>A(3.08)</i>
<i>Mode</i>	<i>A</i>
<i>High</i>	<i>SA</i>
<i>Low</i>	<i>D</i>
<i>STD</i>	<i>0.49</i>
<i>N</i>	<i>13</i>
<i>n</i>	<i>13</i>



Results Chart (1. This session was a good use of my time)

2. I have confidence that this information will be used constructively to benefit the organization

A) Ballot

Method: Agree/Disagree (4-point)

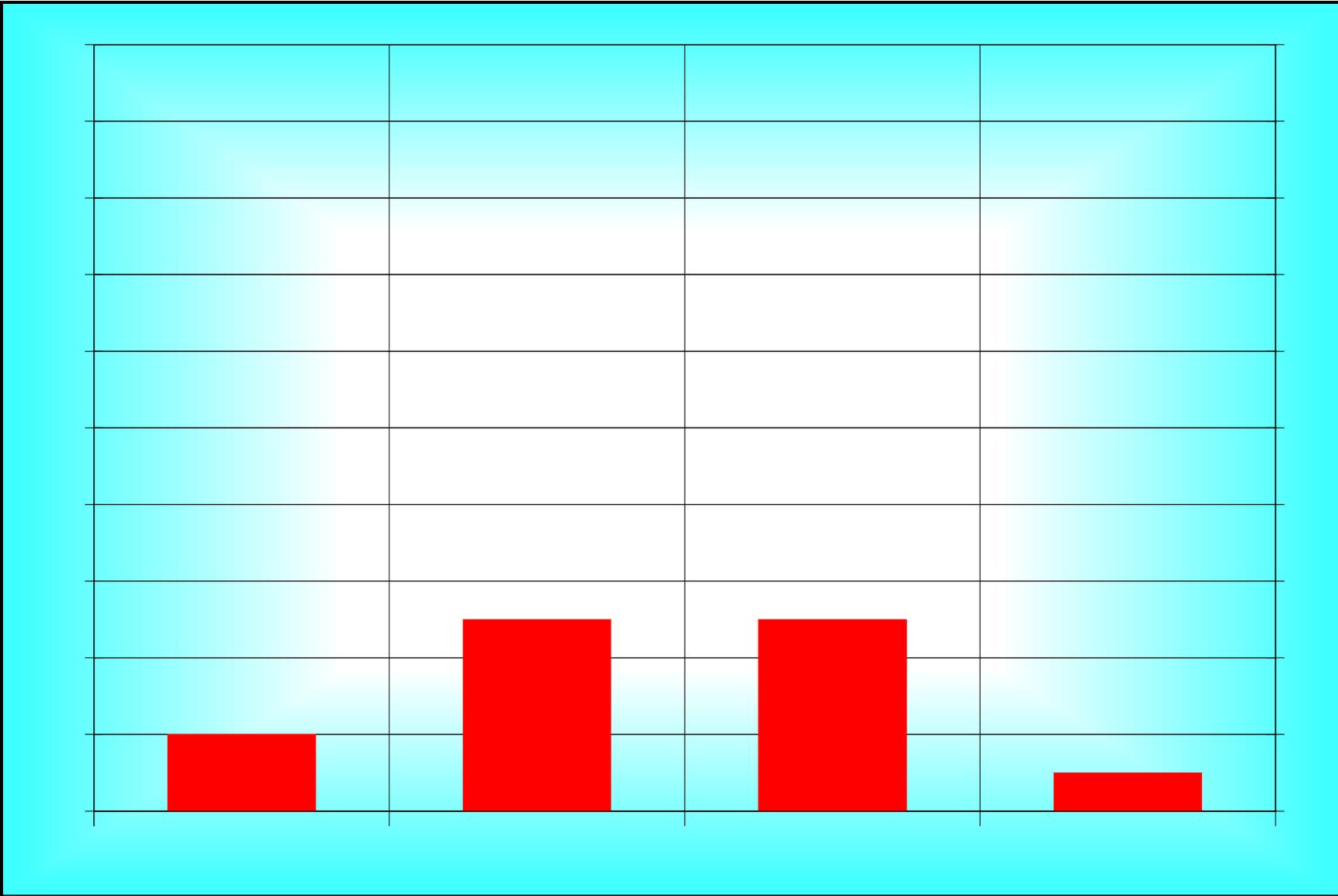
Options: Allow Bypass

Descriptions:

SA-Strongly Agree A-Agree D-Disagree SD-Strongly Disagree

B) Results Spread

<i>Choices</i>	<i>Count</i>
<i>SA(4)</i>	<i>2</i>
<i>A(3)</i>	<i>5</i>
<i>D(2)</i>	<i>5</i>
<i>SD(1)</i>	<i>1</i>
 <i>Statistics</i>	
<i>Total</i>	<i>34</i>
<i>Mean</i>	<i>A(2.62)</i>
<i>Mode</i>	<i>??</i>
<i>High</i>	<i>SA</i>
<i>Low</i>	<i>SD</i>
<i>STD</i>	<i>0.87</i>
<i>N</i>	<i>13</i>
<i>n</i>	<i>13</i>



Results Chart (2. I have confidence that this information will be...)

3. I enjoyed using the group interactive software

A) Ballot

Method: Agree/Disagree (4-point)

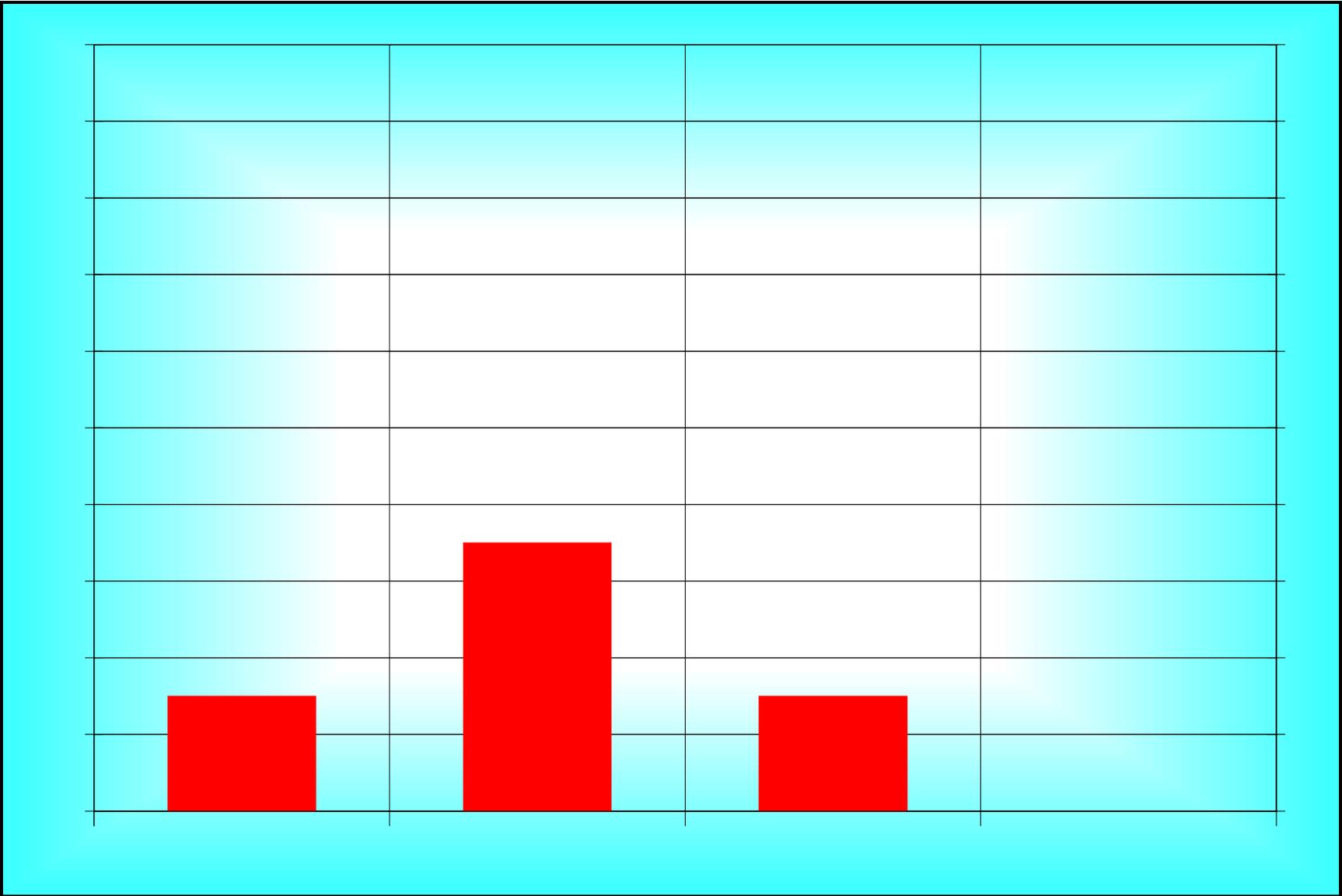
Options: Allow Bypass

Descriptions:

SA-Strongly Agree A-Agree D-Disagree SD-Strongly Disagree

B) Results Spread

<i>Choices</i>	<i>Count</i>
<i>SA(4)</i>	<i>3</i>
<i>A(3)</i>	<i>7</i>
<i>D(2)</i>	<i>3</i>
<i>SD(1)</i>	<i>0</i>
 <i>Statistics</i>	
<i>Total</i>	<i>39</i>
<i>Mean</i>	<i>A(3.00)</i>
<i>Mode</i>	<i>A</i>
<i>High</i>	<i>SA</i>
<i>Low</i>	<i>D</i>
<i>STD</i>	<i>0.71</i>
<i>N</i>	<i>13</i>
<i>n</i>	<i>13</i>



Results Chart (3. I enjoyed using the group interactive software)

4. I have the following suggestions for future improvements

A) Ballot

Method: Open-Ended
Options: Allow Bypass
Maximum Number of Characters: [12288]
Descriptions:
Click in the box to enter text.

B) Text Responses

Total Number of Respondents (N): 13
Number of responses to this question (n): 5

1. None at this time.
2. I wish I had an option to edit my original comments before it went to vote.
3. None.
4. I imagine the designers of this survey tool are afraid of receiving only "don't know", but it would be good/realistic to have that option.
5. Update the technology. The older computers do not give a good impression, and they significantly slowed the amount of responses I could write.