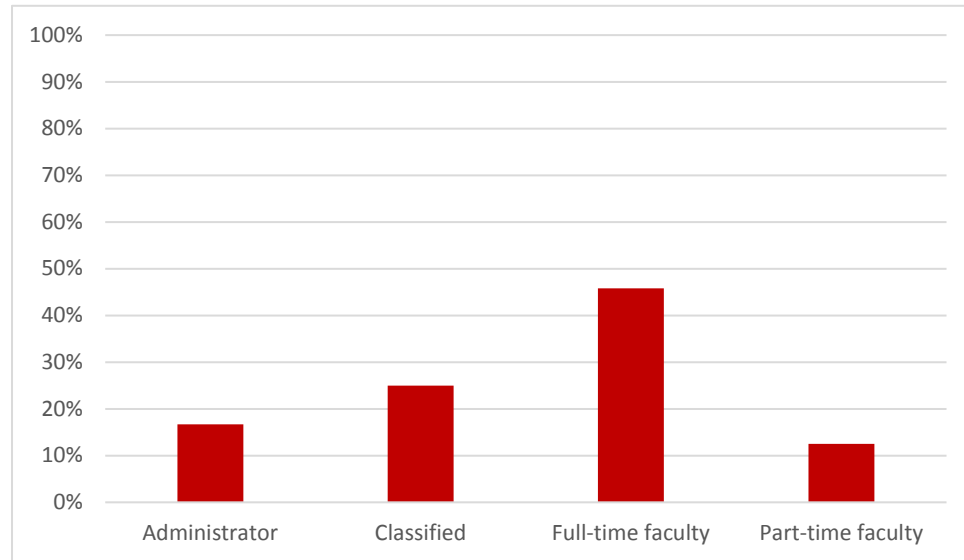


## Foothill College Planning Survey Results

Foothill Planning Survey administered between April 25, 2016 and May 1, 2016.

1) What is your primary role at Foothill?

	Respondents	Percent
Administrator	8	17%
Classified	12	25%
Full-time faculty	22	46%
Part-time faculty	6	13%
Total	48	100%



2) Please indicate how you are informed about college planning discussions and decisions.

Methods used	% of All Respondents		Useful information (Yes)	% of All Respondents
	Respondents	Respondents		
Email	39	81%	29	74%
Division meetings	27	56%	20	74%
Senate meetings	25	52%	20	80%
Web	21	44%	13	76%
Department meetings	17	35%	11	65%
MyPortal	15	31%	11	73%
PaRC website	14	29%	8	57%
PaRC meetings	12	25%	9	75%
Other	8	17%	4	50%

Note: Respondents could select more than one method.

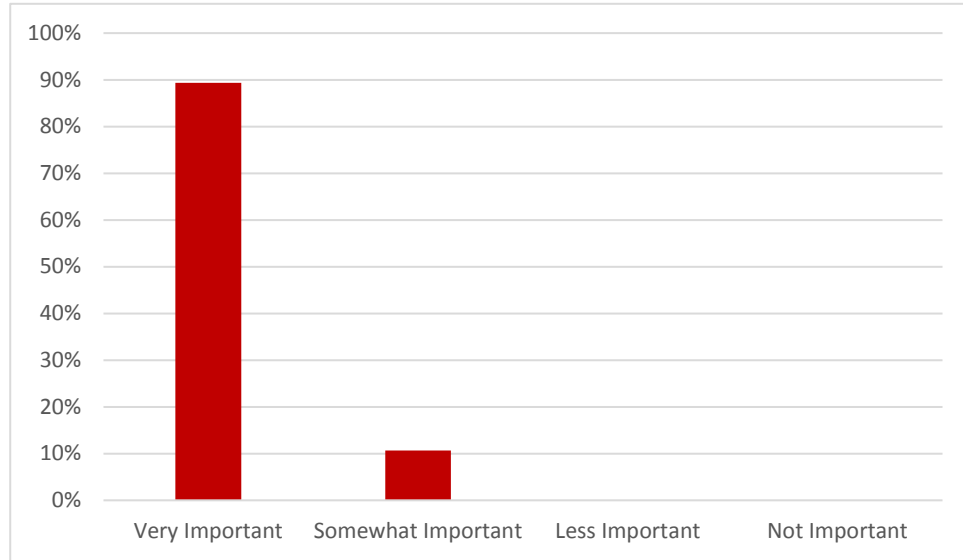
48 respondents answered this question.

Other: Talking to other employees (2), Faculty Association (2), Fusion, Student Equity Workgroup, Department conference web pages  
All but Fusion was reported as sources where the respondent received enough useful information.

## Foothill College Planning Survey Results

3) How important is it to be informed about college planning discussions and decisions?

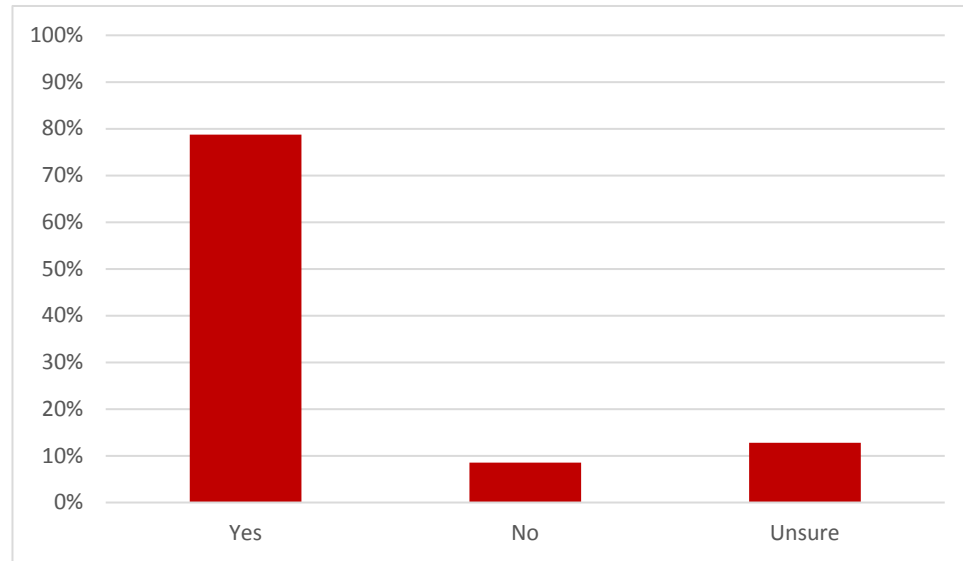
	Respondents	Percent
Very Important	42	89%
Somewhat Important	5	11%
Less Important	0	0%
Not Important	0	0%
Total	47	100%



4) Should there be professional development, such as training workshops, for all faculty and staff about college planning processes?

	Respondents	Percent
Yes	37	79%
No	4	9%
Unsure	6	13%
Total	47	100%

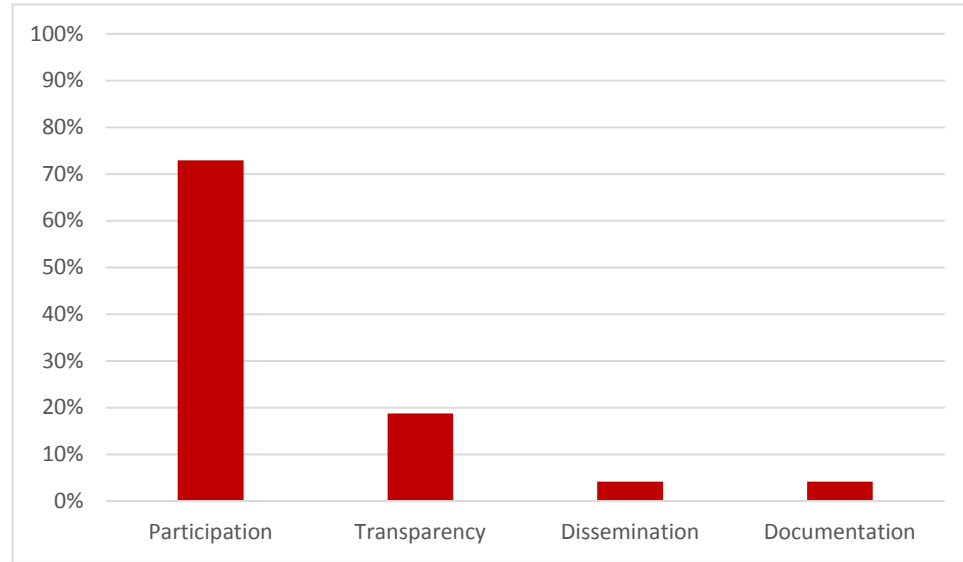
More full-time faculty responded "No" and "Unsure"  
(7 out of 10 respondents).



## Foothill College Planning Survey Results

5) What is your primary understanding about participatory governance?

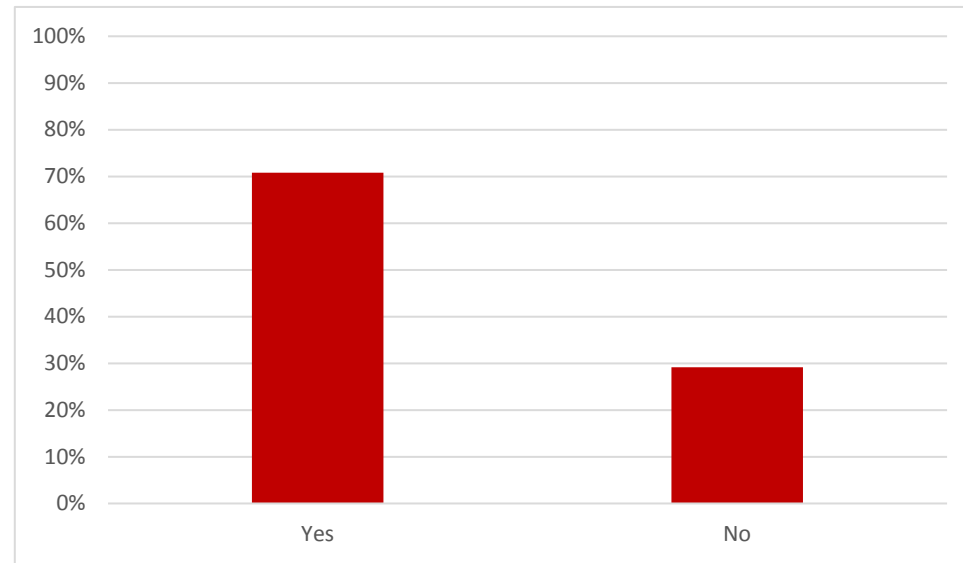
	Respondents	Percent
<b>Participation</b>	<b>35</b>	<b>73%</b>
Transparency	9	19%
Dissemination	2	4%
Documentation	2	4%
<b>Total</b>	<b>48</b>	<b>100%</b>



6) Have you been active in participatory governance over the past five years?

	Respondents	Percent
Yes	34	71%
No	14	29%
<b>Total</b>	<b>48</b>	<b>100%</b>

More classified staff responded "No" (7 out of 14 respondents).



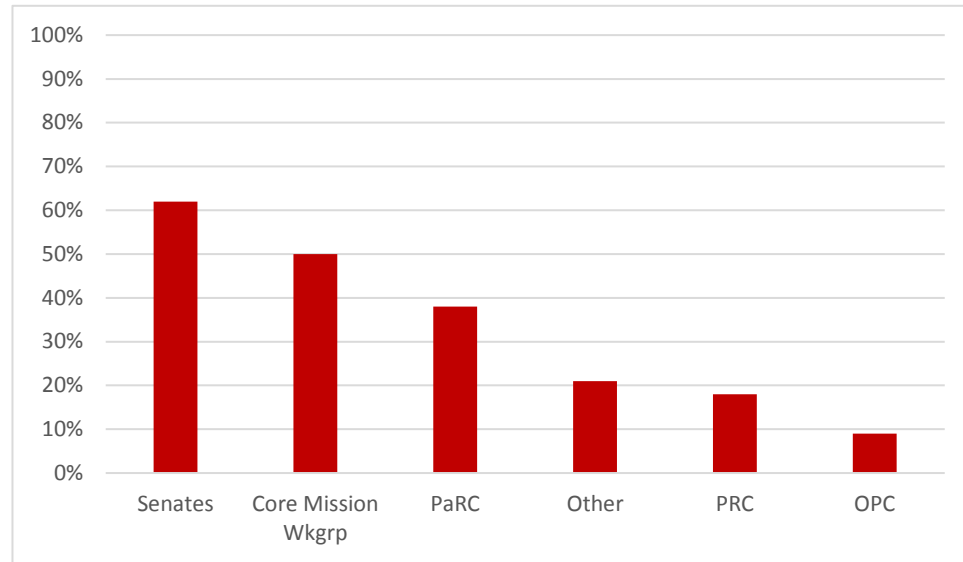
## Foothill College Planning Survey Results

6.1) Identify the participatory governance group(s) on which you have previously served or currently serve.

	Respondents	% of All Respondents
Academic/Classified Senate	21	62%
Core Mission Workgroups	17	50%
Planning and Resource Council	13	38%
Other	7	21%
Program Review Committee	6	18%
Operations Planning Committee	3	9%

Note: Respondents could select more than one governance group.  
34 respondents answered this question.

Other: 3SP Advisory Council (2), DDEAC, ETAC,  
Tech Committee, Professional Development Committee, IP&B

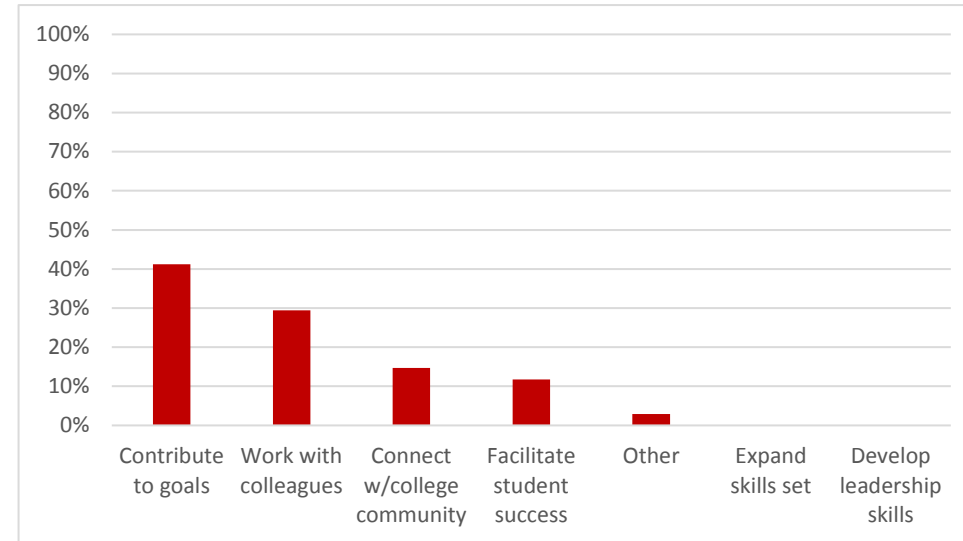


6.2) Indicate what you found/find most rewarding about being engaged in participatory governance.

	Respondents	Percent
Contribute to goals	14	41%
Work with colleagues	10	29%
Connect w/college community	5	15%
Facilitate student success	4	12%
Other	1	3%
Expand skills set	0	0%
Develop leadership skills	0	0%
Total	34	100%

Other: Fixing a process that needed fixing

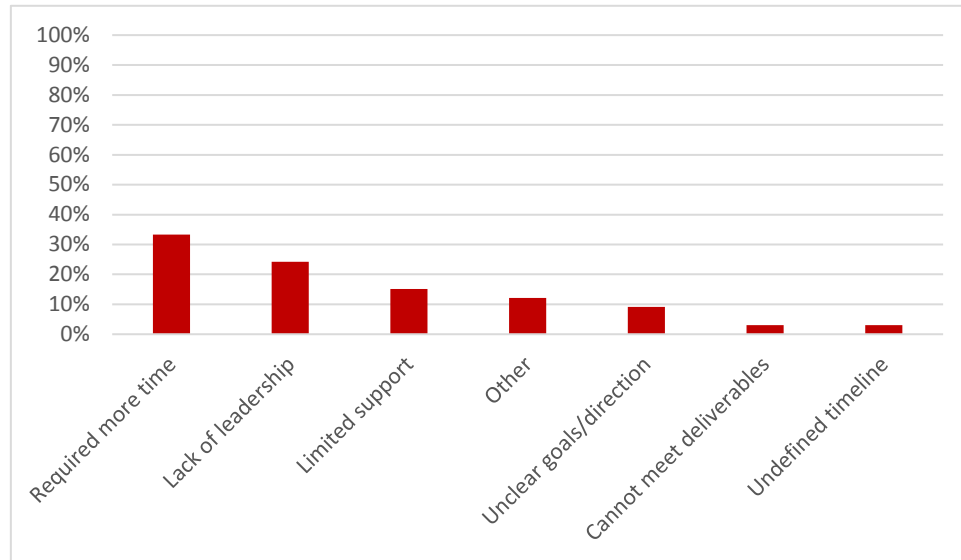
More full-time faculty responded "Work with colleagues"  
(7 out of 10 respondents).



## Foothill College Planning Survey Results

6.3) Indicate the primary challenge you encountered/encounter while engaged in participatory governance.

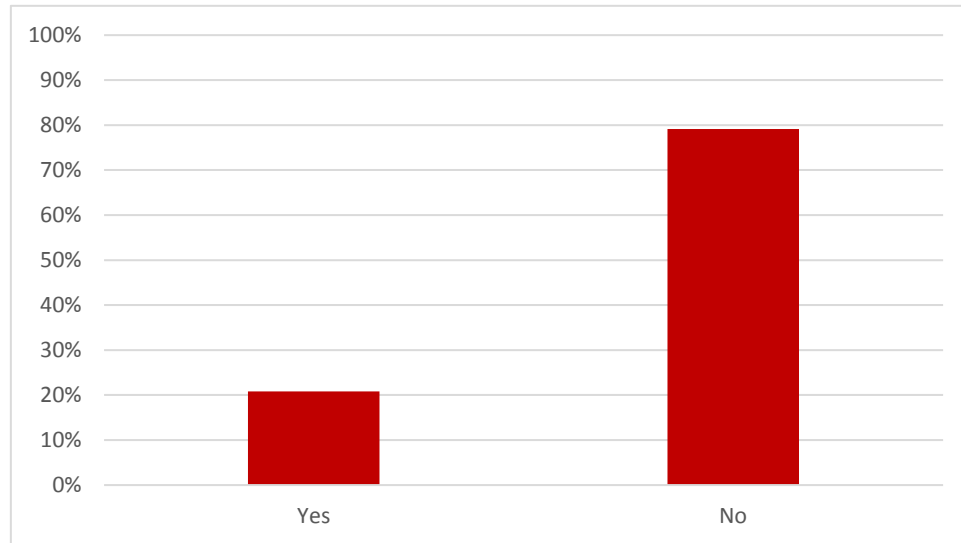
	Respondents	Percent
Required more time	11	33%
Lack of leadership	8	24%
Limited support	5	15%
Other	4	12%
Unclear goals/direction	3	9%
Cannot meet deliverables	1	3%
Undefined timeline	1	3%
Total	33	100%



Other: Meeting times when people can attend; restrictions by mgmt to attend mtgs; too bureaucratic-a lot of time talking and debating and not enough time taking action

6.4) Are you currently serving as a tri-chair on one of Foothill College's participatory governance committees?

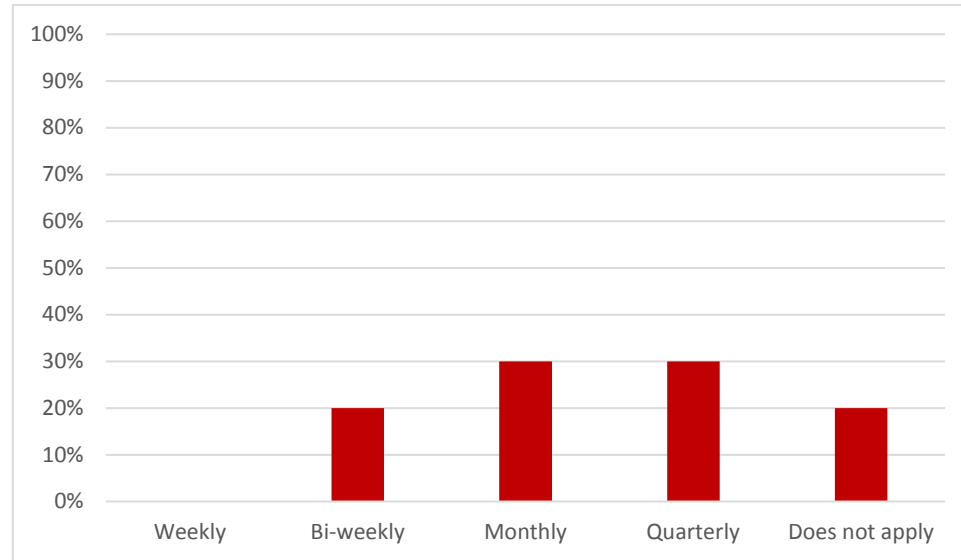
	Respondents	Percent
Yes	10	21%
No	38	79%
Total	48	100%



## Foothill College Planning Survey Results

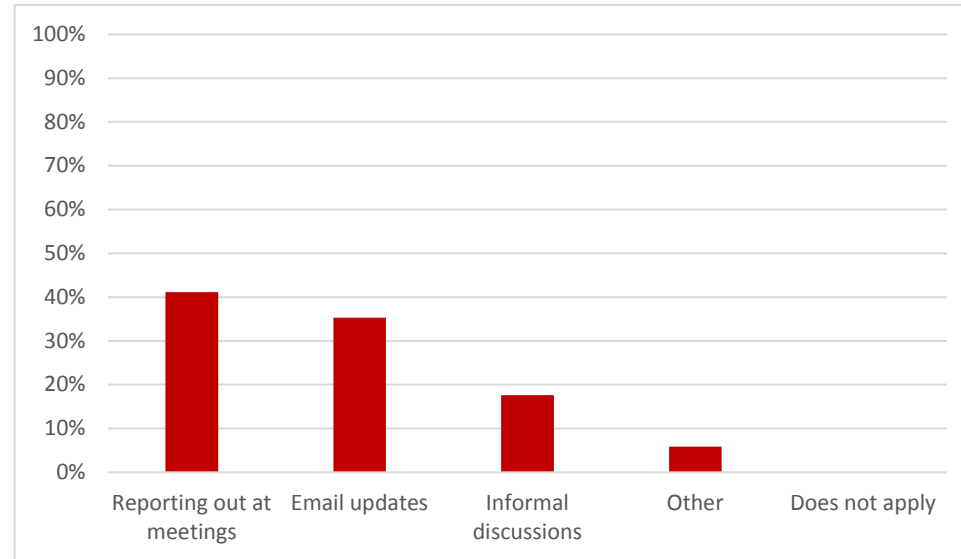
6.5) How often do you disseminate college planning discussions and decisions (from PaRC) to your constituents?

	Respondents	Percent
Weekly	0	0%
Bi-weekly	2	20%
Monthly	3	30%
Quarterly	3	30%
Does not apply	2	20%
<b>Total</b>	<b>10</b>	<b>100%</b>



6.6) Which methods do you use to disseminate college planning discussions and decisions to your constituents?

	Respondents	Percent
Reporting out at meetings	7	41%
Email updates	6	35%
Informal discussions	3	18%
Other	1	6%
Does not apply	0	0%
<b>Total</b>	<b>17</b>	<b>100%</b>



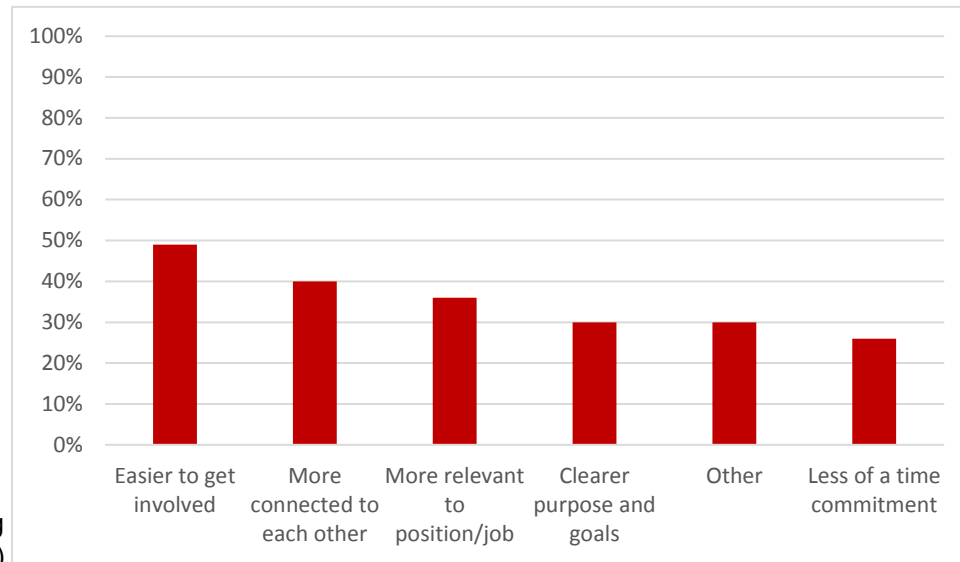
10 respondents answered this question

Other: website

## Foothill College Planning Survey Results

7) How might the college increase involvement in participatory governance?

	Respondents	% of All Respondents
Easier to get involved	23	49%
More connected to each other	19	40%
More relevant to position/job	17	36%
Clearer purpose and goals	14	30%
Other	14	30%
Less of a time commitment	12	26%



47 respondents answered this question.

Other:

Approve time to participate

Assign a load factor - even a very small amount

Compensation, education, recruitment and training for PT faculty

Create pathway for all classified staff to be able to participate if willing

Give us administrative support (e.g. interoffice mail, room scheduling)

Have group facilitate the dissemination process

Make it part of job responsibilities

Negotiate faculty service requirements into the contract

New leadership

Require it as part of the contract - we are one of the few colleges that doesn't do this.

Reward them with PAA/PGA credits. A stipend?

Sometimes I am confused as to whether or not I have a role in the governance, if so, what is it. Should I attend the meeting? If so, what should I do while there,

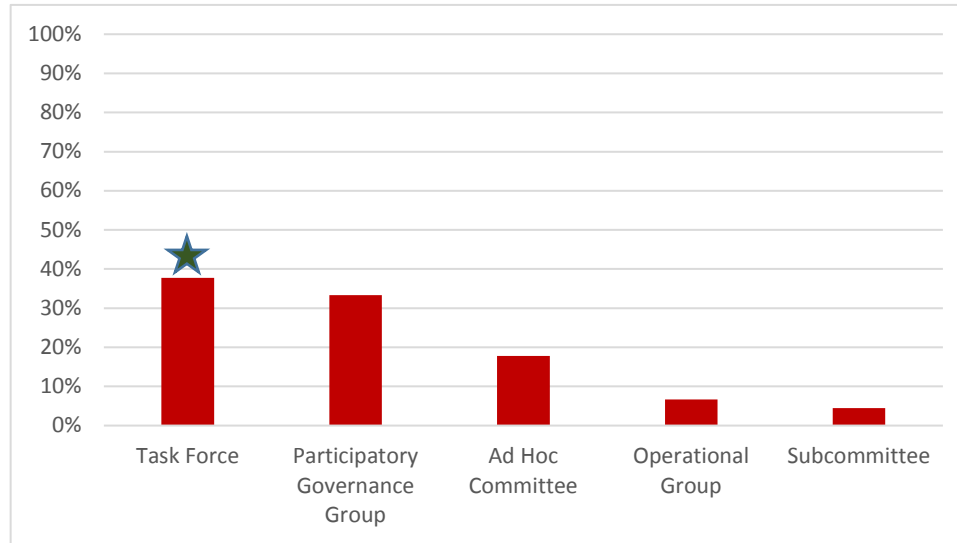
To institutionalize a culture that values participation in governance activities as much as job duties.

## Foothill College Planning Survey Results

8) For the following statements, identify the organizational structure for engaging in participatory governance with its definition as stated in the college's governance handbook.

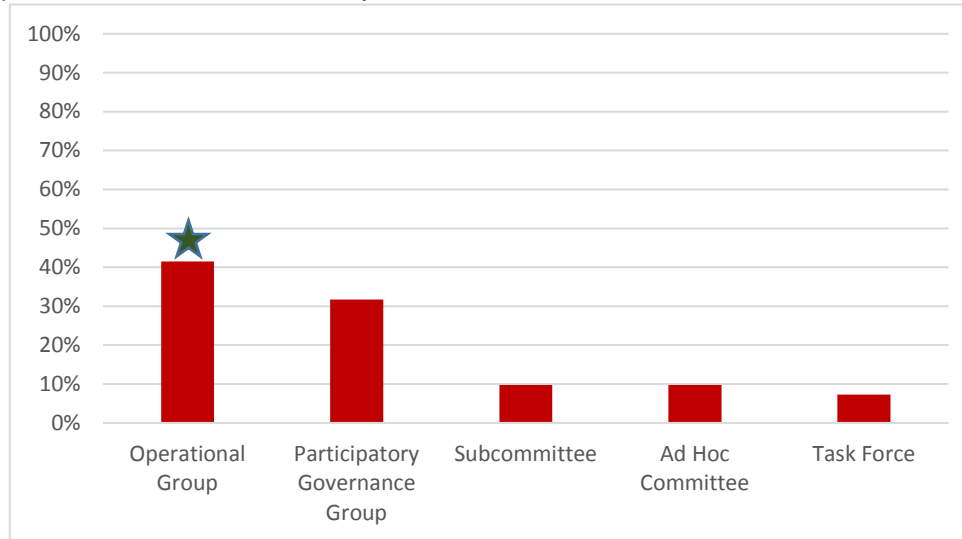
A constituency-represented group convened by and reporting to PaRC or to the President to address a college-wide subject/issue until that subject/issue is

	Respondents	Percent
<b>Task Force</b>	<b>17</b>	<b>38%</b>
Participatory Governance Group	15	33%
Ad Hoc Committee	8	18%
Operational Group	3	7%
Subcommittee	2	4%
Total	45	100%



A standing committee intended to consider all matters pertaining to procedural issues as defined by the role of its members.

	Respondents	Percent
<b>Operational Group</b>	<b>17</b>	<b>41%</b>
Participatory Governance Group	13	32%
Subcommittee	4	10%
Ad Hoc Committee	4	10%
Task Force	3	7%
Total	41	100%

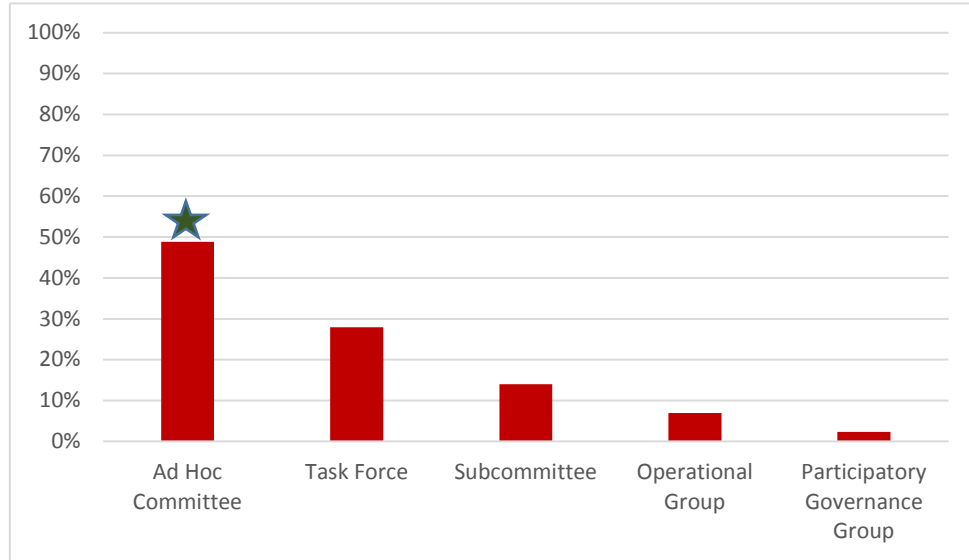




## Foothill College Planning Survey Results

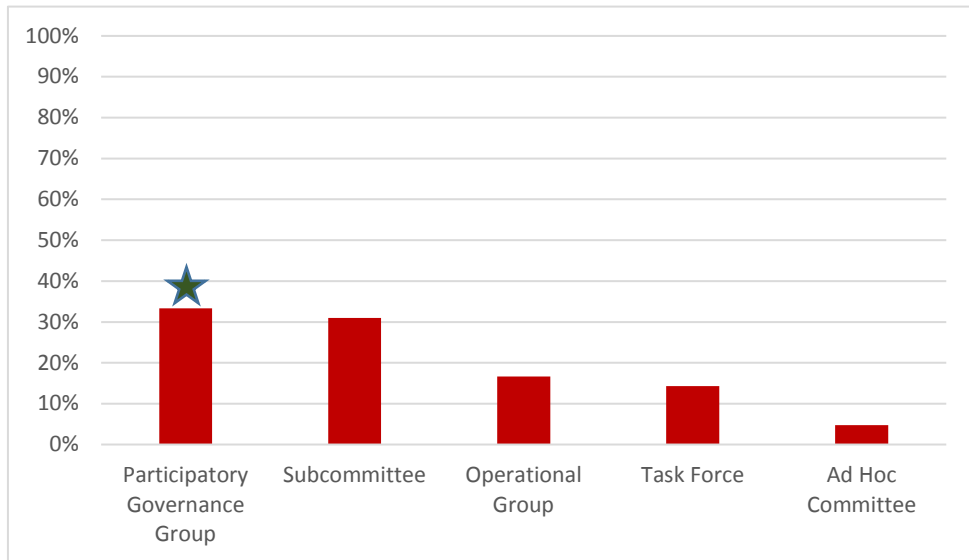
A working group created by PaRC or standing committee to address and make recommendations on a specific subject/issue.

	Respondents	Percent
<b>Ad Hoc Committee</b>	<b>21</b>	<b>49%</b>
Task Force	12	28%
Subcommittee	6	14%
Operational Group	3	7%
Participatory Governance Group	1	2%
<b>Total</b>	<b>43</b>	<b>100%</b>



A group consisting constituent representatives selected or designated to act in an advisory capacity that meets on a regular basis.

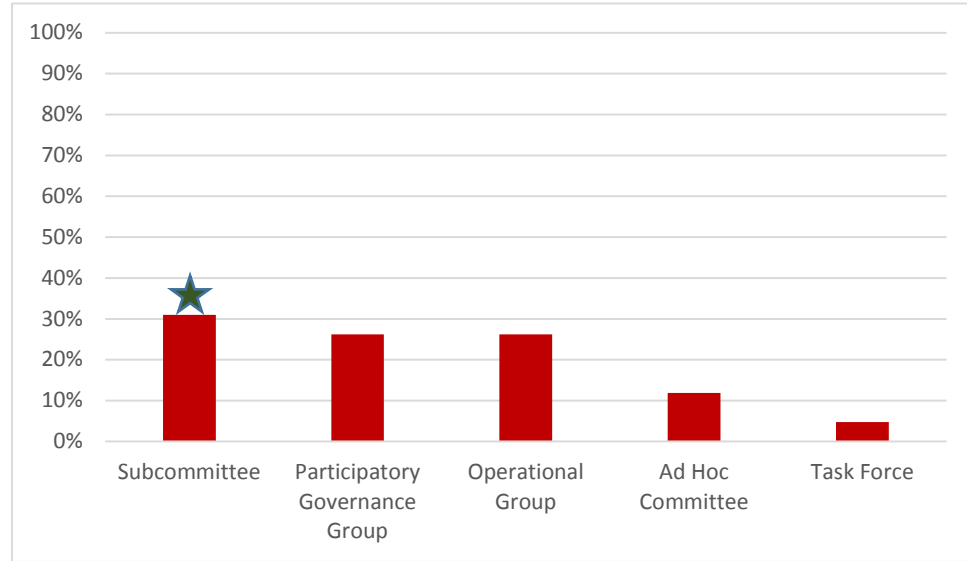
	Respondents	Percent
<b>Participatory Governance Group</b>	<b>14</b>	<b>33%</b>
Subcommittee	13	31%
Operational Group	7	17%
Task Force	6	14%
Ad Hoc Committee	2	5%
<b>Total</b>	<b>42</b>	<b>100%</b>



## Foothill College Planning Survey Results

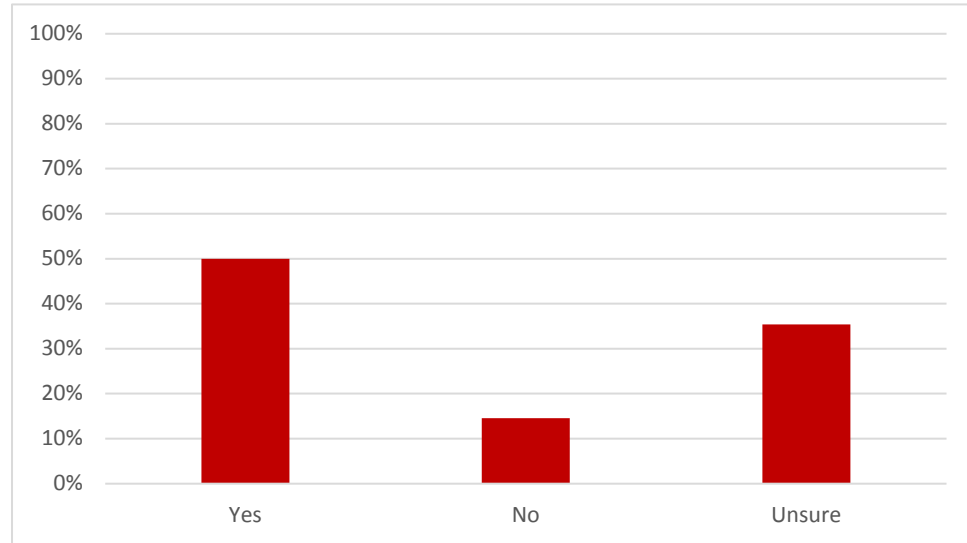
A permanent group convened by PaRC or standing committee designated to consider specific subjects/issues in detail for recommendations back to PaRC or standing committee. The chair must be a member of PaRC or standing committee.

	Respondents	Percent
<b>Subcommittee</b>	<b>13</b>	<b>31%</b>
Participatory Governance Group	11	26%
Operational Group	11	26%
Ad Hoc Committee	5	12%
Task Force	2	5%
<b>Total</b>	<b>42</b>	<b>100%</b>



9) Do you think the current organizational structure should be revisited or updated?

	Respondents	Percent
Yes	24	50%
No	7	15%
Unsure	17	35%
<b>Total</b>	<b>48</b>	<b>100%</b>



## Foothill College Planning Survey Results

10) Explain your answer to the previous question.

I don't feel that I know enough about it to know if it should be updated.

I don't know what the current organizational structure is, so I don't know if it should be changed. I DO know that if I had administrative support to help me do things like file forms, pass mail around campus, and reserve meeting rooms, I would participate more.

I fully understand the need for an organized structure, but the current structures make it very difficult to attend and participate. Also, as minutes/summaries are posted on a date much later than the original meeting, it is often too late to share an opinion or participate in an issue.

I think we as a whole are as transparent as possible in participating in a shared governance capacity. Often when there are many longer meetings (over an hour) and classified staff have other deadlines, it is not possible to attend all of the meetings or can attend part of the meeting.

I was unable to respond to the sub questions for question 8, noting my limited knowledge of governance structure, procedures, and responsibilities. I would have been a more effective and efficient participant if I had a detailed outline of why my role is within the governance body. If there is a template available, I am not sure where it is located.

I'm not too familiar with governance processes and their effectiveness in order to answer this question.

It would be nice to have a webpage that has all the names of the committees and their functions.

It's an issue when people are not participating. It seems to be the same people participating over and over again. Also, people feel like decisions are already made ahead of time. If they are, people don't want to waste their time. Some of the committees require a lot of time commitment. Not all committees are created equal. Being on some committees requires more time than some of the positions that get a stipend, such as SLO coordinators. Additionally, there needs to be something done with the class times. With more online and hybrid courses offered, less faculty are coming to campus and so they don't participate in governance.

It's very unclear who is in charge of what, and which committees have what kind of rules and authority.

I've been here 20 years and have seen a lot of different organizational structures...this one seems to work the best (so far), but there's always room for improvement.

Just at this moment, I have been invited to attend the "Participatory Governance Meetings" but needed permission from my current manager. As of April 6th, according to the (Interim) President, I am in the unique position of a transfer to a new position at the main campus (still TBA). In the meantime, and subject to review by my new future manager, I asked if I could attend. I was told no. I am appealing reconsideration as I write this. With the above in mind, perhaps there should be a process to help 'track' who is not in attendance and why. There are a multitude of reasons for why people attend, or not. For Classified Staff, the focus should be to allow those that want to participate, within reason, to participate. Then build mechanisms/tools to allow this to happen.

## **Foothill College Planning Survey Results**

Just like the Roundtable-era of governance needed to be overhauled, this current model of PaRC splintering off into many subcommittees, Ad Hoc Committees, Task Forces, participatory governance committees, ad infinitum- need to be revamped and streamlined. As a member of PRC, I only understand the structure because I've participated on it.

Many of the classified staff are unaware that they have the opportunity to participate in governance. Very few believe that our options/input is welcome or will be considered seriously.

My perception is that PaRC is not very effective. My observation is that, while members attend physically, a majority of members are mentally checked out and spend time handling their email throughout the meeting. This is a very unfortunate aspect of the Foothill culture that has become accepted but is not acceptable at other corporate and educational workplaces. Work groups invest a tremendous amount of time on busy work such as completing rubrics and forms that does not leave as much time for substantive discussions. The focus seems to be on those activities rather than on truly making a difference. When work groups report to PaRC, other PaRC members typically seem disengaged and rarely ask thoughtful questions. It seems as though the same people are always involved; therefore, I feel there is a need to bring in some fresh perspectives.

Not as transparent as prior organizational structure. Plus I think the new president should have input into the updated system of governance participation.

OPC should include more representatives from the different constituent bodies. PaRC should allow more time for thoughtful discussion rather than rushing decisions due to agenda constraints.

PaRC has become more of an information sharing versus decision making body. This disconnects the Core Workgroups and other committees from getting approval or implementing plans.

PaRC now has the same reputation as the old College Roundtable - that people go there to be told what decisions the President has made, rather than help inform and shape the decisions.

Shared governance is broken. There are a handful of people that make decisions for the college while the rest follow along or get pushed aside.

Still learning about governance groups.

The structure seems to work fine.

There are too many I think there needs to be a much clearer agreement about when participatory governance is required Too often an administrative task or responsibility all of a sudden is supposed to be participatory governance. Not appropriate. There needs to be dialogue to discuss a clear definition of when participatory governance is required.

There is not enough transparency, and governance via email notices or emails from A. Hanstein do not quite bring us into the fold. Also, pls be open to negotiate better salary increases as the amount of work you are expecting faculty and staff to do has grown exponentially.

## **Foothill College Planning Survey Results**

There is too much secrecy about administrative decisions which can leave stakeholders feeling blindsided. When stakeholders are not included in the decision making process important information might not be taken in to consideration. Especially in the area of reorganization of departments, changes in who the department will report to, and major decisions of what type of staffing the department needs if funds are available to hire a new employee for the department. If decisions are made behind the scenes of what new staffing is needed, the actual needs of the employees and work area can go unmet. Also, an employee might be hired as an administrator at a high salary when actually the position could be a classified position at a lower salary. The college is top-heavy with administrators and needs more classified staff to actually do the work needed.

There needs to be more opportunities for staff to grow and advance in their individual areas.

Too many faculty are not involved in any way in participatory governance. PaRC makes important decisions for the college with little input from part time faculty, for example.

We just revised our college ed master plan. Accordingly, now is the appropriate time to review our shared governance handbook and organizational structures to make sure they support our updated plan.

We need to think about how we encourage faculty, staff, and administrators to serve on the various committees. We also need to provide each workgroup with more support.

We should always consider this and now, with a new president, a fresh look would be appropriate.

Yes but not until after the next accreditation visit. We should not change it before the visit because we will then be ensured of a follow up visit. In addition, the new President should have time to learn the current process before engaging in a revision. So I would say yes but in a couple years.