

De Anza College Assessment and Visioning Project
Keep Stop Start Report
November 7, 2019

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OCS Survey Respondents' Suggestions
De Anza College
Communications & External Relations (from 14 Respondents)

Keep:

- Honest dialogues in best practices
- Transparency of information
- Welcome/open communication between departments
- Regular collaboration
- Informal communication
- Working cooperatively as a team
- Protecting the employees and the team
- Quality of projects and experiences over quantity
- Autonomy of expertise
- I feel valued as an employee and as a person
- Professional Growth Awards
- Producing and/or reviewing college-wide materials
- Assisting with major event planning
- Maintaining structure for Communications
- Filtering relevant projects
- Equity as a cornerstone
- Commitment to diversity and equity
- That students' success is the focus, always
- Commitment to community outreach

Stop:

- Last-minute items. Need more planning.
- Last-minute requests
- Printing and/or ordering large projects for different departments
- Making global decisions that affect end users without consulting them
- Lack of departmental internships
- Not enough guided team huddles
- Allowing contractors known to be prone to failure to continue to be chosen for new jobs just because they bid low
- Having the Community Education Department be the switchboard for the whole campus since our phone number is what comes up on Google
- Employees are not allowed to work from home, but should be

Start:

- More interactions and team-buildings
- Retreats
- More planning as a whole
- School spirit engagement and swag
- Community events
- Allowing some posting of social media posts in real time (e.g. at events)
- More internal gatherings and self-improvement workshops
- More incentives for work & balance wellness
- Promoting/implementing policies and best practices for projects that Communications would be expected to complete or oversee
- Direct access to Purchasing at District (PO request system is tedious)
- A staff/faculty “green” plan, i.e. less plastic, less waste

OCS Survey Respondents' Suggestions
De Anza College
Administrative Services (from 19 Respondents)

Keep:

Shared Values (7 comments)

- Diversity
- Equality
- Communication
- Trust and honesty
- Open communication
- Recognition
- Level of service
- Being very student-centered visioning
- Being very focused on what is best for the college as a whole (rather than on a few “pet” programs)
- Being a strong advocate for students and college first – passionate and dedicated to De Anza

Hiring/Training/Managing People (6 comments)

- Hiring more people (custodians)
- The custodians we had two years ago
- The custodians we had before two years ago
- Hiring people to do the cover
- Verifying people who are sick and don't come to work
- Official training for our duties

Communication/Collaboration (6 comments)

- Working as a team
- Weekly meetings
- Weekly meetings
- Clear communication among our group
- Cross checking
- Respecting our workers

Professionalism (3 comments)

- Consciousness of not wasting money
- Listening to various points of view and have strength of character to make difficult decisions/unpopular decisions. Very caring and fair.
- Acting professionally and knowledgably when meeting and talking about budget reductions/layoffs/budget cuts

Stop:

Political Dynamics (7 comments)

- Politics
- Allocating resources without shared governance approval
- Senior Staff making all decisions behind closed doors
- Allowing the FA union to dictate to us whether faculty are “fit for duty”. Student needs must come before faculty union.
- Same full-time faculty released from teaching year after year
- Other departments not promptly responding
- Too many managers

Workload Challenges (7 comments)

- Giving more work than we can handle
- Allowing “work creep” from District departments to campus, i.e. H.R. & Purchasing
- Too much “red tape”
- Making the custodians clean their areas and the cover
- Move people who are not needed
- Move people that are not needed
- Holding meetings when there are no agenda items

Miscellaneous Comments – Uncategorized (2 comments)

- Unfair treatment of employees
- Lack of respect for each other’s division

Start:

Communication/Respect (4 comments)

- Common respect from Senior Staff
- Valuing Classified Staff
- Improving communication with other departments
- Treating all employees equally

More People Resources (4 comments)

- Hiring more custodians
- Hiring more employees
- Hiring more people
- Please hire more custodians because it is so hard to handle all the work

Training /Supervision of New Hires (4 comments)

- Proper training when starting new position
- Giving more training to new personnel
- Supervising and training new workers
- Giving training to new employees

Miscellaneous Comments – Uncategorized (4 comments)

- Monthly meetings to hear suggestions about procedures
- Working and caring for each other rather than seeing everything from a selfish point of view
- Holding employees accountable for their actions with support from H.R. and other managers.
- Financial resources accountability

OCS Survey Respondents' Suggestions
De Anza College
Student Services (from 75 Respondents)

Keep:

Efforts to Enhance Cooperation within Student Services/Emphasis on Shared Values (39 comments)

- Cooperation
- Collaboration between Student Services
- Collaborations within Student Services
- Level of cooperation achieved between Student Services
- Collaboration
- Collaborative environment
- Teambuilding
- Teambuilding
- Teamwork
- Teamwork
- Teambuilding within the Student Services Division
- Encouraging communication across Student Services
- Recently greater communication between Departments within Student Services – they have greater ownership of website information
- An opportunity on Opening Day that gave all of us a chance to get to know one another
- Periodic Department/Division meetings
- Meetings
- Consistent Staff meetings and daily huddles
- Retreat for the Division
- Division retreats
- Student Services retreat
- Having a combined meeting of Counselors from general and outlying areas
- In-services for all Counselors to attend
- In-service training
- In-services
- The flexibility given to us by management
- Trust given to us by management
- Support from higher/senior manager/administrator
- Focus on customer service
- Great customer service
- Customer service
- Customer service
- Willingness to take chances

- Embracing change
- Embracing transparency
- Hard work
- Honesty the best policy
- Understanding each other
- Seeking employee feedback
- A cooperative community

Services to Students (36 comments)

- Good programs to develop/enhance student success
- More courses to offer
- More evening classes available
- Assessment
- Student Support Services: EOPS, MPS, Puerte, etc.
- General counseling
- Counselors open to student needs
- Counseling - Outreach
- Hiring more general Counselors
- Specialty Counselors (MPS, Veterans, English...)
- Student Services should keep a central counseling office
- Supporting our most vulnerable populations (students of color, basic skills...)
- Honesty and respect for/with student academic goals and resources in place to assist them
- Coun 5 - promote course so students will matriculate in a timely manner
- Coun 5 - Orientation to College
- Coun 5 - required
- Opening Day activities
- Welcome Day in September
- Welcoming Day
- Welcome Day
- Holding Welcome Day
- New Student Orientation
- Orientation
- Orientation
- New Student Open House in the Spring
- Open House (before Fall quarter)
- Transfer Day
- Application/transfer workshop
- Educational Plans
- Holiday Events
- Job Fair

- Student internships at local companies
- Free computers for students
- Programs such as CalWorks
- VITA – Free tax preparation for students
- Community Day

Focus on Students/Values We Hold Regarding Students (22 comments)

- Student focused vision and mission
- Putting student needs first
- Students first value
- Student focus
- Being student-centered
- Putting students first
- Serving students first
- Helping students first
- Students first mentality
- Listing how we can help the students
- Resource for students
- Think about the students
- Prioritize student needs
- Focus on what is best for students
- Maintain a high priority for students even when funds are not always in place
- Practicing what is in the best interest of the students
- Valuing equity
- Equity
- Equity
- Equity
- Confidentiality
- Honesty

Professional Development (15 comments)

- Professional development opportunities
- Programs offered by the Office of Professional Development
- Ongoing professional development
- Valuing professional development opportunities
- Continuing education/training support among Staff
- Professional growth/development
- Opportunities for Staff development
- Personal development
- Supporting professional growth

- Augmenting technical training for Staff
- Augmenting customer service training for Staff
- Student Services Division retreat
- Learning workshops - various workshops
- Workshops
- Workshops

Elements of Our Structure (15 comments)

- Shared governance
- Shared governance
- Shared governance (or the attempt)
- ACE & union support
- FA extension process
- Adherence to campus policies and Federal/State regulations
- Clear policy setting
- Policy and procedure were well designed, which enable me to do my job
- Department chairs
- Evaluation process
- Annual review
- Information about future prospects at De Anza
- Probation
- Probation
- Vacations and holidays

Miscellaneous Comments – Uncategorized (14 comments)

- Having student workers
- Use of student workers
- After-hours offices (e.g. open past 5 pm)
- Opportunities for folks across campus to get involved
- SARS available for all to view
- Keeping a balance in hiring decisions between internal and external hires
- The changes made with upper management have been positive
- Communication from upper management
- Communication from the Dean to workers
- Fostering collaborations between Departments
- The new website and app
- Funding money for Staff raise
- The Starfish Early Alert System

- Advocacy for or against an individual by name or position/title is not one of the purposes of this assessment, especially when such advocacy describes no practices. (One comment is extracted from this report and will be conveyed to the Chancellor's Office to be considered or shared with appropriate leadership in a manner consistent with the policies and procedures of the organization.)

Stop:

Lack of Collaboration (17 comments)

- Politics between administration, Staff, Faculty
- Politics
- Managers not collaborating
- Working in silos – lack of collaboration and communication
- Tribal bickering
- Gossip/misinformation by managers
- Gossip/misinformation by Staff
- Gossiping – not very productive/reduce trust and team support
- Playing the “blame game” when something goes wrong
- Open attacks/slandering (lack of professionalism) without repercussions
- Not following the chain of command in terms of reporting concerns or issues
- Lack of communication across Services
- People being territorial instead of acting like we all work for the same College
- Being territorial (we are here for “all” students)
- Mistrust with outside Department (Instruction)
- Not communicating with other Departments. Updates should be across all Departments.
- Having different hours of services. All Departments should be consistent with the others.

Decision Making/Communication Issues (14 comments)

- A lack of transparency in decision making
- Nepotism
- Nepotism
- Engaging in favoritism among certain individuals or groups/Departments
- Hiring poor quality people for job
- Self-selecting people they want for the job
- No communication regarding College plans, vision, mission, goals. Only on website, but how is it implemented?
- Having the same people making the same decisions and nothing changes
- Making decisions without consulting stakeholders
- Too fast to make decisions on policies/procedures

- Changing procedures without notification
- Upper management not getting feedback from workers
- Need better communication about changes
- Confusing messages from top leaders “this is a non-budget-worry year – let me know your innovative ideas” then the meeting went on to discuss cost-cutting actions.

Not Being Student-Centered (12 comments)

- People who are not student-centered
- Putting multiple barriers to success in front of students
- Closing the office at any time
- Discounting the importance of Orientation for College
- Cancelling classes before or on first day of class without notifying students
- Cutting classes too early for being under-enrolled
- Making changes that can negatively impact students such as rush decisions to meet deadlines
- Drop for Nonpayment of Financial Aid Students
- Staff passing students to other Departments. Try to help students in one place.
- Asking “who’s sent you here?”
- Avoiding providing assistance to students for fear of mistakes being tracked down to the employee
- Making unnecessary referrals without listening to student

Human Resources Practices (11 comments)

- Employee evaluation process needs to be revamped
- Employee/supervisor performance evaluations – need to be changed (the whole process)
- Not giving part-time employees a voice
- Understaffing
- Layoff/bumping based solely on seniority
- Only hiring new Counselors outside of general/transfer
- Lack of clarity on the budget for Student Services. If we asked many employees to retire, how are we able to hire so many new Counselors?
- Employees should not have to apply for a higher position
- Giving cola/raises as they are due, not retro and making employees wait
- Ignoring the employee’s discomfort in the work environment
- Rigid schedules. No work from home for non-student-facing Staff.

Bureaucratic Processes (8 comments)

- Adhering to old practices that hurt students
- Sticking steadfastly to existing policies/procedures, even if given Ed Code/Title 5 statements allowing options
- Bureaucratic approach
- Bureaucracy and “red tape” to support students
- Antiquated approval processes
- Having forms that are only available on paper. All forms should have an electronic version that can be submitted online.
- Collecting hard copy of forms. Have online version available.
- Practice of using paper forms instead of online/soft copy forms

Outlying Counselors (7 comments)

- Outlying (embedded) Counselors
- Embedded Counselors which create division
- Decentralizing Counselors/counseling
- All Counselors should be housed together
- Dividing Counselors on campus
- Outlying Counselors or program specific Counselors
- International student services should be in one building away from embedded/general counseling

Leadership Practices (7 comments)

- The utilization of performance review without prior expectations clearly established, without union approval.
- Job sharing or service utilization outside of job description or scope of practice
- Practicing outside their scope or job description
- Many people are allowed to perform poorly without penalties
- Inability to work within their scope of practice or job description
- Inability to take orders from management/director
- Difficulty accepting change

Miscellaneous Comment – Uncategorized (12 comments)

- Outreach seeing new students is disastrous
- Focusing and placing all value on outreach
- Making it difficult to market to outside areas and constituents
- Excessive and unnecessary meetings (weekly meetings, bi-weekly in-service...)
- Meetings that are not productive

- One dean making decisions about processes
- Less Faculty positions and more Classified coordinators
- Classify work differently and get things done
- The shortage of money
- Using old/outdated equipment, for example, the assessment center lab
- Off-campus activities
- Relying heavily on Utilities and HR Departments

Start:

Collaboration within Student Services (29 comments)

- Collaboration
- A willingness to work together for the sake of the students
- Putting student success above one's personal gain
- Working together in all parts of Student Services
- Collaboration between Departments (programs & policies)
- Communication with other offices
- We need to talk between the Departments and get all the details we need to help the students
- More collaboration/communication with Departments
- Sharing ideas/updates/concerns with all Departments
- Being student-centered regardless of which Department the student encounters first
- Getting rid of all the posted signs and just helping the students
- Flexibility
- Helping each other (team) get on the same page
- Student Services-wide meetings with Staff involved to collaborate with one another
- Practicing the higher values of honesty and cooperation
- Greater communication about the goals of overall group
- Clear goals and planning of goals
- Clear goals setting/vision/accountability
- Clear short and long-range goals – shared and updated frequently
- Having all members of Student Services know about all the services we offer students as well as any changes to provide accurate information to students
- Student Services retreat to get acquainted and to get together as a team
- District Student Services get-togethers
- Meetings/in-services with all Staff/Faculty in Student Services
- Interoffice Staff meetings to keep up with changes
- Annual work retreat
- More communication about change of policy/procedures
- A shared scheduling system (SARS) to allow us to see when students meet with Counselors throughout the campus.

- Staff communicating/documenting student contact, development plans in BANNER using comment form
- Better community/communication between the school staffing

More Student Focus (19 comments)

- Focus on student experience
- Having an employee at the front desk to greet students and visitors
- Practicing the higher commitment to student lives/career
- Student morale needs to be our priority
- More student-centered practices – involve students in policy making
- Inventory of all student programs and who they serve
- Hiring more therapists/interns for psychological services
- Comprehensive orientation for new students
- Having a designated Career Center
- Utilizing a counselor for Honors students
- Acknowledging students and their efforts
- Reaching out to students if they seem to struggle in academics
- Student’s confidentiality in terms of discussing health issues (especially in case of Faculty or Staff who consistently inquire status)
- Online Housing Board
- Online Jobs Board for both on-campus and off-campus folks
- More events for students (like Opening Day)
- Student Projects Show (once a year)
- Career Seminars with guest speakers to connect students to real-world job needs and opportunities
- “How to be a Professional” training that is outside of a classroom setting

Leadership Practices (16 comments)

- Managers showing willingness to understand what each of their Staff does and how they execute their duties, thus providing feedback to improve efficiency if they can.
- Creating spaces for constructive criticism without fear of repercussions
- Listening to employees with many years of experience, then make changes accordingly
- Communicating more frequently and with more transparency
- Daily huddles including senior management
- Retreats with Staff – team building
- Check-in with employees (part-time and full-time)
- More time to allow employees to give input to changes in policies/procedures
- Employees should provide more input to Dean to relay to upper management
- Department meetings with middle-upper management

- More contact between upper management and the employees/Divisions (not just supervisors)
- Enhance the Student Services experience for students by holding employee accountable
- Accountability
- Employee/Staff appreciation within the Department
- Promoting employees to higher level when they are recognized
- Less meetings, more actions

Human Resources Practices (13 comments)

- Valuing the Classified professionals and their work
- Valuing talents
- Merit-based promotions
- Promoting employees to higher position
- Hire/promote internally
- Merit-based pay increases
- Annual review with percent increase on salary based on favorable performance
- Cost of living raises?
- EAP benefits for per diem employees at minimum
- More flexibility for employees with respect to work environment and schedules – focus on employee happiness/desire to retain employee
- Becoming a 21st century employer – work from home, flexible hours, better compensation and benefits, and allowing the workers to have a decent living
- Being more truthful in hiring process
- Transparency

Collaboration with Other Departments (12 comments)

- Being more inclusive of input from the entire campus
- Run communications, updates (policy/campus-wide/internal) and procedures by the team
- Better communication between Departments and Divisions
- Accurate and detailed policies regarding various concerns
- Having senior-level administrators/policies more transparent, accessible and approachable
- Data-driven decisions/programming
- Being transparent and utilize shared governance properly to make campus decisions
- Respecting Counselors as instructional Faculty
- Respecting all opinions regardless of tenure status
- Recognize accomplishments of Departments and individuals
- Partnership and collaboration

- Having activities that make De Anza a whole institution, not so much division between Student Services, Instruction and Central Services

Professional Development (12 comments)

- More professional development
- Encourage professional growth
- Better training
- Counselor-mentor program for new Counselors to shadow
- More training that deals with trauma, grief, suicide, housing, how to work with homeless students
- Trauma-informed training
- Professional development for all Staff
- Cross-training – within Department and among Student Services
- Career planning for all Classified Staff
- More complete onboarding (benefits/training etc.)
- A real onboarding process for Counselors
- More online training

Counselors (6 comments)

- Hiring more career Counselors
- Hiring more general Counselors
- Hiring more general Counselors because we are inundated
- Hiring more people
- More Counselors for first two weeks of each quarter
- Changing organizational structure to unify all Student Services (either organizationally or physically)

Enrollment (4 comments)

- Strategic Enrollment Management Plan – College-wide – very much needed
- New & different outreach strategies
- New & different marketing strategies
- Student focus groups

Miscellaneous Comments – Uncategorized (8 comments)

- Submitting paperwork online – petitions/P/NP etc.
- Electronically fillable documents
- Further improving overall customer service and automation of services
- Improving technology to increase productivity

- More clarity of information on web pages
- Having one place where employees can find the right info
- Replacing directory – either add-on new 365 software or another page, or hard copy
- Finding more money to fund important work /Departments

OCS Survey Respondents' Suggestions

De Anza College

Instruction

Academic Services & Learning Resources (from 34 Respondents)

Keep:

Communication/Collaboration (22 comments)

- Open communication
- Being transparent
- Transparency and frequent communication from Dean to full Division
- Maintaining lines of communication with Deans, Directors and VPI
- Emailing updates on initiatives/changes
- Reviewing policies and procedures
- In-service meetings
- In-services
- Meetings
- Meetings where individuals can learn about what is going on whether they agree or not
- Collaboration
- Inter-discipline collaboration
- Cooperative spirit
- Thinking of the College as a whole
- Very community-oriented
- Activities to improve coordination between Foothill and De Anza
- Activities to improve coordination between Departments and De Anza
- Activities focused on orienting and integrating new employees
- Shared governance meetings
- Shared governance/PBTs
- Annual meeting and update from VPI during College Opening Day with all the Staff/Faculty from our Division
- Opening Day Division meeting to foster and build professional relationships

Leadership Practices (16 comments)

- Great leadership
- Open door policy to contact VPI any time with issues or concerns
- Praise and acknowledgement for accomplishments from Dean when appropriate
- Explanations for decisions made (when appropriate)
- Providing employees with greater autonomy
- Independence and trust of employees to complete their work
- Allowing great leeway in letting employees get their jobs done with limited management involvement
- That Library folks can have our own autonomy
- Autonomy of Departments within ASLR
- Limiting micromanaging

- Trust in Staff's ability to do job competently without any micromanaging
- Control over counseling schedule (SARS grid)
- Data collection informing choices
- Tech savvy, roll out as appropriate
- Accepting the changes and new developments
- Thinking "out of the box"

Student Focus and Programs for Students (12 comments)

- Student focus
- Being student-centered
- What is best for students
- Equity meetings
- Student support programs
- MPS
- EOPS
- AAPI
- SSRS
- UMOJA
- Funding student resources that truly help students i.e. embedded counselors, food pantry, HEFAS, Equity Office...
- Activities focused on streamlining and clarifying enrollment for students

Professional Development (5 comments)

- Trainings
- Staff development/professional
- Helpful workshops
- Development of enrichment conferences
- Professional development resources to attend conferences

Miscellaneous Comments – Uncategorized (5 comments)

- Best Division on campus
- Free parking for Faculty/Staff
- Affordable food options in cafeteria
- Flexibility for employees to work from home and flex hours
- All or most contractual transactions online/electronic

Stop:

Decision-Making/Communication (8 comments)

- Siloed decision-making, i.e. shared governance groups should come together to make budget decisions in a holistic approach
- Decisions made without input
- Making decisions and setting policies without truly considering the input of the employees. We talk a good game here, but management does not truly respect us.
- Lack of justification for decision made by Dean/Department Chair
- Favoritism
- Secretive decision-making/decisions not communicated out to affected parties
- Not communicating (need to communicate more) with regular messages from President on developments, updates, etc.
- Not listening to students or Staff/Faculty

Meeting Quantity/Frequency (2 comments)

- Multiple meetings. Minimize meetings so I have more time with students.
- Not holding regular Department or Division meetings

General Comments – Uncategorized (10 comments)

- Hiring too few administrators to save budgets, resulting in overworked administrators
- Overloading senior management with too many areas to cover so Departments can feel more supported
- Creating roadblocks for students
- Division among counselors
- Allowing poor performance at admin levels and Deans
- Micromanaging employees
- There are many practices we say we have but do not really follow
- Keeping old practices
- Keeping old rules because we “used to”
- Letting a person control everything

Specific Comments – Uncategorized (6 comments)

- Giving Faculty managerial roles over Classified
- Review of unobserved employees
- The current process of requiring adjunct timesheets to be submitted in hard copy. Go back to online submission.
- Please stop giving or dumping on us service that we have no say in and does not work well with students, e.g. ePrintit
- Using academic jargon students don't understand on campus website
- Under-funding resources that help students, i.e. Equity Office, HEFAS, Dean of Student Life – mental health resources

Start:

Communication/Collaboration (16 comments)

- Communication - openness
- Better communication on what's going on
- Division listserv that all ASLR employees can use to communicate
- Increasing/better communication on decisions being made that impact Staff/Division
- Communication/understanding on the vision of the College and Division
- More interaction with direct manager and other administrators
- More cross-collaboration/communication across campus to improve Student Services
- Increasing time and space for inter-discipline collaboration
- Developing activities that promote more collaboration across areas
- Open forums for discussions on how to address topics with all levels of employees
- Shining a light on the voices of all, breaking down barriers for all: Staff, Faculty, Senior Staff, managers, deans.
- Regular Department/Division meetings
- Establishing clear communication lines between programs and Divisions
- Holding regular Department or Division meetings
- Having team/Division bonding event to build morale
- Hosting quarterly meetings with Division/Department employees

Leadership Practices (11 comments)

- Developing clear College goals that all Divisions and programs work toward annually (and 5, 10-year goals)
- Innovation incentives to encourage creative, cross-campus collaboration with Faculty
- Becoming a campus known for innovation and leadership among colleges
- Project-based timelines for the school year with accountability for each employee
- Checking in to see if people are following their schedules i.e. visit them and colleagues more often
- Recognition of excellent work across campus – peer recognition or awards at end of year or at community events
- Deans should have 360 reviews and performance plans created to address issues
- Giving more trust in the employees
- Creating responsibilities based on the job title, not based on the person
- Implementing a procedure to follow new changes and rules
- Creating an inclusive environment

Student Needs (7 comments)

- Getting student input (i.e. focus groups). Not guessing what they want.
- Provide support to students we need to focus on our objective.
- Support Staff/Faculty/students in matters that they have voiced serious concerns about
- More employer connections and engagement to ensure students can get valuable industry experience and/or find major-related employment after graduation

- Expanding psych services/student services support
- Giving us more resources so we can open late or on weekend for students to study
- If we truly care about equity, please consider adopting a more equitable solution to student printing.

Professional Development (4 comments)

- Time management and organization workshops
- More trainings and more frequently each quarter
- Staff and Faculty development
- More funding for technical training for Faculty including online education and professional development

Library Ideas (3 comments)

- Developing more programs/workshops that bring others into Faculty library
- Dean for Library Services within ASLR Management (or at least a Supervisor)
- Pass some function from VP of Instruction to Library Coordinator

OCS Survey Respondents' Suggestions
De Anza College
Instruction
Equity & Engagement (from 10 Respondents)

Keep:

Collaboration/Community Building (13 comments)

- Cooperation among faculties and Department
- Collaborative relationship between Dean, Faculty and Staff
- Opening Day Division meetings
- Group support for Program Review completion
- Regular meetings with Directors and Dean
- Holiday get-togethers/community building
- Community-building gatherings
- Cross-collaboration and welcoming of it
- Department meetings – we need more
- Staff meetings
- Transparent meetings
- Common work toward common goals i.e. student employee training
- Potlucks and other community building

Shared Values/Programs for students (8 comments)

- Social justice, Equity, Inclusion values
- Students as priority
- Fairness
- Equity & Engagement events
- White Elephant Book Exchange
- Dedicated spaces for marginalized students
- OER
- PGA

Leadership Practices (8 comments)

- Flexible scheduling
- Budget for efficient program
- Flexibility to be creative in change
- Continued support in keeping their members
- Rewards and appreciation for people who do good work
- Employee of the Month
- Employee of the Month
- Union representation

Professional Development (7 comments)

- Providing Staff & Faculty to further their education
- Classified appreciation
- Classified Professional Development Day
- Annual Professional Development Day for Classified
- Staff outings and trainings
- Leadership development opportunities
- Learning communities

Stop:

Decision-Making/Communication (7 comments)

- All decisions being made by Senior Staff
- Creating positions and filling them without open searches
- Distrust of Staff and Faculty
- Senior Staff (VPs) lack of communication with people in organization
- Lack of transparency with budgeting process, specifically Equity, BSI, 35P funding
- Business as usual – promoting their friends
- Illusion of being supportive but behind the scene there are hidden agendas...

Inappropriate Behaviors (4 comments)

- Tolerating inappropriate behaviors just because of seniority
- Racist and white-supremacist action at high-power decision-making
- Racist
- Homophobic

Miscellaneous Comments – Uncategorized (7 comments)

- Division among Departments and Division
- Reducing staffing support where needed to support students
- Removing programs that affect enrollment
- Being uniform in supervisor review
- Technology systems that do not interface with each other
- Internal program reviews
- Bumping due to layoffs

Start:

Being Truly Equitable (9 comments)

- Imagining and welcoming a truly equitable organization
- Being the model for the campus of equity practices and culture
- Being actually student-centered and putting in practice equitable solutions to our institution (i.e. tenure, hierarchical structure, adjunct pay and benefits, student governance culture, reprimanding instructors if they are hurtful or take hateful actions...)
- Senior administrators should take Equity trainings and be coached by practitioners in a 2- to 5-year process
- VP of Instruction needs to be more approachable/involved
- Doing things differently without penalties as it takes time to change
- Having open-transparent searches
- Clearer budget process for Equity, BSI and 35P funding
- Staff input on evaluation of supervisors

Teamwork/Community Building (7 comments)

- Department sit-down with College President
- Casual meetings to foster cohesiveness of Department
- Inter-Departmental meetings
- Building better relationships between Departments and Faculty
- Retreats
- Birthday recognition
- Meetings off campus

Miscellaneous Comments – Uncategorized (11 comments)

- Putting helping students to succeed as priority
- Automated recording of PGA hours
- Revisiting the amount of PGA and increase the amount
- COLA
- Incentives to increase enrollment
- More Division-wide planning and data analysis
- Hiring more full-time tenure track positions
- Hiring Faculty directors
- Professional development for skill building more than 3 times a quarter
- Interpersonal trainings with other Departments within Division
- “Be nice and work hard” should be our motto – some people need to learn customer service skills

OCS Survey Respondents' Suggestions

De Anza College

Instruction

Biological Health & Environmental Sciences (from 12 Respondents)

Keep:

Benefits of the Job (10 comments)

- Providing a good pay rate
- Funding professional development activities
- Good training and tech support
- Staff support
- Working on individuals to increase their productivity
- Hiring students to work or volunteer
- Required committee service
- Access to Foundation funds so we can grow our program. Currently year-to-year we aren't being given the freedom to use them, and it is hindering our ability to grow our program.
- Informative monthly Union meeting
- Shared governance

Leadership Practices (9 comments)

- Taking care of employees and instructors
- Consistent and predictable course assignments
- Flexibility of schedules and ease of leave in emergency situations
- Schedule request forms
- Dean very accommodating with schedule requests
- Flexibility with leave requests
- Being able to email Dean with questions
- Bi-monthly meetings with Dean, to discuss progress/work productivity
- A degree of autonomy – we are not micro-managed

Shared Values (8 comments)

- Staying focused on our souls as a Department
- Creating a friendly environment for all students and others
- Cooperation with students and community
- Being open to new ideas and ways to improve
- Respect for others in interactions
- Understanding that everyone means well in their work
- Excellent listening abilities
- Positive can-do attitude

Specific Programs (7 comments)

- Being able to have classes visit the ESIA (and get tours if requested, for classes)
- The Science Resource Center, and the help provided to students studying and taking exams
- Farm-to-Table for some organic crops that go to the De Anza Cafeteria from the Kirsch Garden
- Maintaining and improving the “garden” for students to make them learn practically
- DASB funding for Department programs
- ECO-funds program has been great for students to learn about project management skills for sustainable projects on the De Anza campus.
- Food Pantry is helping so many of our students

Stop:

Unprofessional/Inappropriate Behaviors (5 comments)

- Lack of action for righting wrong behaviors
- Not reprimanding tenured Staff for unprofessional behaviors
- Ineffective tenures for those who are ineffective
- Tenure – Faculty attitudes and commitment to the programs and Department become the extreme opposite once Faculty achieves tenure
- Allowing Managers/Directors to bully Staff

Unproductive Meetings (4 comments)

- Division meeting – “go around the room and tell us...”
- Meetings for formality, which are unproductive
- Presenting Title 9 and other policy information at Division meetings – can be emailed
- Division meeting – much can be handled by email really. Nothing important enough to warrant the time investment.

Committee Assignments (3 comments)

- The Dean operates without Faculty interaction/cooperation
- Only choosing the same people to serve on committees or to disperse funding to
- Putting same people on all committees

Miscellaneous Comments – Uncategorized (9 comments)

- Assessments of SLOs are irrelevant for Science class
- Using one e-Print and providing two instead
- Promoting Administration from within the ranks. We need some fresh blood in this place.

- So many Administration meetings. This is old and archaic and ties up time that Deans could be spending with their programs to help them grow and for Department morale in general.
- IPBT! Stop this committee! This committee in the past has voted the way the leader of the committee “expects” them to vote.
- We never hear from our President
- Blaming mistakes on others
- Not getting certain tasks done on time
- Stop emails – old technology

Start:

Unprofessional/Inappropriate Behaviors (4 comments)

- Open discussion to foster frank conversations about bad/poor behaviors i.e. yelling, bullying, coercion, intimidation...
- Equity training, praxis in teach and non-teaching (among colleagues)
- Providing management training for Department Managers/Directors
- Training management-level staff regarding employment laws

Communication/Collaboration (3 comments)

- More College-wide events that require collaboration between Departments
- Regular meetings for Departments (we have none)
- Effective dialogue between Faculty and Administration

Quality of Instruction (3 comments)

- Plans to strengthen the sharply declining quality of instruction, and strength of our programs
- Accountability for Staff/Faculty who do not perform at the level they are supposed to
- More mindful hiring of part-timers

Miscellaneous Comments – Uncategorized (13 comments)

- Dispersing Faculty schedules to Faculty before online schedule is published
- Dividing work and roles would make work easier and more efficient
- A tutoring center for students
- Movie nights related to Biohealth/ES
- Provide more courses that include field trips
- Providing transportation (bus) to help students get to campus, e.g. SFSU provides bus from BART to campus
- A more inclusive way to allow Faculty to participate (e.g. tenure, hiring committees) – Currently seems like same people all the time, even though others ask to be included (favorites or most “agreeable”)

- The Science area needs to be better maintained. It is so gross to walk up those disgusting stairs every morning, and to the filthy bathrooms.
- Science Faculty need a copy machine we can use. We do not have one at all and print shop too far for “unplanned” use.
- Educating Faculty on accounting practices and use of funds including required processes for planning
- Providing a clear understanding of how and what we can access our Foundation funds so we can use them to do the important planet work desperately needed at this time
- Sufficient teambuilding, leadership, empowerment activities through sharing our work and educating each other
- College should have more teambuilding activities

OCS Survey Respondents' Suggestions

De Anza College

Instruction

Business, CS and Applied Technologies (from 19 Respondents)

Keep:

Innovation (14 comments)

- Spirit of innovation
- Emphasis of best practices
- Meaningful, focused goals that are in line with College and common sense
- Chairs are given freedom to develop schedules that work for the Faculty in their Department
- Academic freedom is honored
- Rewarding high achievers
- Keeping bureaucracy procedures to a minimum
- Innovative ideas for new offering of classes
- Speaker series
- Student clubs advising
- Offering new courses
- Excellent enrollment management
- Committees for Online Excellence
- Maintaining classrooms and lab with adequate technology

Cooperation (12 comments)

- Spirit of cooperation
- Collaboration for standard curriculum
- Cooperative course development
- Dean who respects teacher's contribution
- Professionalism of Faculty
- Support given by Dean and colleagues
- Voting on key decisions
- Good class scheduling practices
- Early schedule development
- Energetic student advocacy
- Trips to high-tech companies
- TA's program

Communication (11 comments)

- Open communication
- Dean giving emails to clarify policies
- Open communication
- Good communication Dean to Faculty

- Open door policy, easy access to the Dean for ideas
- Regular communication about contract
- Information flow
- Division meetings
- Department meetings
- Departmental meetings
- Department meetings

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Stop:

Bureaucracy (8 comments)

- Extreme bureaucracy where curriculum updates and new curriculum take 2 years to be approved while other colleges only take a few months, if not a few weeks only
- Senior Administrators of the College need to be inclusive and empowering rather than authoritarian and bureaucratic
- Unnecessary bureaucracy? But this is more a school problem than Division problem. Our Division is not bureaucratic.
- State-requirement of drop policy based only on attendance
- Creating new courses that get cancelled for low enrollment
- A new or changed class cannot be taught until 15-24 months after the Curriculum Committee approves it
- State policies of reducing remedial courses
- State policies of limiting the number of credits per student

Concern about Faculty Performance (3 comments)

- Keeping Instructors who fail to do their work simply because Administration do not take action (i.e. Instructors do not have office hours, do not teach to curriculum, do not even bother to update their canvass from one quarter to the next, never answer students' questions...)
- Allowing weak Faculty to teach online.
- Judging Faculty who donate 100% of themselves to their students but are accused of not contributing

Miscellaneous Comments – Uncategorized (4 comments)

- Redundant communication
- Shortening the time to consensus
- Only focusing on transfer rates

- Making Faculty teach 2 on-campus courses. The future is online and online dominated by part-time Faculty in our Division.
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Start:

Teaching Tools/Resources (5 comments)

- More frequently providing computers, especially CS instructors need up-to-date computers to teach effectively
- Making it easier to print and copy exams – why can we no longer bring a USB to print center to connect to copy machines?
- Having access to software that helps in preventing cheating in online classes
- Automation of grade transfer to portal
- Extending CS Lab hours

Collaboration with other Departments/Divisions (5 comments)

- Intra-divisional, cross-departmental certificates and degrees
- Won't work without all the other Divisions buying in but we should have regular convocations among all Divisions in the next few years to find commonalities, both old and new... New being cross-cultural, inter-Departmental ideation with regards to curriculum, degrees, certificates, etc.
- Create a system of exchanging information
- Occasional meetings with Math Departments
- Training Counselors to provide relevant course planning

Developing or Changing Curriculum (4 comments)

- Supporting new curriculum developers to keep the program current
- Making it possible to teach a new or changed class just 6 months after the Curriculum Committee approves it
- Curriculum review done intra-divisional consultation and online input by other divisions, rather than 30-person committee reviewing topics they know nothing about. Also, why Administration is involved in approval? Simplify the process and stop being so bureaucratic and territorial by overhead Staff and Administration.
- Different schedule for approving new non-credit courses

Miscellaneous Comments – Uncategorized (10 comments)

- Employees being uninformed about things like sick pay when hired
- Keeping smart and reward good Dean who have good communication skills and practically minded
- Making it possible to terminate a full-time Faculty member who the other full-time Faculty members in the Department and the Division Dean feel is substantially failing to perform his or her required duties
- Pair teaching (with our students we practice pair learning)
- Flex day activities
- Doing class auditing (survey students for number of homework, exams, grading practice)
- More surveys of workplace practices
- Announcing opportunities such as grants, industry liaisons, that we can use for professional development
- Company partnerships
- High school partnerships (more than visits)

OCS Survey Respondents' Suggestions

De Anza College

Instruction

Creative Arts (from 6 Respondents)

Keep:

Communication (5 comments)

- Inclusiveness of all Staff groups (Faculty, Admin, Classified)
- Communication throughout all governance groups
- College and District together Classified retreats
- Discussion and budget updates
- Faculty serving on hiring committees

Professional Development (3 comments)

- Encouraging employees for professional growth
- Professional development leave
- Compensation for professional growth

Miscellaneous Comments – Uncategorized (2 comments)

- Promoting live performances and art shows
- Open house

Stop:

Extra Work Assignments (4 comments)

- Delegating new tasks to low-level employees to avoid hiring new staff
- Spending too much money on “extra’ Faculty assignments – no volunteerism is encouraged
- Work creep, adding responsibilities not defined by our contract
- Demanding responsibilities with poor training

Miscellaneous Comments – Uncategorized (4 comments)

- Opening day
- Looking for reasons to say no
- One-sided political propaganda
- Having bureaucratic compliance be our highest goal

Start:

Better Compensation/Benefits and Opportunities (6 comments)

- Increasing compensation – the cost of living is outpacing our salary schedule
- Compensation for serving as Chair
- More career advanced pathways
- More flexibility for Staff workhours
- Benefits for retired Staff – retire group plan
- Increasing the number of people in Staff positions

Miscellaneous Comments – Uncategorized (3 comments)

- Creating a faster turnaround for curriculum updates
- Sharing our discipline-specific activities or thoughts
- Discussions of Arts and Music

OCS Survey Respondents' Suggestions

De Anza College

Instruction

Intercultural & International Studies (from 11 Respondents)

Keep:

Communication/Community Building (10 comments)

- Community building and collegial relationship development
- Focus of Division meetings and informal activities
- Meaningful conversation during Division meeting
- Department meetings
- College/District-wide events: Opening Day etc.
- Convocation
- Days dedicated to the whole campus (all Departments)
- Division meetings
- Being more connected with co-workers
- Helping each other and practice being with a mix of cultures

Professional Development (8 comments)

- New Faculty training workshops
- New Employee Orientation
- Staff development courses/classes
- Full-time Faculty retreats
- Canvas training workshops
- Canvas site for sharing info among full-time Faculty (e.g. scheduling)
- SLO training
- Conference/travel funding

Student Focus (7 comments)

- Student focus – student priorities are #1
- Student input into Faculty and Administration organizations
- The Dean really cares about his Staff's students
- Interest in student/community relationships
- Helping student success with tutorials
- Helping students qualify for local jobs (automotive, nursing, paralegal, computer science...)
- Supporting student leadership and student organizations

Miscellaneous Comments – Uncategorized (5 comments)

- Part-timers, give them more classes
- Providing forums where part-time Faculty can participate in shared governance

- Convening the Equity Action Council so that equity can be prioritized
- Supporting collective bargaining
- Supporting shared governance

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Stop:

Class Size/Class Cancellations (4 comments)

- Unreasonably high seat count for classes that are "seminar" style (and not merely lectures)
- Cutting classes because of low count
- Very early class cancellations
- Cancelling classes 1 week before school begins

Part-time vs Full-time (4 comments)

- "Tenure" Instructors don't care like Part-timers
- Stopping tenure will make them care about the work
- Ignoring the majority that makes up Part-time Instruction. Part-timers make up the majority. Full-timers are a minority. But school is oriented only to Full-time.
- Paying Part-time Instructors on October 8 for September work.

Miscellaneous Comments – Uncategorized (4 comments)

- Mandatory Canvas training
- Meetings should be focused more on the tasks
- No personal accusations during the meeting
- Having ICS/INTL be the sole focus of meeting agendas/discussions

Start:

Advocacy for Part-time Instructors (8 comments)

- Allowing Part-time Faculty to hold Admin positions
- Better office spaces and resources for Part-time Faculty
- More health benefits for Part-time
- More communication between part-time and full-time Faculty
- Allowing more participation of Part-timers
- Giving Part-timers more chances to participate and have a voice and vote
- Paying Part-time Instructors for 4 months work in Fall Quarter

- Hiring/allowing Part-time Instructors to join/teach courses that are part of a quarter abroad.

Health and Fitness (3 comments)

- Getting the Fitness Center back
- Making PE facilities available to Staff
- Health and fitness program for Staff

Miscellaneous Comments – Uncategorized (13 comments)

- Orientation like the new employee one for old employees
- Faculty mentorship program
- ICS/INTL courses should align with world languages (with cultural experts)
- Setting aside structured time to establish communication/collaboration between world languages and ICS/INTL Faculty
- Reinstating regular meeting times between Department Chairs and Dean
- Establishing a rotation for serving on required committees (e.g. Academic Senate, Curriculum...)
- Having a Counselor on site part-time
- Having more language classes
- More cultural activities from all
- Having more mixes of international flavors
- Letting students enroll without cancelling until end of the 1st week of a quarter
- Flexibility so that sections can be quickly added if there are long wait lists
- Making attempts to reduce parking violations through communication, not writing more tickets

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OCS Survey Respondents' Suggestions

De Anza College

Instruction

Language Arts (from 20 Respondents)

Keep:

Collaboration (9 comments)

- Language Arts is a good place, we work well together
- Department meetings
- Department meetings
- Division meetings
- Division meetings where info and best practices are shared
- Encouraging collaboration (from top level Administrators)
- Team collaboration pulling together people across disciplines, programs, Divisions
- Having the various Departments meet and work together
- Inter-Departmental support

Leadership practices (8 comments)

- Deans with open-door policy (or transparency of availability)
- Our Dean creates safe spaces and clear lines for personal and professional growth
- Dean consulting with Faculty
- Respecting Faculty – both Full-time and Part-time
- Our Dean supports our growth Supportive Staff development (conference funding is great)
- Offering stipends for Canvas training
- Faculty-driven initiatives
- Dean responding to emails and inquiries

Shared Values (7 comments)

- Student focus
- Services for students' non-academic lives (e.g. food pantry)
- Always having the student's best interest in mind
- Surveying students' needs and responding to them (e.g. housing and food insecurity)
- Equity minded
- Fostering a campus or inclusiveness for students and Faculty
- Emphasis on De Anza as a nurturing community (not just "Tops in Transfer")

Programs (5 comments)

- Special programs
- PDL
- AS
- Book talks
- Bringing back the fun committee

Miscellaneous Comments – Uncategorized (3 comments)

- Grounds/trees/fountains/walkways that make us want to be here
- Class observations
- Classroom improvement: Dual-lighting when the projector is in use – this has not happened yet

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Stop:

Negative Power Dynamics (9 comments)

- Penalizing people for engaging in difficult conversations
- Using tenure process as a way to keep you quiet and consistently being told “don't say anything until your tenure is over”
- Nepotism in the College – they promote only by favoritism, optics, not based on capabilities or what's best for students
- Bullying by Faculty-managers – from conflict of interest to simply not allowing anyone to vote “no” on a measure in a meeting, or asking for feedback, then becoming defensive or aggressive, public voting down of colleagues, especially females, asking for volunteers on tenure committee, then handing the assignments to friends (cronyism)
- Allowing Chairs and senior Faculty to bully and attack junior Faculty
- The Faculty being allowed to openly attack and bully members of the Division
- Berating junior Faculty and preventing them from showing up
- Unjust, baseless complaints
- Bullying of people of color, LGBTQ. The most racist Division.

Bureaucracy (5 comments)

- Over-emphasis on institutional bureaucracy, under-emphasis on student, Staff, Faculty satisfaction, or mental and physical wellness
- Unnecessarily complicated and bureaucratic curriculum committee process
- Penalizing those who do good work due to bureaucratic processes and unfairly applied rules
- Strict cutoff dates for enrollment
- Capricious cancellation and removal of classes based on limited data, i.e. without taking a long-term view

Top-down Decision-Making (3 comments)

- Top-down Administration
- Top-down decisions
- Top-down decision-making with little or no consultation with people and areas impacted

Miscellaneous Comments – Uncategorized (10 comments)

- Assuming extra work should be done free
- Appointing people in positions
- There is an air of elitism in certain Departments
- Only focus on “celebrating” and not welcoming and truly addressing concerns
- Not communicating campus-wide about specific changes to institutional structures, offices, processes...
- Submitting a complex program review every year
- Allowing Faculty to add significantly over the maximum
- Giving Part-time Faculty paper parking permits (lowers Faculty morale)
- Allowing Full-time Faculty to spend less time on campus (fully online, 2-day schedules, no face-to-face office hours)
- Delaying in classroom improvement

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Start:

Accountability (9 comments)

- Promoting on merit with clear standards
- Recognize employee contributions authentically
- We need to value and recognize Faculty and Staff who are performing well. We focus on the negative. We need to recognize the positive.
- Use the Faculty expertise we have and honor it
- More attention to Faculty who are not fulfilling contractual duties
- Checking for fairness; are all Instructors holding office hours?
- More consequences for people who are not doing their job
- More accountability would increase fairness
- More Faculty autonomy

Addressing Negative Power Dynamics (8 comments)

- A concerted effort to prevent conflict of interest and social tribalism
- Creating spaces where people can talk to management without fear of consequences
- Stop the bullying
- Surveying Faculty and Staff experiences and earnest efforts to address areas of dissatisfaction
- Codes of Conduct created by Departments
- Stop sidelining effective employees
- Having transparent processes for promotion
- Having transparent scheduling

Programs for Students (6 comments)

- Being able to have productive conversations about ways to improve accessibility for students, i.e. the website
- LGBTQ+ counseling/center
- Professional tutors in the Writing Center
- Work with local high schools to align curriculum for better preparedness
- More services for students' non-academic needs (e.g. housing)
- College Hour (Tuesday Thursday 12:30 – 1:20 pm)

Professional Development (5 comments)

- Trainings (workshops) on trauma-informed practices
- Training/workshop on diversity, inclusion and privilege
- Mental health workshops/group therapy for Staff/Faculty
- More AB 705 training and support
- Onboarding for Part-time Faculty

Senior Management Engagement (3 comments)

- More transparency, less insulation of Senior VPs/President
- More direct communication between Administrators (President/VP) and Faculty
- Senior management should be present and engaged with others on campus. At least know people's names.

Miscellaneous Comments – Uncategorized (6 comments)

- Streamlining PGA/PAA process
 - Being more mindful of scheduling and cancelling classes
 - Faculty serving collaboratively as Deans
 - Following through on classroom improvements that have been agreed
 - Dean responding to emails and inquiries
 - Funding for Welcome Day Departmental events
-
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OCS Survey Respondents' Suggestions

De Anza College

Instruction

PE & Athletics (from 9 Respondents)

Keep:

Programs/Facilities (11 comments)

- Physical Education requirement 2 units
- OKR – Goal Setting
- Daily year-round staffing of our Training Room
- The Athletic Training Room functioning as a year-round facility
- Fitness Center should remain open to students and Faculty (closed currently)
- Promotion of athletic events and teams on social media
- Student-Athlete Committee
- PAST
- REACH
- Allowing field rentals and Athletics to supervise (community relations)
- Allowing athletic rentals – supervision

Communication/Collaboration (9 comments)

- Communicating
- Open communication
- Monthly Division meetings
- In-service meetings
- Monthly meetings
- Monthly Division meetings
- Summer Retreat
- On-on-one meetings with Division Dean
- Collaborative efforts within Division and across campus

Shared Values (6 comments)

- Bringing energy and synergy to work
- Suggesting solutions
- Supporting each other
- Making progress
- Athletic teams are integral part of mental and physical development of student well-being
- Offering a wide range of class options

More Support for PE & Athletics (4 comments)

- Increasing Athletics support
- Having a Dean dedicated and in Department
- Academic Advisor and Counselor within our Department
- Athletic Counselor in PE & Athletics

Stop:

Use and Upkeep of Facilities (6 comments)

- Building facilities without maintenance plans (fields, scoreboards...)
- Over-booking athletic facilities with multiple teams and outside groups
- Treating community groups poorly
- Disconnect with Grounds-Custodial Staff. Should be on same page.
- Severely limiting use of weight room
- Not coordinating team practices and facility needs as a Department

Resources to Support Faculty/Coaches (3 comments)

- Having Faculty/Coaches drive vehicles for sport travel
- Having coaches drive to away games – hire someone or at least hire a driver for games 2 hours or more in distance or something
- Low-paying assistant coaching stipends

Negativity (3 comments)

- Complaining
- Rattling
- Whining

Miscellaneous Comments – Uncategorized (8 comments)

- Yearly athletics ULAA in-service led by outside person
- Current scholar athlete recognition approach to the ceremony needs change
- Making all sports follow same spending rules (i.e. referees, transportation, uniforms, practice uniform and equipment)
- Class enrollment deadlines should be extended because students add classes last in Activity Classes to fit their schedules. Students class schedule Academic 6E/Major classes first then fill in their schedule.
- Full-time Faculty to be on no committees
- College should be more diverse in interests
- College should stop being political rather than being educationally minded
- Intentional blind spot toward Athletics

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Start:

Facilities and Maintenance (10 comments)

- Funding based on needs (poor facilities)
- Fitness Center should remain open to students and Faculty (closed currently)
- Need a new main gym (worst in the State!)
- Maintenance of weight machines in PE 610 & PE11L "travesty"
- Providing a study/resource area for the athletes
- Seeing better expectations of coaches maintaining and caring for facilities
- The College helping us with repair of broken items more easily
- The College needs to place more value (hear our input) on the people who are using the facilities and needs, i.e. water fields, clean gym floors
- Long-term planning for athletic facility upgrades – field replacement – track – gym floor – landscaping – shade structure outside – more water fountains – safety netting down 3rd base to protect soccer field students
- Utilizing the people who are working in the trenches

Morale and Productivity Improvements (8 comments)

- Morale-boosting activities such as end-of-year Division party
- Recognizing Faculty and Staff for their achievements
- More accountability among Faculty, pride in performance
- Designated athletic events we should all attend
- Better use of Department funding (i.e. all teams sharing the wealth)
- Better outreach to bring in and recruit new student athletes
- Higher SID – Outreach
- Better student-athlete recognition – sophomore scholar athletes and also for the rest of the athletes and teams

Importance of PE & Athletics (7 comments)

- Promotion of the importance of PE and athletics for students
- Senior Administration attending Athletics contests
- Board members attending Athletics contests
- Chancellor/President serving on CCCAA Board. No one from District has served on this important Board.
- The College should include us more in financial decisions
- More Faculty involvement on campus committees
- Senior Administrators being more communicative and less top-down decisions

Miscellaneous Comments – Uncategorized (2 comments)

- Women's Tennis
- Providing more release time/credit for coaching to Full-time coaches. The workload has increased an incredible amount in the past 10 years, yet we are still being compensated the same.

OCS Survey Respondents' Suggestions

De Anza College

Instruction

Physical Sciences Mathematics & Engineering (from 34 Respondents)

Keep:

Shared Values (13 comments)

- Focusing on equity. Keeping it front and center.
- Emphasis on students and student equity
- Focus on changing student needs (like food and housing security)
- Student-centered philosophy with perspective
- The high level of student support on campus
- Most employees go out of their way to help students
- Students first approach
- Mission of inclusiveness
- Academic freedom
- Academic freedom for Faculty
- Shared Governance – to a reasonable extent
- Open communication
- High academic standards

Communication/Collaboration (11 comments)

- A high level of cooperation and collaboration
- Excellent colleagues who are brilliant and humble
- Replying to people's emails, please and thanks. Sometimes Full-timers ignore Part-timers' emails, where is the mutual respect?
- Collegiality
- Humanizing each other
- Regular Department meetings
- Meetings
- Curriculum committees
- Monthly Departmental meetings
- District-wide meetings (collaboration)
- Enrollment updates

Programs (8 comments)

- MPS meetings
- The MPS program... by a mile
- SLO assessment
- LinC
- MPS
- Outreach counseling practices and food pantry

- Free or reduced text options
- Veteran services

Professional Development (6 comments)

- Supporting Faculty development (ISW is great and we need more of it)
- Department email listserv for professional development information
- A phenomenal professional development group
- Professional development support
- Workshops for employees
- Teaching and Learning professional development series

Administrators' Support (5 comments)

- The President is very approachable and seems to really care about the employees and students
- Supporting Faculty (when disputatious students bring complaints to the administration) if the Faculty have followed College policies and syllabus policies
- Faculty support
- Being consistent on teaching assignment schedule so adjunct Faculty get their desired teaching slots too
- How we schedule classes for Faculty

Part-time Staff/Faculty (5 comments)

- Part-time employees
- Inviting Part-time employees to Staff meeting
- Introducing Part-time employees in email distribution
- Providing in-class feedback from Faculty/students
- Full-time Faculty open positions

Special Days (3 comments)

- Having Welcome Day for our students
- Opening Day activities including Welcome Day
- Orientation of new Faculty

Miscellaneous Comments – Uncategorized (3 comments)

- Free Staff parking
- Love the document cameras in the classroom
- Special events for employees and recognitions

Stop:

Part-time Instructors (5 comments)

- Current parking stickers for Part-timers
- Paper parking permits for Part-time Instructors
- The current procedures for Part-time reemployment preference should be completely changed
- Strongly encouraging (or telling Full-time Instructors) to teach more overloads. How about the Department hires more Part-time Instructors?
- Just evaluating Part-time Faculty. Should evaluate all, even tenured Faculty.

Performance Management (5 comments)

- Incompetent bosses that are repeatedly trouble but nothing gets done to resolve the problem permanently
- Administrators who are ineffective are never held accountable for their poor performance
- Allowing bosses to not do evaluations for Classified
- Supervisor needs to stop being inconsistent
- Not taking care of teachers that shouldn't be in a classroom anymore and are horrible to students

Decision Making/Communication (4 comments)

- Decisions made by upper management without real input from Faculty and Staff
- Lack of communication from Dean/Department Chair about decisions made
- Inconsistency with Faculty – favorites
- Picking/choosing when to micro-manage Faculty/Staff

Class Size/Fill Rates (3 comments)

- Obsessing over Fill Rates
- Mandatory class cancellations
- Insisting on longer than average class sizes

Miscellaneous Comments – Uncategorized (19 comments)

- Electing the same people to serve on campus-wide committees (we do not systematically encourage diversity)
- Appointing the same 2-3 Academic Senate reps for College/District committees
- Penalizing Faculty compensation for development of new courses. Current practices by VP of Instruction are doing this now.
- No support for innovation
- Renewing parking permit every quarter, where is the efficiency?

- Paper processes. Replace them as much as possible with online options.
- Dean refusing to consider census addendums for students
- Being required to use the food from the cafeteria instead of outside
- People are compensated much more for teaching overloads than for committee service and leadership
- Administrators should not read www.ratemyprofessor.com because it turns teaching into a popularity contest
- Making it difficult for Faculty to get PGA
- No financial support for technology expected
- Trying to fix the printers and get new ones at the PSME office
- It is very difficult to get classes approved for PGA
- It is very hard to find classes that are approved to move up salary scale
- Producing statistically based surveys and results that are biased and invalid
- Some shared governance – things bog down and are dominated by relatively few voices
- The tenure process does not give real support to candidates. The campus needs to appoint someone with oversight of the process, whose job is to actively check in with all candidates and intervene in unjust tenure actions. Tenure and hiring are now where real issues of diversifying the Faculty are being fought, but the battles tend to be hidden.
- Other than the new “Campus Welcome Day” at De Anza, consider not holding Opening Days, because the “speechmaking” aspects of those days are not always helpful

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Start:

Innovation

- Encouraging Faculty innovation (build new courses, develop new pathways in new disciplines)
- Allowing the Physical Science Departments to develop majors’ courses
- Encouraging development of AS-T degrees
- More streamlined procedures for Faculty to suggest and create professional development opportunities
- Culture of professional development – not just for increase in salary – but meaningful activities and opportunities
- Willingness to try new things
- Awards for innovation
- Online classes or online components to some classes
- Matching words with actions
- Expanding successful programs

Performance Management (9 comments)

- Extensive reviews of underperforming Staff/Faculty/Administrators
- More accountability for Faculty to continue to improve teaching once getting tenure
- Peer observation so all Faculty continue to improve their teaching and learning
- Accountability of SLO completion
- Increasing academic excellence
- Reducing grade inflation
- Doing evaluations
- Providing employees with greater autonomy
- Following rules and procedures

People and Other Resources (6 comments)

- Increasing Full-time Faculty
- Increasing Staff and Faculty pay
- The PSME Division should have two Full-time Secretaries
- Making it easier to get small equipment
- Resources like tech, counseling should be left to the Division as we know best what we need
- Investing in buying new printers

Decision Making/Communication (6 comments)

- Better communication on policy changes. The information is never told to us when policy changes.
- Listening to employees' inputs
- Speaking to stakeholders before creating or changing policies
- More transparency from Dean about Department efforts
- Directly communicating with Instructors and receiving feedback
- Having meetings for Classified to communicate
- Maintaining open communication

Diversity/Community Building (5 comments)

- Building a stronger sense of community on campus
- Fostering diversity in campus-wide committees (Limit the number of committees that one person can serve on. Limit the representation by Division)
- Resetting relationship between FA, ACE and District to encourage respectful pursuit of common goals
- Learning communities that allow Faculty to collaborate without a preconceived agenda
- Requiring equity training

Part-time Instructors (4 comments)

- More orientation/support for Part-time Faculty
- Part-timers should be allowed to teach more than 6 classes every school year
- Meeting with Dean for all Part-time Faculty (once or twice a year)
- Getting rid of the mindset “We already know who to hire” (I heard this in Full-time Faculty’s conversation)

Desired Qualifications (3 comments)

- Place value on subject matter. Recognize that knowledge of, and enthusiasm for, subject matter, is the major motivation factor for many Faculty members.
- De Anza should hire Administrators who are honest, committed to the mission of the College, show actual intelligence, are present on campus, and have genuine passion for educational work.
- Hiring Instructors with better mathematical and science/engineering skills

Miscellaneous Comments – Uncategorized (10 comments)

- Not pre-judging a candidate when hiring a Full-time Instructor
- Shared resource for each course offered
- Content meetings, by course
- Designating a timekeeper at Department meetings so that the agenda can be covered, and the meeting ends on time. Too often content can’t be covered because people derail the meeting.
- Detailed agenda for Division meetings with times allotted, as this is not currently done
- This survey has been managed dishonestly. Original rules limiting times for distribution and filling out the form made it difficult for Part-timers, those on leave, etc. to respond. Most questions are multiple choice rather than asking for extended responses (and this page is limited in response area). Information about how the questions were generated or will be used are missing., and it is difficult to figure its real purpose. We should not have to wage a campaign for correction of these problems.
- Awards for adherence to mission/objectives
- Less run-around with sign
- Working with VP of Instruction to expedite PGA determination for those organizing events
- Allowing a better representation of women as Instructors of upper level math classes
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(Three comments are extracted from this part of the report and will be conveyed to the Chancellor’s Office to be considered or shared with appropriate leadership in a manner consistent with the policies and procedures of the organization)

OCS Survey Respondents' Suggestions

De Anza College

Instruction

Social Sciences & Humanities (from 18 Respondents)

Keep:

Leadership Practices/Communication/Collaboration (33 comments)

- Strong leadership-Faculty/student advocacy
- Division Dean was extremely supportive of Staff
- Dean modeling excellence
- No micro-managing
- Appreciation of milestones/retirement
- Supporting Instructors' plan, problems
- Staff development opportunities/professional growth
- Focus on best teaching practices
- Hiring high-quality Faculty
- Periodic Faculty evaluation
- Fighting to keep classes – no early cancellations
- Open discussion about needed resources
- Opportunities for community engagement
- Engagement and service learning
- Democracy in action, support community
- Support of Part-time Faculty
- Chill atmosphere
- Well-organized/planful
- Encouraging a collegial atmosphere
- Being friendly
- I enjoy having a shared space because it allows many opportunities for us to interact with colleagues and share concerns about students/get advice
- Encouraging employees to feel like a valued member of the Division
- Open communication
- Open communication with the Dean
- Frequent communication via email (rather get the information twice – Division and general College – than not at all)
- Periodic Division meetings
- Division meetings were always productive
- Department meetings
- C.A.A.R.
- CAR meetings and analyses
- Division meetings
- Community building activities/welcome activities
- Strong Academic Senate presence

Equity and Student Focus (14 comments)

- Prioritizing student equity
- Focus on equity
- Equity practices
- Conversations and focus on student equity
- Valuing student equity and activities that support it
- Equity focus
- Emphasis in diversity
- Equitable hiring practices
- Supporting disadvantaged groups (African America, Hispanic students)
- DARE, Students of Color Initiatives, LEAD
- Accessibility
- Student support tutoring/disabled student help
- Focus on student access & success
- Handing out “tickets” for free books at bookstore

Miscellaneous Comments – Uncategorized (2 comments)

- Welcome Day events
- Online classes/Canvas availability

Stop:

Class Cancellation Policy (9 comments)

- Early class cancellation
- Cancelling classes frequently and early
- Early class cancellations – wait until Monday of the quarter
- Early cancellation policy
- Unclear class cancellation policy (what are the actual standards?)
- Early class cancellation
- Early class cancellation policy
- Early cancellation policies (many students enroll close to beginning of quarter)
- Cancelling classes 1 week before school starts

Bureaucracy (8 comments)

- Bureaucratic administrivia that takes time away from students
- Many College bureaucratic responsibilities waste my time
- Communications framed as punitive/threatening suck
- Anticipatory compliance (see Timothy Snyder’s On Tyranny)
- Militaristic directives
- Non-transparent decisions
- An insular top-level Administrator group
- Allowing upper Administration to make unilateral decisions without protest

Printing Budget (4 comments)

- Printing, photocopying restrictions for Faculty
- Lack of adequate print budget
- Not replacing broken down equipment (i.e. printer) in a timely fashion
- Limiting Faculty (Part-time) resources (printer budget)

Miscellaneous Comments – Uncategorized (13 comments)

- Hawaii caps class size at 40 students (we cap class size at 50 students)
- Closing the library on weekends – students need space and time to work on assignments. Closing the library tells the students “we really don’t care”.
- Only allowing Chairs to determine the schedule for adjuncts
- Scheduling by Department Chairs – have a Division scheduler instead
- Allowing tenured Faculty to retire without replacing them
- Loyalty above competence
- Making Department Chairs do too much extra
- Equity for some, not all
- Emphasis on academics and not overall well-roundedness
- Allowing some to have special privileges based on what a few think are priorities
- Penalizing Faculty who have high standards and therefore higher drop rates
- Being indifferent about campus issues
- I am overwhelmed by the volume of information/emails

Start:

Performance Management (9 comments)

- The College holding all accountable for their actions/inactions
- The VPI should resume the practice of evaluating tenure track Faculty
- Deans (and not designees) should evaluate Faculty
- All managers should receive strong training in the contract
- Valuing the employees who work hard
- Valuing Faculty who have high standards despite students dropping
- Positive reinforcement of great teaching
- Raises/awards at De Anza should be based on merit
- Removing ineffective Instructors

Communication/Collaboration (6 comments)

- Regular Division-wide meetings instead of Department Chair meetings to foster inclusion of all Faculty, Full-time and Part-time
- Department meetings to get to know other Faculty in the Department and learn about new teaching methods they may have used
- More Division meetings for open communication

- More collaboration between Faculty and Departments
- Anything that lowers boundaries between work groups
- Encouragement and support of employees in every group

More Student Resources (4 comments)

- The College putting more emphasis on students than reputation
- Opening the library and tutoring facilities on weekends
- Open computer pod on weekends
- Expand students' opportunities to access computers

Shared Governance (3 comments)

- Creating institutions that will keep upper echelon Administrators in open and public conversation with Faculty and students
- True shared governance – input from all quarters before a policy is developed and implemented
- More participation of Full-time Faculty on shared governance committees

Miscellaneous Comments – Uncategorized (9 comments)

- Moving cancellation dates close to beginning of quarter
- Making cancellation dates SAME for Foothill and De Anza as they are the same District (FHDA)
- Helping Part-time Instructors initiate curriculum reforms
- Institutionalizing consultation with Part-time Faculty
- A separate orientation for new hires
- Decreasing Administrator/Associate Dean headcount
- Streamlining paperwork processes
- Year-long scheduling so we can plan out course offerings over the entire year
- Integrating community engagement into the classroom (help students connect and get rewards of contributing beyond the money). Connect their experience to concepts taught in class through reflection papers
- Making it easier to add sections when all other sections of a class are full