Q1 What is your current employment classification? (Not required to complete survey)
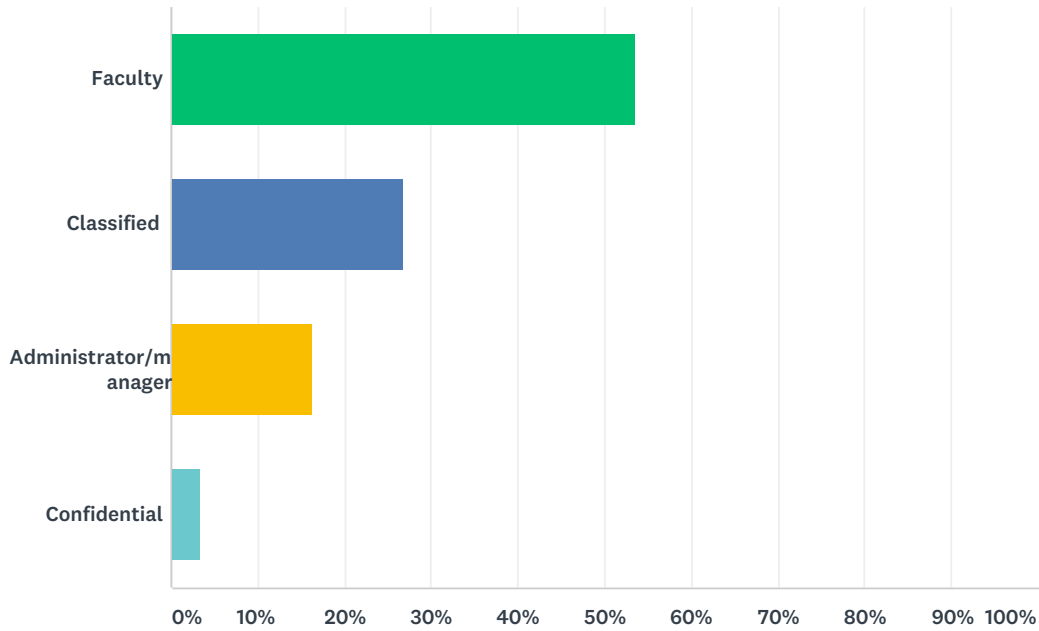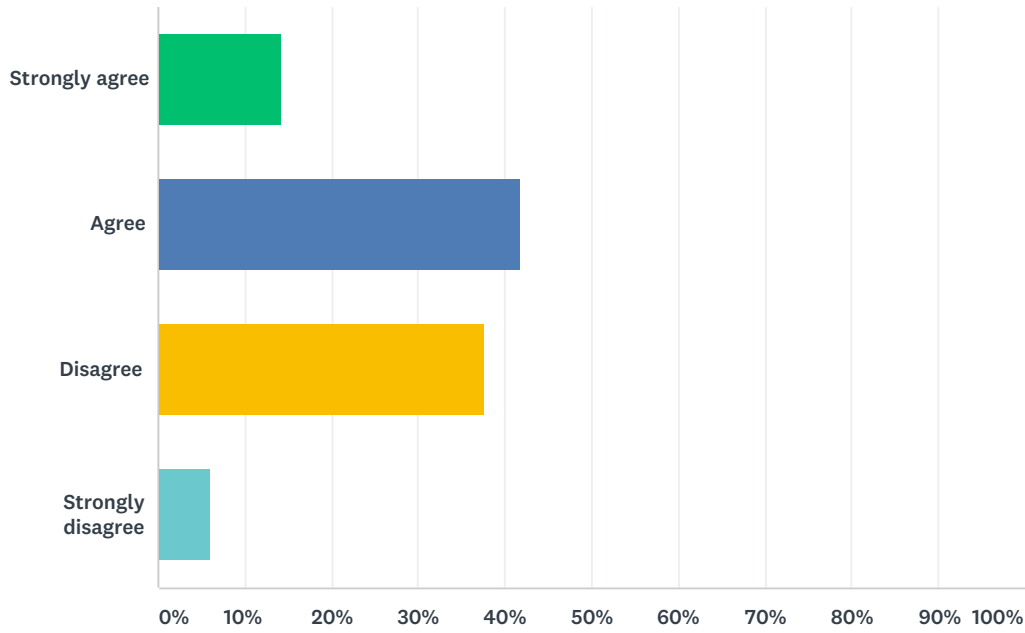
Answered: 153   Skipped: 1

ANSWER CHOICES	RESPONSES	
Faculty	53.59%	82
Classified	26.80%	41
Administrator/manager	16.34%	25
Confidential	3.27%	5
TOTAL		153

Q2 The current organizational structure supports institutional effectiveness.

Answered: 98   Skipped: 56

ANSWER CHOICES	RESPONSES	
Strongly agree	14.29%	14
Agree	41.84%	41
Disagree	37.76%	37
Strongly disagree	6.12%	6
TOTAL		98

Q3 If you responded strongly agree or agree for item 2, provide examples of how the current organizational structure contributes to institutional effectiveness.

Answered: 42   Skipped: 112

#	RESPONSES	DATE
1	Organizational structure supports faculty and others doing the work of the college in supporting students.	12/16/2018 1:07 PM
2	Support for faculty has been enhanced through the organizational structure.	12/16/2018 12:30 PM
3	The organizational structure has provided good collaboration and cooperation among all staff leading to supporting the vision and mission.	12/16/2018 12:16 PM
4	A strong organizational structure has led to support for faculty and staff in achieving institutional effectiveness and student success.	12/16/2018 11:16 AM
5	There are a number of professionals to oversee most of the programs we have. This number has grown in the past 4-5 years.	12/14/2018 2:09 PM
6	We get good work done. Our metrics regarding a number of improvements are great.	12/11/2018 11:53 AM
7	The current structure is top-heavy on administration and sadly lacking the full-time faculty members that Hartnell students need for success. It's a classic 'too many chiefs and not enough indians' scenario.	12/10/2018 1:37 PM
8	Most of the structure makes sense however, there are some positions where it is not clear why they were placed under Student Affairs versus Academic Affairs and vice versa. Also, why do Veterans Services report to the Dean of Enrollment? Why is SLO/SAOs Assessment under Academic Affairs and not under Institutional Research? I thought Enrollment Management was under Dr. Pinet but the Org Chart shows it under Dan Teresa?	12/10/2018 11:24 AM
9	As a result of strengthening the organizational structure and adding additional administrators, there has been a more robust assessment of the needs of the college. For example, hiring an administrator to develop and manage learning support services has resulted in the creation of faculty and support staff positions in the areas of learning support. It is evident that creating a strong learning support system has helped our students to be successful in the classroom and to ultimately achieve their education goals.	12/9/2018 8:39 AM
10	It appears the faculty were right in their responses to the last assessment of the organizational structure. The faculty responded that there was a need for additional administrators and as a result the organizational structure was strengthened with administrative positions in key areas of the college. The powerful outcomes over the last 5-6 years for student learning, student achievement and institutional effectiveness are clear performance indicators that demonstrate faculty, staff, and administrators have worked collaboratively and collegially to produce the outcomes.	12/9/2018 8:25 AM
11	It is impossible to measure directly the effectiveness of any organizational structure. It is only possible to measure it "indirectly." The tremendous positive outcomes that Hartnell has experienced over the last 6 years are extraordinary and are an indicator of the organizational structure's effectiveness. As has been shared at numerous presentations and in numerous reports: 159% increase in degrees awarded, 231% increase in certificates awarded, 63% increase in transfer. There has been a small increase in the number of educational administrators over the last several years to support the work of faculty and staff. Some faculty and staff will certainly have an opinion that there are too many administrators which has been the case in K-12 and higher education since the beginning of education institutions. Although the addition of administrators by itself is not responsible for the strong outcomes over the last 6 years, it is a contributing factor. Administrators have supported the work of faculty and staff in improving the student success indicated and they have advocated for the hiring of additional faculty and staff. In fact, in comparing positions in 2011 vs. 2018 the following is observed. Full-time Faculty (95 vs. 128) - 34.7% increase Educational Administrators (18 vs. 21) - 1.7% increase Classified Staff (149 vs. 193) - 29.5% increase	12/7/2018 3:11 PM

12	There is a leader to each division of the college's organization; it seems to work fine for the purposes of the current leadership.	12/3/2018 2:09 PM
13	Council work flow from conception to implementation has been simplified over the past 2 years. Outcomes resulting from review and debate by council members reaches CPC. Review sheets are effective communication tools.	11/30/2018 11:41 AM
14	I don't even know what is the org structure.	11/29/2018 6:27 PM
15	N/A	11/29/2018 4:59 PM
16	There are too many non-academic divisions, which results in the mission and values of the College getting lost a bit. Students become an abstract concept.	11/29/2018 2:46 PM
17	Direct managerial oversight Faculty Evaluation processes In-service opportunities	11/29/2018 1:06 PM
18	I think our campuses participatory governance practice allows for input form a larger number of individuals across campus disciplines and departments. This assures all voices are being heard, including that of students.	11/29/2018 12:58 PM
19	There are many different resources within our department and departments across campus that facilitate effective communication. This allows us as instructors to efficiently and effectively help our student be successful.	11/29/2018 12:16 PM
20	I think there could be a few more efficiencies, as some areas have more of a workload than others, but for the most part I think it runs quite efficiently.	11/29/2018 11:30 AM
21	The administration and the faculty at Hartnell both genuinely have the goal of student success, which in my opinion is synonymous with institutional effectiveness. Although there is sometimes disagreement regarding how to achieve student success, the administration and the faculty work together to achive that goal.	11/29/2018 9:54 AM
22	Organization is financially stable due to oversight of and input into budgets as well as proper checks and balances for expenditures. Employees have the ability to have issues heard by reporting up the food chain	11/29/2018 9:36 AM
23	I think the administration keeps us updated about the our student data such as completion and transfer data, enrollments, etc.	11/29/2018 9:27 AM
24	This isn't really an aspect of the structure itself, but it's helpful that it's documented so the people can figure out the chain of command for a given functional area.	11/28/2018 10:40 PM
25	The structure is concisely laid out with clarity and division of responsibilities. It makes it clear who makes decisions and who are direct /indirect reports.	11/28/2018 9:08 PM
26	Some areas should be moved to their correct deans. Several areas should be moved back under CTE where they have a better knowledge base about programs, jobs and community outreach. By keeping them under the wrong dean it is hurting scheduling, outreach and student success.	11/28/2018 6:42 PM
27	Meetings and training are available to all employees. Delivery of news and outcomes are widely distributed to all members of the campus community.	11/28/2018 6:30 PM
28	Student services are for the most part all located in the same building so referrals and new students can get the help they need all in one place. If employees have an issue I think there is a clear process for resolving or discussing questions and concerns.	11/28/2018 6:04 PM
29	I think that having Department Chairs would be good because it would part-time faculty a point of contact aside from the Deans.	11/28/2018 5:46 PM
30	I think the structure cover lots of area that address student support services.	11/28/2018 5:45 PM
31	It gives a definite path for things to get done. I didn't choose strongly agree because things do get "mucked" up and it takes to much time to get something through.	11/28/2018 5:38 PM
32	Most of the divisions with VP's under them are non academic so the student we are to focus on becomes abstract.	11/28/2018 5:35 PM
33	I am new to the area and am unsure at this time. I would rather respond in the positive rather than the negative.	11/28/2018 5:27 PM
34	Some positions are misaligned or are not actually reporting to the administrator they are supposed to report too.	11/28/2018 4:13 PM
35	There are procedures and methods in place to resolve nearly every type of situation as it arises.	11/28/2018 3:59 PM

36	Well organized departments, clear roles.	11/28/2018 3:48 PM
37	I like that we have Deans who advocate for us to the President and Vice-President of the college.	11/28/2018 3:44 PM
38	I think the efforts of the AB705 and other committees are a good illustration of college-wide efforts to encourage institutional effectiveness.	11/28/2018 3:40 PM
39	The current structure provides clear lines of communication. The current structure provides appropriate levels of responsibilities for each position.	11/28/2018 3:14 PM
40	The current organizational structure seems to me to be appropriate and effective. When you ask for examples, I'm not sure how to respond. I haven't had a problem getting things done through the current structure. I know exactly who to go to for each function and am redirected to the appropriate shared governance group. I do not think the shared governance process is particularly effective, as it is mostly run by management as opposed to having equal voices at the table.	11/28/2018 3:11 PM
41	In the Admissions office there have been some changes that are not effective for students and employees. The set-up or changes are not ergonomically correct.	11/28/2018 3:10 PM
42	very informative in our progress on budgets. Always positive team	11/28/2018 3:08 PM

Q4 If you responded strongly disagree or disagree for item 2, provide recommendations for improving the current organizational structure.

Answered: 47   Skipped: 107

#	RESPONSES	DATE
1	We have too many councils and committees. I don't feel that the President/other VPs is/are made aware of things because they get stuck in committees, and multiple meetings outside the council are held on the same topic to bring specific people who missed/weren't members up to date. I've seen more politics than bureaucracy.	12/17/2018 9:29 AM
2	N/A	12/14/2018 2:09 PM
3	It would be helpful to have a middle manager between the faculty and the deans. Departments could be more effective in producing quality administrative work (coordinating SLOs, scheduling, PPA reports etc.) if there were someone who was able to dedicate time to these tasks.	12/12/2018 11:49 AM
4	We are doing A LOT right now. Perhaps it is time to look seriously at faculty chairs- this might be a very effective way to put some resources at a college strata where targeted work could be done to maximize the new funding formula success metrics.	12/11/2018 11:53 AM
5	Start replacing the full time faculty who have retired and get rid of all the unnecessary layers of redundant administrators. Area Deans should be recruited from faculty, rather than from diploma mills - and need to be able to actually do the work.	12/10/2018 1:37 PM
6	Not sure how the College measures "institutional effectiveness" based on the structure of the college. But the college has hired many more managers and directors in the last 5 years and the emphasis seems to be on hiring managers to raise funds through grants and partnerships. The President promoted a 16 week calendar when he was hired and he has not taken any public role to support his idea.	12/10/2018 1:17 PM
7	see above	12/10/2018 11:24 AM
8	I'm not sure if this is organizational as pertains to the Org Chart, but it is definitely organizational inside a division structure. This recommendation is really a Guided Pathways issue -- College Redesign. It would lead to much greater efficiency for students if the Computer Science Department including classes and faculty were moved completely over to the Main Campus. Computer Science majors are STEM majors, and they take most of the same classes as a Computer Engineering major, including the Calculus sequence, the Physics sequence, etc. It is problematic for students to be driving in between the Main and Alisal campuses because it leads to course conflicts -- both in time and space. In order to do this, one must recognize that there are really three programs inside of CSS -- two CTE programs and a transfer preparation program. The CTE programs include (1) Networking and security and (2) Digital Web design. Those programs all have course codes of CSS-25 and higher and can stay on the Alisal Campus and should be given to the Dean of CTE. Whereas, the transfer prep program should be permanently moved to the Main Campus. This also includes CSin3, and I recognize that that program may be too difficult to move. But, it is a problem for student success having the STEM CSS faculty located in a different geographic location from the rest of the students instructors.	12/6/2018 11:12 AM

| 9 | Organizational structure for this response has been construed to be the hierarchy of positions and the policies/procedures those positions follow for the operations of the District. The organizational structure as the framework for operations of the college is, for the most part, a good model. (Superintendent/Pres. followed downward with VPs, then Deans, Directors, to staff and faculty). Much better then the structures seen prior at this institution. It is the mechanics of the structure that has failings and is hindering the effectiveness of the college. The wheels and their cogs that comprise the inner workings of the structure are broken or only working on a fraction of their ability. This results in poor communication; (Slow, incomplete, questionable relevancy, and lacking in reaching all intended groups), appearance of shared governance; (true decision making does not rest with most of the councils); lack of follow through; lack of accountability and consequences; lack of procedures and possibly of most importance is lack of training. The structure is also in jeopardy of becoming too top heavy (administrators), or rather beginning to bulge at the mid-level range of administrators. Attitude within the organization also needs to be adjusted. Commonly heard is "...can't do it that way, the District has always done it this way." All this does is hold the District back. That statement reflects a closed attitude to new ideas that would only benefit the institution. This is an empty rationale for how we operate. Organizationally two suggestions would go along way to help to eliminate the ineffectiveness identified above. The first is to have an organizational manual(s). There would be a "master manual" for Student Services, Academic Affairs, and for Resources (ties into Accreditation), which would cover Admin Svcs., IT, and Facilities. This manual(s) would contain the information of each area/department in the institution and in effect be a reference book for the information of what positions are in the department, how they interact within the department, what are the procedures (detailed step by steps - not just job descriptions) for the work done by those positions. Cross references would be included on how work from one area interacts with other areas. From this "master manual" breakout manuals should be created for each and every desk, which would be a manual for that position's area only, but with the cross-references available, still able to for the employee to see if another dept. is affected by work referenced - in essence a resource book. The second is better on-boarding for ALL new hires. Regardless of position, VP down to L39, and including faculty there needs to be a designated dept. or person possibly within HR or IT (PDC area) that deals with bringing on new employees. For many positions there is a lengthy probation period that is not being utilized properly. During the probation period for all new hires, a designated person assigned to the new hire should be having periodic (more then one, at least once a week initially and tapering off during the probationary period) checks with the new hire, and supervisor - giving and/or following up on generic training - Colleague/Astra; how our network is set up and works, what is the J drive, U drive, how do they use it? Our board policies and procedures, what to do for public safety. This is the time for hand holding or rather attentive training. How to use forms. Training that is homogeneous and thorough for all new hires. In down time this on-boarding person(s)/dept. would be responsible for maintaining those manuals suggested above, maintaining the directory, making sure reviews are conducted timely, helping with employees that have plans of improvement, and be the key person(s) to follow through with the staff and faculty that the information is getting out and being learned. | 12/6/2018 11:08 AM |
| 10 | The structure is by functional division, which does not always proactively - and can sometimes run counter to - move the needle on institutional effectiveness measures. Certain titled positions, such as dean of student success, show alignment with effectiveness. That said, many positions are based on the silo model where administrators have responsibility for relatively small programs of students. Greater focus on how positions, units and even some divisions are structured to ensure student success and optimal institutional performance would be a step in the right direction. There do not seem to be many creatively designed positions that assist the institution over a strategic period of time. Should structure follow strategy? | 12/5/2018 9:56 AM |

11	- More support staff to help administrators implement programs and initiatives, especially when more than one program or initiative is assigned to the administrator beyond the original job description - Better communication about new positions, new hires, new structures (or even existing positions and structures); there is sometimes confusion around roles and responsibilities, who reports to whom, etc. - More consistent and fair starting salaries for new hires (i.e. salaries for like positions vary from program to program; also, administrators have been starting at higher steps, whereas classified staff are always started at lowest steps) - Fair compensation for changes in scope and responsibilities of positions (e.g. directors who are assigned duties normally assigned to deans, such as faculty hiring and scheduling, should be compensated accordingly) - An administrator is needed specifically to develop and implement outreach and recruitment activities and help coordinate and oversee these efforts across the institution (rather than the efforts being done separately in pockets) - Something needs to be done to create a more cohesive, coordinated, and collaborative culture; feels very fragmented and uncoordinated, "left hand doesn't know what the right is doing," etc. - Institutionalization of positions is needed (or at least plans for institutionalization) rather than the heavy reliance on grant and categorical funding, especially for core services like academic support and for programming that produces FTEs - Better communication and coordination needed around planning and reporting, research and data, technology, and development/advancement (i.e. new initiatives, grants, etc.); seems fragmented and "siloed."	12/3/2018 3:18 PM
12	The current system needs to be user friendly with human face to face contact.	12/3/2018 12:31 AM
13	Open transparent communication channels need to be developed an put on-line to better inform faculty as to administrative actions and decisions effecting academic and CTE programs at the college. Admin folks spend an inordinate amount of time in meetings discussing and opining as to academic and CTE program planning, goal setting, and evaluation, but very little information on these issues critical to programs is shared openly with the majority of faculty members in these programs. In short, Admin is constantly taking the pulse of programs, but program health reports are not being openly shared with faculty.	12/2/2018 12:50 AM
14	There seems to be a disconnect between departments that is fundamental for effectiveness. Not enough staff to support efforts for what we are trying to accomplish.	11/30/2018 10:14 AM
15	Have a clear org chart with responsibilities that do not overlap. Remove barriers. Make more efficient workloads and have each unit do their part without having a third department checking Improve the Janitorial service Dept deans should have the contracts ready ahead of time.	11/29/2018 6:27 PM
16	Hartnell College currently hires outside individuals for lower level administration positions instead of hiring faculty members, both full-time and adjunct. The result is that new hires are unprepared for the positions and qualified faculty members have no way of career advancement.	11/29/2018 4:59 PM
17	Too many managers and not enough support staff and technicians to handle the growth over the last 10 years and not including the estimated growth over the next few years with the addition of 2.5 more campuses.	11/29/2018 4:39 PM
18	It is a very bad idea for most major decisions to flow through the college planning council. This council is not truly representative of the various constituent needs at the college. We need a structure that includes people from many different constituencies to have strong voices in the decision-making process.	11/29/2018 3:32 PM
19	Directors are in meetings 95% of the time. Program Assistants are stuck with all the work plus paperwork. Idea: Director - Meetings Coordinator - coordinate events, student interaction, etc. Administrative Assistant - Paperwork, time sheets, budget Student assistants - Assist Coordinator	11/29/2018 3:12 PM
20	I understand the business office and the Foundation being separate, but technology and facilities should be integrated into Student Affairs because both deal with serving students.	11/29/2018 2:46 PM
21	Administrator adherence to expected deadlines regarding reporting and the like	11/29/2018 1:06 PM
22	NA	11/29/2018 12:58 PM
23	Use our convocation days to spend more time on how to connect and communicate across campus. There is good communication for the most part but I think using convocation as a day to more efficiently bridge the gaps across departments would be beneficial in the long run, not only for faculty and staff but ultimately the students.	11/29/2018 12:16 PM
24	I see lots of wasted time in multiple meetings with redundant information. I see lots of entitlement instead of gratefulness for the jobs we have and the amazing fringe benefits. I see a lot of folks complaining about a broken system rather becoming part if the fix.	11/29/2018 9:23 AM

25	Not sure!	11/29/2018 9:17 AM
26	There is little to no support for new Adjunct Faculty, the entire process for how to work at Hartnell that you would normally expect to find anywhere for any new employee does not appear to exist at Hartnell.	11/29/2018 4:37 AM
27	Pay faculty for serving on committees. Bring back chairs with at least one or two course release time. Make sure the chairs are representing the student body and ethnic diversity of the Hartnell College district (Salinas Valley).	11/29/2018 1:57 AM
28	HR doesn't seem to have a role that is effective promoting equality whith the hiring process VP place favoritism placing people in full time positions without opening the job opportunities No leadership	11/29/2018 1:38 AM
29	I feel that we need program directors who are faculty, that way they can support instructors and students better. Having a program coordinator that have access to CurrucUNET and can support the instructors with curriculum decision, can be a better advocate for our students and is a partner to work with and who has a better understanding of teaching. Program coordinators need to know about sequence, requirements and courses; if the person doesn't have experience as an academic it takes longer to help our students (sometimes instructors are not available because they are in class, in meetings or simply not available at a specific time) and can even make the incorrect recommendations for certain situations. We need to keep in mind that some of our students live in South County and have to make arrangements to come to the main campus.	11/28/2018 11:32 PM
30	See answer above.	11/28/2018 6:42 PM
31	We have 2 deans over CTE and they don't agree with each other. One is upset st what the other told faculty to do and it creates a situation where we don't want to work with either one. One dean is upset because the other is never there and still tells the faculty what to do. The real dean has good ideas and, in my opinion, is working hard to better the CTE area but is being drug down by the other "real" dean as she calls herself.	11/28/2018 6:03 PM
32	Reasons why: The College has grown so much in the past years that we have several areas doing the same work and it's inefficient. Our foundation is not strong due to this rapid growth. There's office that can no longer sustain the work load, which has affected the moral. Everyone is running raged. If this is no interest to the College, then we will continue to loose people due to the high turnover we are experiencing now. Recommendations: Look at the foundation (required dept for your business) take a look at the structure and determine where staff is needed to make it stronger and provide better service, by hiring qualified personnel to help with this increase of work load. We lack retention, which can be solved by providing better services all across the board.	11/28/2018 5:58 PM
33	I like the student progression model I've seen around campus lately with one division for both the business office and HR together.	11/28/2018 5:35 PM
34	We have a weak administration at all levels, there is no diversity in personnel, no accountability, our hiring process and the questions need to be improved and the questions do not lead to hiring the best candidate for a position.	11/28/2018 4:56 PM
35	Prioritize. Some of the functions that are core to the organizations are understaffed whereas other functions, very nice - yet not essential, are overstaffed (e.g. how many staff people do we need working on internships). Do we really need somebody who works full time only (or mostly) on Federal HSI grants?	11/28/2018 4:28 PM
36	Hold all levels accountable to the current organizational chart and stop the bypass of the organization chart.	11/28/2018 4:13 PM
37	1.) It would be beneficial if counselors were embedded inside of divisions. 2.) Deans spend too much time on grants outside of their core duties. Either outsource those duties to department chairs or give the grant duties to directors. 3.) There is not enough feedback between the Panther Tutoring Center and the divisions. How can we change the organizational structure to promote ties to the Panther Lab?	11/28/2018 4:03 PM
38	Remove some of the councils and workgroups. There are too many, many are redundant, and those of us that serve on more than one committee, council, or workgroup, see the same information over and over.	11/28/2018 4:01 PM
39	I think a coordinated effort is being developed, efforts are being taken, we just need time to implement new policies and/or practices.	11/28/2018 3:40 PM

40	From my limited viewpoint, Deans micromanage. They should distribute power, responsibility and provide cross training beneath them. Currently, the Dean of my department has to approve every last purchase and seems too involved with the minutia.	11/28/2018 3:37 PM
41	Appoint deans who are experts in their discipline. No more vocational educational or PE folks running academic divisions.	11/28/2018 3:22 PM
42	Provide a clear structure that supports every department, program, and employee. Our current organizational chart does not include all.	11/28/2018 3:17 PM
43	A different set-up would make it more efficient.	11/28/2018 3:10 PM
44	N/A	11/28/2018 3:08 PM
45	I believe we are becoming top heavy with too many directors. It seems every time there is a new project or objective, that another non-teaching manager and an assistant is hired. I believe we could better utilize existing staff and save the salaries and benefits. If we operated more efficiently we could/should ask non-teaching directors and managers to multi-task. I believe this regardless of the funding source. I also believe that we do not need to hire a administrative or program assistant for every new grant.	11/28/2018 3:07 PM
46	Too many layers and hurdles, luck of direct communication opportunities without intermediate people in the way	11/28/2018 3:01 PM
47	Since we have had a dean and assistant dean there is still Confusion on who is in charge of different activities and accounts	11/28/2018 3:00 PM

Q5 Provide any additional input, feedback, or recommendations regarding the college's organizational structure.

Answered: 40   Skipped: 114

#	RESPONSES	DATE
1	I think we need department chairs as our deans are so overloaded they cannot do their jobs as effectively. This would be more helpful for the large disciplines across campus.	12/14/2018 2:13 PM
2	It's time for Hartnell to recognize the importance of the arts in a well-rounded and USEFUL education. Workforce development includes the arts - all of the arts - in a comprehensive education. Time to promote STEAM in place of STEM. Without the arts and the problem-solving, critical thinking, and creative skills they develop, students are not being served properly at Hartnell College.	12/10/2018 1:43 PM
3	Seems like Community Education is better aligned with the Alisal Campus versus under Dean Mendelsohn.	12/10/2018 11:27 AM
4	Thank you to the board and administration for supporting a strong organizational structure.	12/7/2018 3:12 PM
5	I'm not sure if this is organizational as pertains to the Org Chart, but it is definitely organizational inside a division structure. This recommendation is really a Guided Pathways issue -- College Redesign. It would lead to much greater efficiency for students if the Computer Science Department including classes and faculty were moved completely over to the Main Campus. Computer Science majors are STEM majors, and they take most of the same classes as a Computer Engineering major, including the Calculus sequence, the Physics sequence, etc. It is problematic for students to be driving in between the Main and Alisal campuses because it leads to course conflicts -- both in time and space. In order to do this, one must recognize that there are really three programs inside of CSS -- two CTE programs and a transfer preparation program. The CTE programs include (1) Networking and security and (2) Digital Web design. Those programs all have course codes of CSS-25 and higher and can stay on the Alisal Campus and should be given to the Dean of CTE. Whereas, the transfer prep program should be permanently moved to the Main Campus. This also includes CSin3, and I recognize that that program may be too difficult to move. But, it is a problem for student success having the STEM CSS faculty located in a different geographic location from the rest of the students instructors.	12/6/2018 11:12 AM
6	A great many positions have been added at the director level along with many faculty and even staff positions. These additional filled positions have made a palpable difference at the college. The organization in some ways feels "top-down," which can be effective for delegating responsibilities, yet can also work against collaborative approaches to problem solving.	12/5/2018 10:00 AM
7	- In completing this survey, it would have been helpful to have more specific questions rather than leaving it so open-ended. Or perhaps specific categories/topics or examples could have been provided. (Not entirely sure what specific aspects of organizational structure are being examined.) - In addition to organizational structure, a survey is needed to gather feedback about operations, specifically current administrative policies, procedures, tools, and training, with the aim of evaluating and improving their efficiency and effectiveness.	12/3/2018 3:18 PM
8	The college's organizational structure may be efficient in meeting our current leadership's goals, but it is not clear and it is not transparent. I believe efforts should be made to inform all stakeholders on campus (faculty, classified, confidential, etc.) to have a clear understanding of how the system flows. On multiple occasions I've had to wait weeks to receive clarification on how to move forward with initiatives because we were not clear on whose leadership to follow/ whose support to secure.	12/3/2018 2:14 PM
9	Human contact and inter relationships are what could make this a better place. Caring for those in the structure and being friendly to share an interest in the person or persons involved.	12/3/2018 12:34 AM
10	Read prior comments.	12/2/2018 12:50 AM
11	Lack of staff in certain departments that are crucial for certain operations. This creates delays and prevent from completing tasks on time.	11/30/2018 10:16 AM

12	Lack of leadership Matriculation should not have to "review" counseling decisions Poor selection of deans who are not prepared Too many adjuncts and not opportunity for FT	11/29/2018 6:32 PM
13	Faculty should be allowed consideration for administration positions.	11/29/2018 5:00 PM
14	I truly believe that the dialogue needs to be expanded to include people who have traditionally been excluded from decision-making, including part-time instructors.	11/29/2018 3:33 PM
15	Restructuring of the College might be timed to correspond to when met-majors are started, since that will probably restructure the Academic Affairs Division.	11/29/2018 2:47 PM
16	N/A	11/29/2018 1:06 PM
17	Well structured and allows for input from multiple stakeholders.	11/29/2018 12:59 PM
18	Hartnell is a great place to be and there are a lot of great people working here...	11/29/2018 12:16 PM
19	Deans should support faculty. For example, they should make processing paperwork in a timely fashion their responsibility and priority. Not only is it state law, its what a dean does, Deans should be responsive to faculty. Vice Presidents should be friendly and welcoming to Faculty. Not punitive and distant. The way you treat faculty sets the tone for how students will be treated.	11/29/2018 10:59 AM
20	It is my opinion that we have been hiring a number of administrator positions on grants. Nonetheless, they are part of the organizational structure, but yet we never receive an updated organizational chart so that we know how they fit in to the organizational structure. No clear communication is sent out about what their position will be covering or overseeing. So many of them have been hired to fullfill one area of responsibility when it appears that there are similiar positions already in place. Most recently, there have been a number of reorgnizations at the Alisal campus, yet no formal updates were sent out to the campus. We don't know who reports to who out there so it makes communication sometimes hard to figure out.	11/29/2018 9:35 AM
21	There should be true shared governance between the administration and the faculty. First there were teachers, then came administrators to free teachers to teach. Now administrators dominate and faculty must beg administrators for resources to do their jobs, get a salary that a addresses their contribution to the college. Why so many adjuncts and so few tenured faculty. Pay adjunct better if nothing is going to change.	11/29/2018 2:04 AM
22	There are lots of inefficiency IT could provide better tools We need to use more iT tools Reduce unnecessary forms and paperwork Listen to feedback	11/29/2018 1:40 AM
23	I feel have to recognize that we have employees that are committed to our programs and to help our students succeed.	11/28/2018 11:38 PM
24	We need faculty chairs, at least in the largest departments.	11/28/2018 10:41 PM
25	In its current structure, it seems to lack consistency and is becoming more reactionary, rather than proactive. Also, some duties should be taken on by administration, instead they are passed down.	11/28/2018 6:44 PM
26	I'm only on the E. Alisal campus so that's all I know. The other administration don't visit us at all. I still haven't met the new VP.	11/28/2018 6:04 PM
27	As I mentioned I think the structure is efficient. However, there are some area that people really don't know what their deliverables are.	11/28/2018 5:47 PM
28	New employees need to be given a short presentation about how the system works and flows.	11/28/2018 5:39 PM
29	Interested in hearing more solid plans on HR plans for expansion of classes and services district wide as we construct new buildings district wide. I.e. hiring new faculty, staff and administrators for new nursing building, health center, north county, Soledad, expansion in King City, etc.	11/28/2018 5:03 PM
30	I believe the administrators of this district are unique and talented. I also believe they are highly qualified and do an excellent job. The open door policy of all VP's and the President is exceptional. I have one caveat, don't let the open door be an airing of a grievance unless the grievance has been approached and a resolution cannot be made with the direct report then without a doubt jump to the next office. This is not the current practice though and should be addressed.	11/28/2018 4:17 PM
31	1.) It would be beneficial if counselors were embedded inside of divisions. 2.) Deans spend too much time on grants outside of their core duties. Either outsource those duties to department chairs or give the grant duties to directors. 3.) There is not enough feedback between the Panther Tutoring Center and the divisions. How can we change the organizational structure to promote ties to the Panther Lab?	11/28/2018 4:04 PM
32	I am glad "Robert's Rules" were officially adopted/approved for the councils.	11/28/2018 4:02 PM

33	Keep on keeping on. I love teaching and appreciate all that is done to help me and my students.	11/28/2018 4:01 PM
34	More support for ESL and Adult Learners/Non traditional learners. Recruitment, transitioning them into college life, orienting them to college culture, more relevant and practical course offerings. More full time faculty.	11/28/2018 3:49 PM
35	I think that the deans should only oversee one department, if that faculty division is 5 or more. I value the feedback and encouragement from my dean, but I see the ways in which some deans are spread too thin. I think there needs to be more clarity about the roles of the Vice President/Dean/Director. Overall, I appreciate what appears to be transparency among the administration.	11/28/2018 3:48 PM
36	Seems well managed in general.	11/28/2018 3:38 PM
37	Trim the organizational stucture so it supports teaching and learning more than making administrators' jobs easier. For example, reduce overhead among the administration and administration support ranks such as NOT having a full-time Public Information Officer.	11/28/2018 3:25 PM
38	Certain areas, divisions, and departments have become somewhat unbalanced over the past few years due to new initiatives. The college has grown significantly over the past few years, but the organizational structure hasn't changed much, particularly at the higher levels of management. The upper level managers may have too many important responsibilities, but not sufficient time to provide the highest level of efforts. The balance of management and CSEA staff also seems to have become uneven.	11/28/2018 3:20 PM
39	Update organizational charts every time there is a change in structure or as people come and go.	11/28/2018 3:18 PM
40	N/A	11/28/2018 3:08 PM