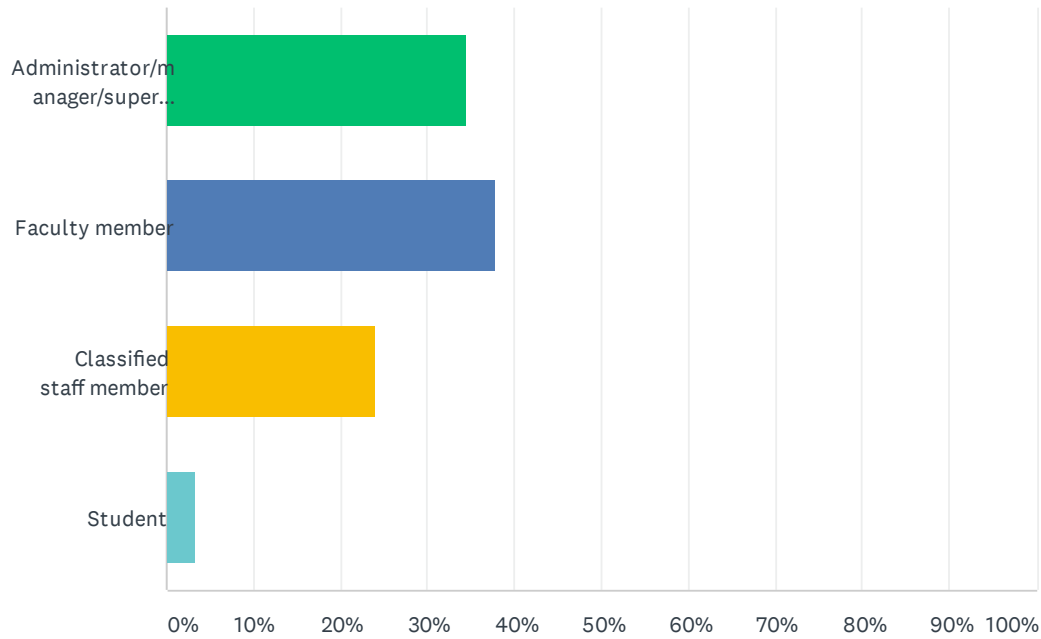


## Q1 Employment classification

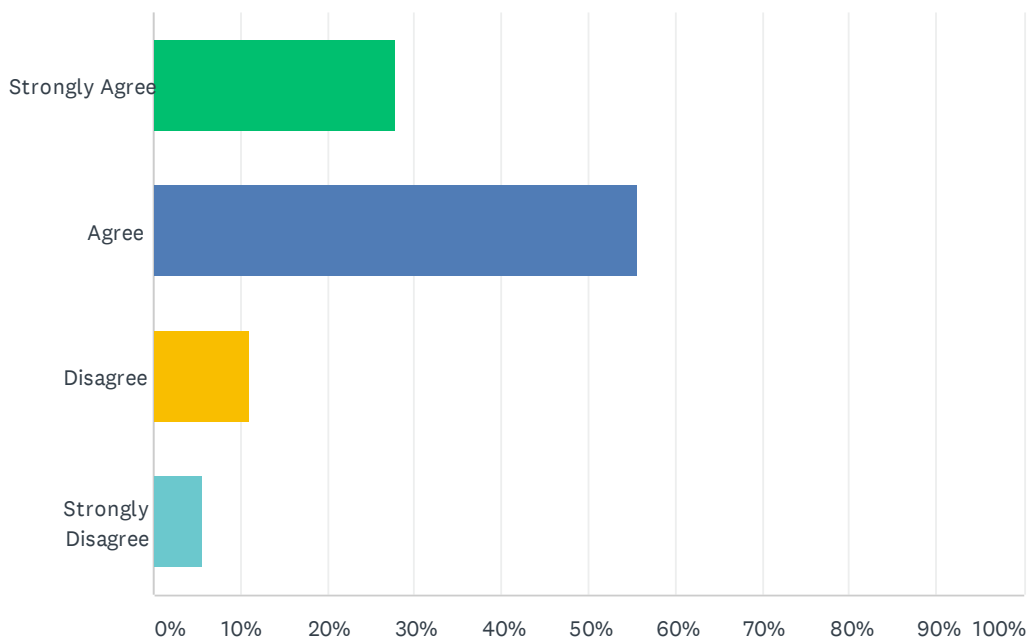
Answered: 29   Skipped: 0



ANSWER CHOICES	RESPONSES	
Administrator/manager/supervisor	34.48%	10
Faculty member	37.93%	11
Classified staff member	24.14%	7
Student	3.45%	1
TOTAL		29

Q2 Different stakeholders interests are consulted in order to reach a broad consensus of what's in the best interest of students, employees, and/or the institution, and how this can be achieved in a sustainable and prudent manner.

Answered: 18 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly Agree	27.78%	5
Agree	55.56%	10
Disagree	11.11%	2
Strongly Disagree	5.56%	1
TOTAL		18

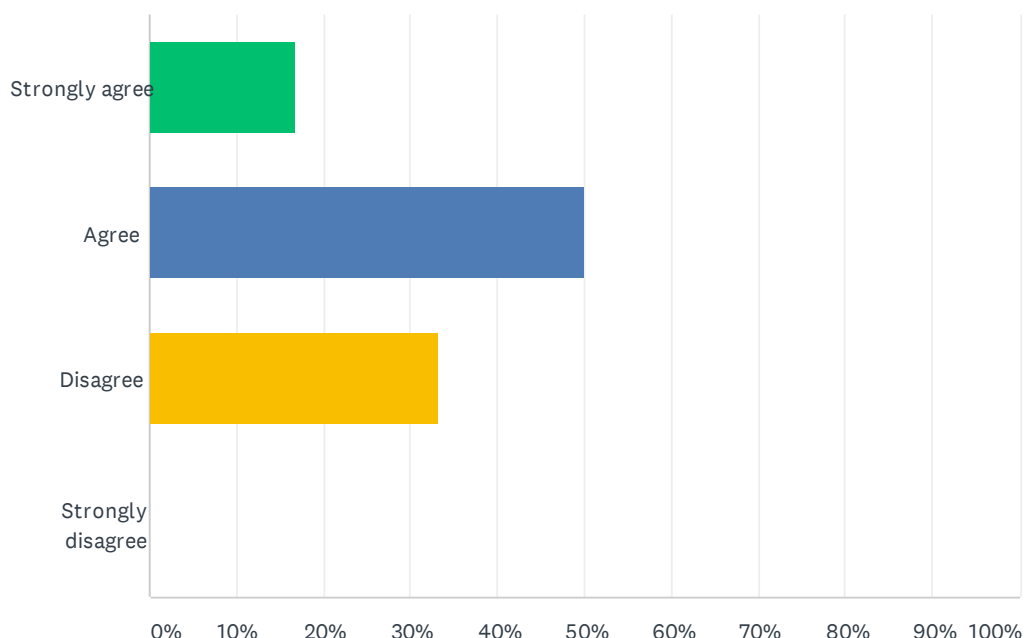
#	COMMENTS	DATE
1	The governance system feels more advisory and discussion-oriented than participatory. Most of the councils and committees I am in listen to existing proposals far more often than vote on or develop them.	5/4/2021 8:32 AM
2	But, some stakeholder groups are consulted more than others.	5/3/2021 12:40 PM
3	The consulting as we currently practice it is limited to a few vocal people who do not represent the views of the whole.	4/30/2021 4:23 PM
4	There are times when what the administration wants trumps the other groups and especially the students.	4/27/2021 8:47 AM
5	Yes and no. Some decisions are broadly discussed (through shared governance process) and others are not.	4/26/2021 7:14 AM
6	Council representatives make decisions in the best interest of their representative group.	4/23/2021 9:54 AM

However, there needs to be intentional communication on decisions, especially when it has a direct impact on students and employees.

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### Q3 The governance system and process are designed to serve the best interests of students, employees and/or the institution within a reasonable timeframe.

Answered: 18 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	16.67%	3
Agree	50.00%	9
Disagree	33.33%	6
Strongly disagree	0.00%	0
TOTAL		18

#	COMMENTS	DATE
1	I think Hartnell is more reactive to what certain VIPs want while ignoring others. Decisions are either postponed for far too long, or made extremely quickly. We need a lot more deliberation and cross-council/committee discussion. Some councils/committees are silos of information that hear about things but don't participate in their creation. I do think we serve students as well as we can, followed by the institution. Employees (faculty and staff) are usually listened to but it is assumed that their needs are met elsewhere.	5/4/2021 8:32 AM
2	The current structure has very little action being taken by the councils. I don't see how this serves anyone, really. Besides approving AP/BPs and minutes how many action items does each council have in a given semester?	5/3/2021 12:40 PM
3	Perhaps designed to serve, but the reality is that governance is very tedious and seems to never really have much of an impact.	4/30/2021 4:23 PM
4	Things can get "stuck in the mud." The system only works when the decision of the councils is upheld vs being changed because the administration wants something different.	4/27/2021 8:47 AM
5	We often must respond to Chancellor's Office mandates that may or may not serve in the best	4/26/2021 2:21 PM

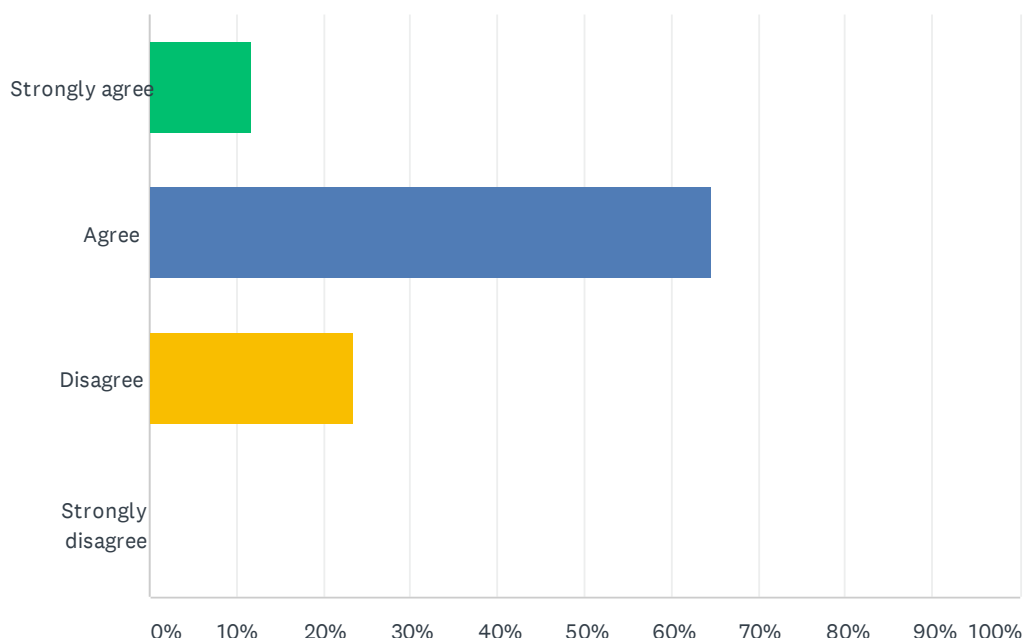
## 2020-21 Hartnell CCD Participatory Governance Effectiveness Survey - Overall System

interest of our local community.

6	The system is helpful in some respects in addressing student issues, but is not designed in such a way as to ensure that students' best interests are served. There are many elements to this, but one factor is that group-centric interests appear to prevail at times rather than institutional/student interests.	4/23/2021 11:25 AM
7	I think the redesign will streamline the process. As we currently have it, there are too many councils with overlapping responsibilities.	4/22/2021 4:06 PM

**Q4 The governance process produces favorable results that meet the needs of student and employees, while making the best use of resources - human, technological, financial, natural and environmental - at its disposal.**

Answered: 17 Skipped: 12



ANSWER CHOICES	RESPONSES	
Strongly agree	11.76%	2
Agree	64.71%	11
Disagree	23.53%	4
Strongly disagree	0.00%	0
TOTAL		17

#	COMMENTS	DATE
1	We have too many councils and committees with not enough decision making duties or responsibility to warrant the amount of time spent. I think we come up with favorable results quite often, often via back-channel or through interested parties meeting separately from the governance process.	5/4/2021 8:32 AM
2	Lots of presentations and information given out redundantly in the different councils. Not a good use of time.	5/3/2021 12:40 PM
3	Sometimes, for example with the task force on racism, there is progress.	4/30/2021 4:23 PM
4	There needs to be a clearer flow for issues. Things get to CPC that have not been vetted at the appropriate other councils/committees. There are times when specific other groups point of view is completely disregarded (the ethics BP and AP).	4/27/2021 8:47 AM
5	The governance process allows prioritization of needs but cannot guarantee that all needs/wants will be met.	4/26/2021 2:21 PM
6	Some governance councils are more effective than others. Some councils seem to operate as	4/26/2021 7:14 AM

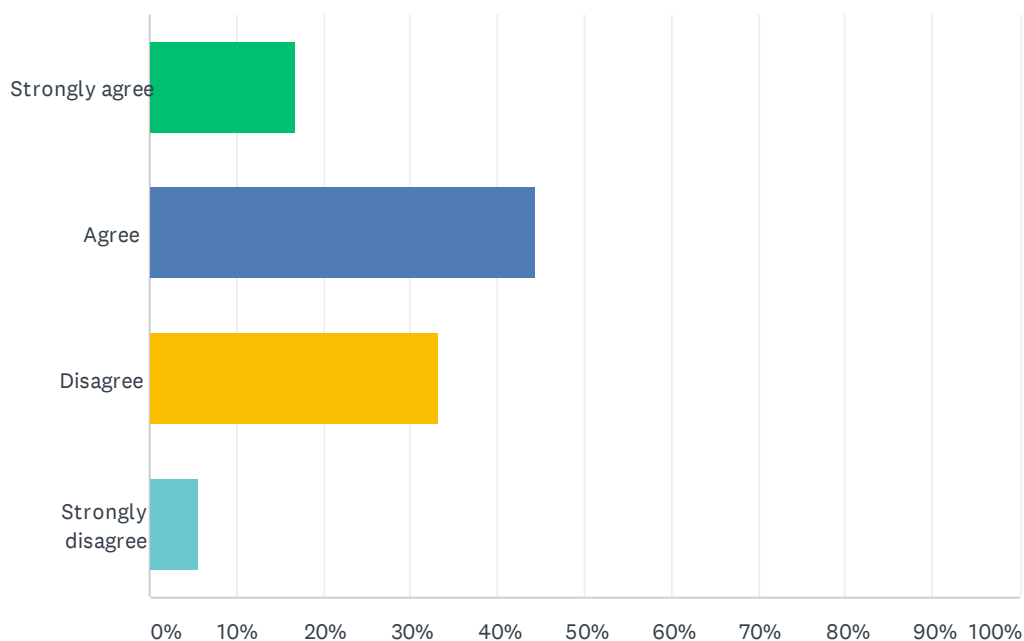
## 2020-21 Hartnell CCD Participatory Governance Effectiveness Survey - Overall System

more of a report-out group.

7	Resources could be better tied to strategic student priorities, but that would require resource reallocation.	4/23/2021 11:25 AM
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## Q5 Overall, I am satisfied with the effectiveness of the Hartnell College Governance System.

Answered: 18 Skipped: 11



ANSWER CHOICES	RESPONSES	
Strongly agree	16.67%	3
Agree	44.44%	8
Disagree	33.33%	6
Strongly disagree	5.56%	1
TOTAL		18

#	COMMENTS	DATE
1	The tone of governance is belligerent and there is a lack of respect for various parties -- each group seems to think they are more important than the whole.	4/30/2021 4:23 PM
2	There are some small tweaks that could fix the system.	4/27/2021 8:47 AM
3	The current governance system with its councils and committees provides a venue for information sharing and some level of transparency. Recommendations travel upwards to the Superintendent-President and Board and the President's Executive Committee. Accountability for decisions rest with the Superintendent-President and the Board. Councils may feel cut off from the actual decision-making process when information surrounding a decision does not flow downward from the top.	4/26/2021 2:21 PM
4	Some councils tend to operate as report out groups, others allow for discussion, vote and decision-making.	4/26/2021 7:14 AM
5	It works to some degree, but I am not satisfied with the current level of effectiveness of governance as a system. There is no overall coordination of the system, such that each committee functions at least partly in autonomous fashion with little consideration for committee interrelationships.	4/23/2021 11:25 AM



## 2020-21 Hartnell CCD Participatory Governance Effectiveness Survey - Overall System

6	The overall governance system framework works however additional communication about decisions should be made available on a regular basis	4/23/2021 9:54 AM
7	Full participation is needed.	4/22/2021 3:36 PM

## Q6 Use the space below to provide any written comments about what you believe is effective about the Hartnell College Governance System.

Answered: 9   Skipped: 20

#	RESPONSES	DATE
1	I think we have a lot of great ideas that come to and go out from our councils and committees. The individual people are great, and I work with many of them often.	5/4/2021 8:32 AM
2	There is representation of constituent groups defined on the handbook pages and an attempt to provide everyone with a voice. However, attendance from members of the different groups is very spotty.	5/3/2021 1:19 PM
3	Effective -- support staff for web sites, meeting notes, agendas and such are very reliable.	4/30/2021 4:23 PM
4	It is better than what we had before.	4/27/2021 8:47 AM
5	Sharing of information - various programs and initiatives are brought to council meetings for discussion and recommendations.	4/26/2021 2:21 PM
6	Those groups that our decision making bodies work well. I think the report out is needed and so the groups that tend to have less decision making are still valuable to participants who normally do not get to hear from specific areas of the college.	4/26/2021 7:14 AM
7	I believe our government system is effective because we have many dedicated individuals who actively participate in the process. We also have a strong group of faculty, administrators, staff and students that can be relied upon to provide strong leadership. Lastly, everyone understands that our culture at Hartnell is student centered in the design of our systems and processes.	4/23/2021 4:33 PM
8	The system is effective in that committee processes are generally followed.	4/23/2021 11:25 AM
9	Participating in the shared governance process can be an excellent professional development opportunity. I think training for selected representatives would be helpful.	4/23/2021 9:54 AM

## Q7 Use the space below to provide recommendations for improving the effectiveness of the Hartnell College Governance System.

Answered: 10 Skipped: 19

#	RESPONSES	DATE
1	I don't think great ideas or information is shared equally or equitably among constituent groups or across them. It seems like a few non-governance bodies and/or specific councils/committees are influential, and some are not. We don't make use of subcommittees to develop plans and report out. I would rather be on fewer councils/committees, meeting more regularly, and where I contributed more.	5/4/2021 8:32 AM
2	Work is done in silos with no cross-communication or purpose. If you are working together for the good of the whole, then the different parts need to collaborate and communicate.	5/3/2021 1:19 PM
3	THE system is unwieldy. Perhaps too many meetings, and too much authority spread out over too many groups, so that decisions are hard to follow, and the results of decisions confuse people. Could we do governance once a semester and let everyone speak their mind, without hindering the operations of the college?	4/30/2021 4:23 PM
4	There needs to be a clear flow of information. If something is changed at CPC, it may need to go backwards. The council with the closest ties should have the final say, not the CPC. We need more feedback from our classified professionals (who are sometimes prohibited from participating in the system). We need to find a way to get students involved consistently!	4/27/2021 8:47 AM
5	Many complaints about "the same people always serve" have been levied at our system. . . . yet opportunities to serve are numerous and some opportunities go unanswered. If we truly desire inclusion, we may need to consider how to encourage more individuals to participate.	4/26/2021 2:21 PM
6	The Governance system needs a better process for rotating members on and off, with better utilization of all employees.	4/26/2021 10:55 AM
7	Perhaps the groups could be structured by either decision making groups or report out groups. Right now a vote can go through multiple shared governance groups and then to CPC which can ultimately vote it down. Seems much more effective to have votes move through the approval bodies/groups first and then present to report out groups once it has been approved.	4/26/2021 7:14 AM
8	Although there have been meetings to provide opportunities for everyone to receive updates and provide input, there still seems to be a need for more communication on how everything will be integrated. For example, with meta major webpages and program information will there be a comprehensive messaging campaign that supports students with information/notifications about key events and services that follow the student progression model? Will the intake and orientation process include interest surveys to help students identify the meta major that best aligns with their interests and career goals? Could we implement the cccco free system called MyPath for this purpose and integrate it into our ccc apply process? In short, what is the comprehensive plan? We would like to know what it will all look like when we have achieved our goals.	4/23/2021 4:33 PM
9	Streamline the number of committees Track the flow of agenda items across committees to ensure coordination and follow-through Focus on the most important items, and spend less time if any on micro-level issues	4/23/2021 11:25 AM
10	Provide a better understanding of the roles and responsibilities for each committee member.	4/23/2021 9:39 AM