

*What should be the Academic Senate's recommendation for restructuring the management team?*

#### **Discussion Items**

1. How many VPs do we need?
2. Do we need Senior Deans?
3. Should we recommend developing a ratio of faculty to management to maintain as a district both in number and % of budget?
4. Are there duties that should be done by faculty instead of deans/managers?

#### **Summary of Faculty Feedback:**

- Timetable is too short given scope of work and problem, process needs to slow down
- Need proper tools and information to make meaningful contributions
  - We need DCC to share info with the rest of the faculty
  - How many of the positions will be vacant because of retirements?
  - How many of the positions are funded out of grants/categorical funding?
  - How can wrap-around services be consolidated?
  - What would ACTUALLY balance the budget? With the fire waivers set to end and course reductions continuing, what can we do to actually get us to where we need to be for the long haul?
- District should reduce both number and cost of administrators/managers
  - Flatter organizational structure, fewer layers of deans
  - Redundant administrative positions (e.g. related to distinct sites) should be eliminated.
- Workload distribution study of deans and other managers to ensure that workload is distributed in an equitable and effective way.
  - Deans/administrators should not be doing/replicating work that is within faculty purview.
  - Deans don't need to be reviewing adjunct applications
  - Eliminate committee work for deans
  - Deans don't need to serve on committees within the 10+1
  - Deans don't need to serve as "hall monitors" who police faculty pre-emptive compliance with policy, deadlines, etc. (e.g. "gentle reminders" that grades are due).
- Restore faculty leadership into the mix of a flatter organizational hierarchy is highly necessary going forward.
  - When hiring for replacement of administrative positions, hire faculty-experienced applicants only
  - Possibly rotating faculty into Dean positions
  - Any program that is designated as a "department" should have a faculty department chair. (e.g. Adult Education, Community Education, and Distance Education should be run by faculty, not managers)
  - Any director positions that could be replaced with faculty (e.g. with RAT) should be replaced with faculty
- Eliminate continuing to take money from the General Fund to support positions and programs funded through categorical funding or grants.

- Positions vacated as a result of the ERI should not be re-filled until a long-term plan is developed.
- “Automatic Longevity Raises” for All or None. Management and/or administrators provided with “automatic longevity” raises, while faculty must extensively document their PGI?
- Return the leadership of Faculty Staffing to the faculty (10+1) by eliminating the Faculty Staffing Committee. Academic Senate could appoint a Faculty Staffing subgroup, or the Department Chair Council would become the body making decisions for staffing. Look at other institutions for a better Faculty Staffing model.
- Include faculty in decisions involving restructuring of and hiring classified positions. There are some positions we need to look holistically and rationally at parity for positions, e.g., Emeritus Service Center Classified Position.
- Convert required paperwork to electronic format and signatures, e.g., timesheets, faculty evaluations, students’ evaluations of faculty, curriculum. Do a better job at streamlining paperwork.
- Reevaluate / Reassess Learning Communities. An important question has come up about where Learning Communities are located/structured on the Reorganization Chart within the District, and how their funding source, cost to the District, and criteria used for determining reassign time for faculty are being identified, managed, distributed, and assessed? Right now, it appears there is no monitoring of either faculty participation or, in particular, reassign time.
- Hire above the FON, not to the minimal FON.
- All changes should have a positive impact on students

***Important Side Note: The Santa Rosa – Petaluma Divide.*** The issue of tension between Petaluma and Santa Rosa campuses/faculty has come up a few times in this process and on both campuses. ***We really need to come together and operate as cooperating faculty allies together as a UNITED force across all campuses and in shared support of our students, one another, and the changes necessary to make the college financially secure.***

Faculty based in Petaluma is what makes the Petaluma campus culture vibrant and student-centered. It does nothing to diminish Petaluma faculty participation in department or college-wide life. More and more Petaluma faculty are stepping up into campus-wide roles, and this reflects the strong basis of support from which Petaluma faculty operate.