Q1 What is your employment classification?

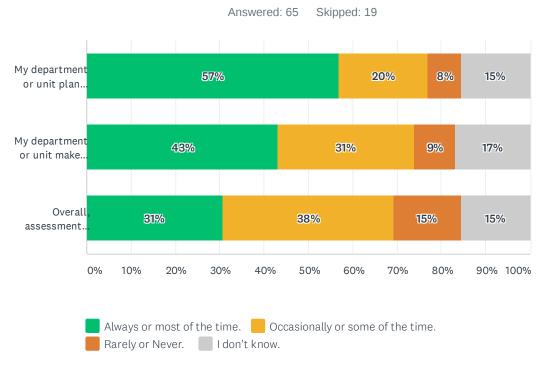Answered: 84   Skipped: 0

Other
1% (1)

Administrator
6% (5)

Classified
18% (15)

Full-time Faculty
38% (32)

Part-time Faculty
37% (31)

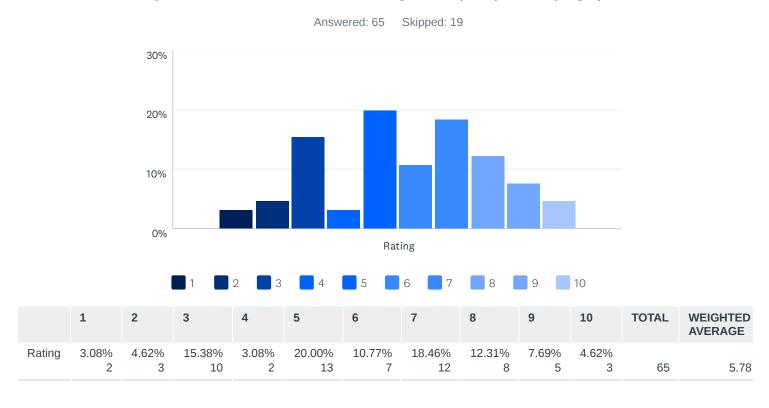| ANSWER CHOICES	RESPONSES	
Full-time Faculty	38%	32
Part-time Faculty	37%	31
Classified	18%	15
Administrator	6%	5
Student	0%	0
Other	1%	1
TOTAL		84

#	OTHER (PLEASE SPECIFY)	DATE
1	Independant contractor	4/15/2020 10:07 AM

Q2 Please answer the following questions about assessment processes at Merritt College.

Answered: 65   Skipped: 19

Legend:
- Always or most of the time.
- Occasionally or some of the time.
- Rarely or Never.
- I don't know.

	ALWAYS OR MOST OF THE TIME.	OCCASIONALLY OR SOME OF THE TIME.	RARELY OR NEVER.	I DON'T KNOW.	TOTAL	WEIGHTED AVERAGE
My department or unit plans and prepares for upcoming assessment activities.	57% 37	20% 13	8% 5	15% 10	65	1.82
My department or unit makes improvements based on assessment results.	43% 28	31% 20	9% 6	17% 11	65	2.00
Overall, assessment drives improvement in student learning and achievement at Merritt College.	31% 20	38% 25	15% 10	15% 10	65	2.15

Q3 Overall, how would you rate the effectiveness of assessment processes at Merritt College? 1 (low) - 10 (high).

Answered: 65   Skipped: 19

	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
Rating	3.08% 2	4.62% 3	15.38% 10	3.08% 2	20.00% 13	10.77% 7	18.46% 12	12.31% 8	7.69% 5	4.62% 3	65	5.78

Q4 Why did you choose this rating?

Answered: 65   Skipped: 19

#	RESPONSES	DATE
1	`Need for appro. metrics` Defining meaningful metrics for assessing programs is a critical first step; it can also be very challenging because such metrics need to be measurable, and the measurement process must be supported by the college administration if it not to be completely taken on by the departments themselves. There seem to be a number of programs and administrative units lacking one or more of the following: well-defined metrics, meaningful goals, strategies for improvement.	4/26/2020 12:14 PM
2	`Assessment not applicable` `Need for appro. metrics` Assessment not used in my area. I only have anecdotal knowledge about the rest of the college.	4/22/2020 2:43 PM
3	`Need for comm/train` `What is assessment?` I don't know what you mean by "assessment" in context. Searching my Peralta email turned up announcements of this survey and nothing else relevant.	4/22/2020 2:04 PM
4	`Technology need` The machinery for entering course-level assessments in CurriQNet Meta is OK, but is lacking for program-level assessments	4/22/2020 12:00 PM
5	`Affirmation of process` `Limited faculty engagemnt` `Solo effort` I use the assessment to see how can I improve myself because I have never gotten any response from department or college.	4/20/2020 9:18 PM
6	`Affirmation of process` `Limited faculty engagemnt` `Suggestion` The SLOAC team are readily available to support faculty to complete there slos, plos, ilos. Probably about 1/2 of faculty take assessment seriously; some still don't hold themselves and the faculty in their departments accountable. The academic senate and the CIC have put more teeth into accountability measures. This is a good idea; some faculty need this to take care of business	4/20/2020 2:24 PM
7	`Limitations on Impact` limited changes based on data	4/20/2020 1:18 PM
8	`Affirmation of process` `Last minute planning` `Need for comm/train` `Suggestion` there's always plannibg at the last minute, instead of a progression of organize evets leading up to accreditation	4/20/2020 8:55 AM
9	abc	4/19/2020 8:15 PM
10	`Limited faculty engagemnt` There is rarely full participation.	4/19/2020 5:02 PM
11	`Affirmation of process` Student Services is very much on top of assessment	4/19/2020 4:06 PM
12	`Affirmation of process` While the formalities and documentation may be behind, the I see the work continually being done to improve.	4/19/2020 12:59 PM
13	`Limitations on Impact` Because it isn't always effective at all.	4/19/2020 11:45 AM
14	`Technology need` Current assessment system does not generate usable reports.	4/19/2020 11:10 AM
15	`Affirmation of process` In my department, all PLOs and SLOs are assessed regularly	4/19/2020 10:58 AM
16	`Affirmation of process` `Limitations on Impact` I think the effectiveness is about 5 on a 1 - 10 scale.	4/19/2020 10:46 AM
17	`Affirmation of process` `Limitations on Impact` It is hard to follow through with the assessments and recommendations	4/19/2020 10:22 AM
18	`Affirmation of process` `Need for comm/train` `Suggestion` Whether assessment happens or not seems to vary by department, and there is no disciplinary action taken when departments and programs fail to do SLO's. Similarly, there is no reward for doing them. Once they're complete, I have no idea where I would see the results. I only know my own SLO's and how I've used them to improve MY program. I have no idea what anyone else is doing in this regard, so it's hard to gauge how the college as a whole is doing. I just hear rumors and anecdotes. What percentage of programs complete SLO's and PLO's? Where are the results published?	4/17/2020 9:42 PM
19	`Affirmation of process` It is reasonably good, but could still be stronger.	4/16/2020 3:56 PM
20	I have not been employed at Merritt long enough to make an informed decision	4/15/2020 9:41 PM
21	`Limitations on Impact` I don't notice that any significant improvement in students' achievement in their grade or motivation.	4/15/2020 8:07 PM
22	`Limitations on Impact` `Need for comm/train` `What is assessment?` I am not aware of how	4/15/2020 7:36 PM

the assessment drives improvement in teaching.

23	Affirmation of process Limitations on Impact Need for appro. metrics It likely varies by department, but I think in many cases, the assessment happens, discussion happens, and then maybe the teacher makes changes inside the classroom, but the improvements are not implemented department wide.	4/15/2020 7:10 PM
24	Affirmation of process The department as a whole is doing a very good job.	4/15/2020 6:09 PM
25	Affirmation of process Assessment process can be found on our college website, and faculties have been required to inform SLO on their syllabus in each semester.	4/15/2020 5:43 PM
26	Limited faculty engagemnt Suggestion In part because we cannot hold part time faculty for completing assessment work and in part because part time faculty do complete the work they do not reliably receive compensation.	4/15/2020 3:50 PM
27	Need for comm/train Part-time faculty are not always kept in the loop of how things are done. In fact, the methodologies in place are frustrating and difficult to comprehend at times.	4/15/2020 2:33 PM
28	Affirmation of process Limitations on Impact Because I don't hear about others' experiences with assessment and how it changed their pedagogical practices, but I do hear a lot of communication about improving submission rates. So there is attention to submission to some degree, but not to the action part - let's say that is half the battle...so I gave it a 5	4/15/2020 2:31 PM
29	Need for comm/train What is assessment? I am not sure what you mean by " assessment". There should be a detailed description of the questionnaire.	4/15/2020 1:32 PM
30	Limitations on Impact because assessments aren't actually linked to budget	4/15/2020 12:28 PM
31	There is room for improvement at all levels.	4/15/2020 9:41 AM
32	Limited faculty engagemnt Not for the lack of trying on the part of the assessment committee, but due to lack of faculty participation lead by the chairs.	4/15/2020 9:13 AM
33	Affirmation of process Monthly meetings, bi-annual constituents meeting, program success rates reviewed.	4/15/2020 8:31 AM
34	Need for comm/train What is assessment? I am not clear on assessment protocol	4/15/2020 3:40 AM
35	This has been my experience	4/14/2020 9:40 PM
36	Affirmation of process I have seen many changes in curriculum, class offerings, program development and services provided.	4/14/2020 1:52 PM
37	Skepticism re stdnt impct What is assessment? I don't buy into the ideology that assessment drives improvements in student learning and achievement.	4/13/2020 8:40 PM
38	instructors have the ability to asses and that is why it is left to us	4/13/2020 8:06 PM
39	Affirmation of process Limitations on Impact Need for appro. metrics Suggestion My issues with assessment are not really related to much that we can control. I generally found the assessment of SLOs to do little to improve courses because they impose an artificial set of criteria on student learning and gains; I am always tweaking my curriculum to improve learning in a way that is much more agile and effective than the SLO process.	4/13/2020 7:40 PM
40	Limitations on Impact One of the elements of assessment includes a lack of materials to deliver lab activities. To date I see no link between request for equipment and supplies and the assessment process.	4/13/2020 4:05 PM
41	Need for comm/train Much training for our improvement	4/13/2020 3:30 PM
42	Limitations on Impact Limited commitment No institutional commitment to ongoing assessment and improvement	4/13/2020 3:05 PM
43	I haven't been at Merritt College long enough to have an informed opinion	4/13/2020 1:26 PM
44	Affirmation of process Limitations on Impact In my service area does a great job on on assessing but when trying to implement initiatives we enter a road block.	4/13/2020 1:22 PM
45	Need for comm/train College handbook needs improvement	4/13/2020 12:57 PM
46	Limited faculty engagemnt Some departments do not participate at all	4/13/2020 12:40 PM
47	Limited commitment There is no institutional commitment to ongoing assessment and	4/13/2020 12:37 PM

	improvement.	
48	Limited commitment My understanding is that assessment still isn't happening regularly in all MC departments	4/13/2020 12:05 PM
49	Affirmation of process We've been making improvements in the past ~2 years	4/13/2020 12:03 PM
50	Limitations on Impact Process not working I see the same thing happening every year in every meeting. Sometimes the only that changes is he date.	4/13/2020 12:03 PM
51	What is assessment? I have heard very little about assessment and even less about what that means for our teaching practices.	4/13/2020 11:59 AM
52	Need for comm/train What is assessment? Unless there is a deadline that need to be met, assessment is rarely a part of any conversation regarding how to improve learning.	4/13/2020 11:30 AM
53	Technology need Assessment needs to be more accessible	4/13/2020 11:00 AM
54	Inga, as chair in Kinesiology dept does a good job of supporting our assessment efforts.	4/13/2020 10:54 AM
55	I don't know the outcomes of the assessments necessarily.	4/13/2020 10:48 AM
56	I know I clearly analyze assessments but I am not sure how my other Instructors do.	4/13/2020 10:46 AM
57	All Student Services and Instructors have Assessments that make sense for best achievement of students	4/13/2020 10:40 AM
58	Assessment is only part of the calculus for improving learning. Student surveys, success rates, and feedback give more context to why a student has success. One learning outcome assessments is a small piece of the pie.	4/13/2020 10:37 AM
59	Sometimes they are cumbersome to deal with	4/13/2020 10:36 AM
60	Without being able to see or have access to colleagues' assessments, what use is assessment? Self-reflection/analysis is important but it can be so much more productive if we could really share them with one another.	4/13/2020 10:35 AM
61	Not enough follow through. Especially in budget and resource request allocation.	4/13/2020 10:33 AM
62	Sometimes there are gaps in the process due to turnover in administration.	4/13/2020 10:29 AM
63	Faculty responsibility / classified do not usually assess	4/13/2020 10:18 AM
64	I do not know enough of the assessment process.	4/13/2020 10:16 AM
65	with guided pathways, its not a necessity	4/13/2020 10:14 AM

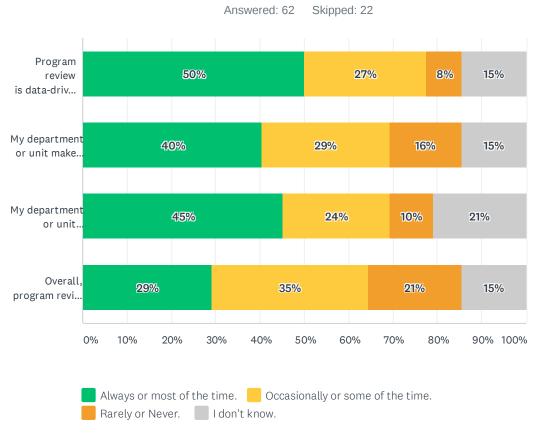# Q5 What is one way Merritt College can improve assessment processes?

Answered: 65   Skipped: 19

Merritt College Governance Assessment Spring 2020

#	RESPONSES	DATE
1	Comm/Training Create PD modules available to faculty, posted on webiste	4/26/2020 12:14 PM
2	Comm/Training More information about the purpose, procedures and goals would be useful.	4/22/2020 2:43 PM
3	?	4/22/2020 2:04 PM
4	Technology need Need a robust way to enter program-level assessments, and also to carry out program-level assessments when more than one discipline is involved (e.g. for Natural Science degree).	4/22/2020 12:00 PM
5	Comm/Training I have no idea. I do think it is a very important for me to how students responded to my teaching as a whole.	4/20/2020 9:18 PM
6	Accountability system More accountability measures through CIC, Academic Senate, and Administration.	4/20/2020 2:24 PM
7	Technology need more online assessment	4/20/2020 1:18 PM
8	Accountability system Comm/Training by correcting number 4	4/20/2020 8:55 AM
9	efg	4/19/2020 8:15 PM
10	Increase participation More people to participate and better preparation.	4/19/2020 5:02 PM
11	Accountability system Administration needs to enforce that budgets are tied to assessment and APUs (not for basic operatings costs, of course)	4/19/2020 4:06 PM
12	Accountability system Comm/Training Incentivize continuing to keep it in front of instructors, and incentivizing instructors to complete assessments.	4/19/2020 12:59 PM
13	Comm/Training More training so folks will understand its importance.	4/19/2020 11:45 AM
14	Technology need Switching to a system that lets faculty analyze collected data.	4/19/2020 11:10 AM
15	Accountability system Comm/Training Have a discussion/presentation about assessment results at each flex day	4/19/2020 10:58 AM
16	Comm/Training Simplify, simplify	4/19/2020 10:46 AM
17	Accountability system To follow through with the improvement plans and recommendations	4/19/2020 10:22 AM
18	Accountability system Comm/Training Suggestion Assign one person per Division to be "Assessment Whip." This person should get release time or overtime. Their job is to mimic what Marty Zielke does in Student Services: make appointments with the director/lead of every program, show up with her laptop, and talk them through setting up SLO's and assessing them. Rewards/recognition should be given to the division Assessment Whip who shepherds his/her division to the highest completion rate and most-improved completion rate.	4/17/2020 9:42 PM
19	Comm/Training Be a little more timely with emails.	4/16/2020 3:56 PM
20	Accountability system Comm/Training Ensure assessment and evaluation are built into a long-term planning process (3-5 years as opposed to each year)	4/15/2020 9:41 PM
21	By offering more classes.	4/15/2020 8:07 PM
22	Accountability system Comm/Training have a standard for what and how to assess	4/15/2020 7:36 PM
23	Comm/Training Further training on how assessment should inform curriculum modification.	4/15/2020 7:10 PM
24	Comm/Training Greater sharing of results	4/15/2020 6:09 PM
25	Comm/Training Suggestion Assessment process can be improved through continuous conversations from faculty, administrator and staff who can share their different perspectives and interests in knowing about students' learning.	4/15/2020 5:43 PM
26	Accountability system Comm/Training I have repeatedly asked for administrative support in following up with part time faculty to complete assessment work but this has not happened.	4/15/2020 3:50 PM
27	Comm/Training Suggestion Create opportunities for all parties to meet and discuss at optimal times that everyone can attend. Provide agenda/guidelines. Information is a helpful way to ensure consistency and progress.	4/15/2020 2:33 PM

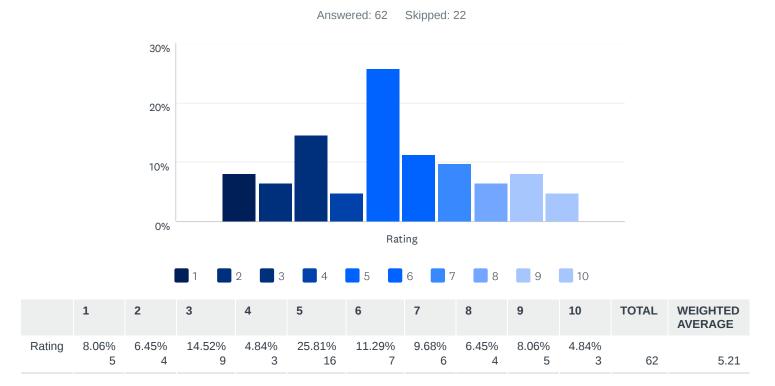| 28	`Comm/Training` Spreading awareness of why it is important (communicated through department chairs, department meetings, FLEX days, the president, etc.)	4/15/2020 2:31 PM
29	`Accountability system` `Comm/Training` `Increase participation` In the Merritt Biosciences department, we have mid-term tests, quizzes and surveys for the students. We assess student learning outcomes . We get feedback from industry. Unfortunately, the process is uneven, there is turn-over in facility and administration that makes the ability to do assessment poor. There is not a coherent training to faculty on how to assess the current effectiveness. There is not a consistent administrative standard to assess effectively.	4/15/2020 1:32 PM
30	`Accountability system` link assesments to budget	4/15/2020 12:28 PM
31	`Technology need` Provide a collective platform where everyone is given more time to do the assessment	4/15/2020 9:41 AM
32	`Accountability system` Provide more accountability measures that are real such as budget allocations more strongly tied to assessment results in PR and APUs.	4/15/2020 9:13 AM
33	It's working	4/15/2020 8:31 AM
34	`Comm/Training` Have deans and dept chairs that know college policy and communicate with faculty	4/15/2020 3:40 AM
35	`Accountability system` `Comm/Training` by setting deadlines	4/14/2020 9:40 PM
36	In my experience, the assessment process runs very smoothly. The Student Services SAO Coordinator has been very helpful in keeping track and assisting in completing our SAO assessment.	4/14/2020 1:52 PM
37	`Accountability system` `Comm/Training` `Suggestion` I really don't care. Stop fixating on assessment. This survey is badly conceived & designed to elicit answers that serve the interests of administrators, not faculty.	4/13/2020 8:40 PM
38	`Suggestion` make it automatic after turning in grades	4/13/2020 8:06 PM
39	`Accountability system` `Suggestion` SLOs should be mandatory for all faculty as part of the collective bargaining agreement (and of course they need to be paid for this).	4/13/2020 7:40 PM
40	`Accountability system` `Comm/Training` REspond to the feedback given in the assessments	4/13/2020 4:05 PM
41	`Comm/Training` Training and supporting	4/13/2020 3:30 PM
42	`Accountability system` Administrative leadership and faculty accountability	4/13/2020 3:05 PM
43	See my previous answer	4/13/2020 1:26 PM
44	`Accountability system` Implement change or development from the data collected.	4/13/2020 1:22 PM
45	`Accountability system` Increase the surveys and apply accordingly.	4/13/2020 12:57 PM
46	`Accountability system` include responsibilities i contracts	4/13/2020 12:40 PM
47	`Accountability system` Administrators lead, and faculty take responsibility.	4/13/2020 12:37 PM
48	`Accountability system` `Suggestion` Have faculty evaluation process demonstrate SLO assessments are being done	4/13/2020 12:05 PM
49	`Comm/Training` Listen to SLOAC!!	4/13/2020 12:03 PM
50	`Accountability system` `Suggestion` The ones that have been in charge should be changed at least every two years in order for changes to be made successfully.	4/13/2020 12:03 PM
51	`Comm/Training` `Incentivize` `Suggestion` By making them either paid (even $50 or a gift certificate I think would suffice), or somehow mandatory. Then presenting results in offices, classrooms, throught email so that the point gets driven home. I rarely receive an email that gives me advice on how I should modify my teaching practices.	4/13/2020 11:59 AM
52	`Comm/Training` `Suggestion` I think if we created a culture in which assessment was used as a valuable tool rather than a chore, we could improve the process.	4/13/2020 11:30 AM
53	`Suggestion` Include students	4/13/2020 11:00 AM
54	`Suggestion` `Technology need` Create artificial intelligent self-learning platform for faculty	4/13/2020 10:54 AM

55	`Incentivize` `Suggestion` I think reinforce that it has to be a department effort and offer cash up front.	4/13/2020 10:48 AM
56	`Accountability system` `Suggestion` Making sure they are equity based especially in this time .	4/13/2020 10:46 AM
57	`Accountability system` `Comm/Training` Keep renewing it and updating	4/13/2020 10:40 AM
58	`Comm/Training` More wide-spread discussions between disciplines. These are always helpful.	4/13/2020 10:37 AM
59	`Accountability system` I believe that having one assessment wizard in each department as we have done is a good process.	4/13/2020 10:36 AM
60	`Comm/Training` Dedicate more time for all faculty - F/T and P/T to observe one another in a non-evaluative manner, share assignments, exchange ideas, improve quality of teaching	4/13/2020 10:35 AM
61	`Accountability system` There has to be follow through on approved requests stated in question 4.	4/13/2020 10:33 AM
62	`Accountability system` `Suggestion` have specific committees that work on assessment and have administration support them in their work	4/13/2020 10:29 AM
63	`Increase participation` inclusion of all stakeholders	4/13/2020 10:18 AM
64	`Comm/Training` Educate the community regarding what is assessment and how it can be used effectively.	4/13/2020 10:16 AM
65	im not sure	4/13/2020 10:14 AM

Q6 Please answer the following questions about the program review process.

Answered: 62   Skipped: 22

Legend:
- Always or most of the time.
- Occasionally or some of the time.
- Rarely or Never.
- I don't know.

	ALWAYS OR MOST OF THE TIME.	OCCASIONALLY OR SOME OF THE TIME.	RARELY OR NEVER.	I DON'T KNOW.	TOTAL	WEIGHTED AVERAGE
Program review is data-driven and includes analysis of institutional and learning outcome assessment data.	50% 31	27% 17	8% 5	15% 9	62	1.87
My department or unit makes improvement based on results of program review data results and analysis.	40% 25	29% 18	16% 10	15% 9	62	2.05
My department or unit requests new resources based on results of program review data results and analysis.	45% 28	24% 15	10% 6	21% 13	62	2.06
Overall, program review drives improvement in student learning and achievement at Merritt College.	29% 18	35% 22	21% 13	15% 9	62	2.21

Q7 Overall, how would you rate the effectiveness of the program review process? 1 (low) - 10 (high).

Answered: 62   Skipped: 22

	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
Rating	8.06% 5	6.45% 4	14.52% 9	4.84% 3	25.81% 16	11.29% 7	9.68% 6	6.45% 4	8.06% 5	4.84% 3	62	5.21

Q8 What is one way Merritt College can improve the program review process?

Answered: 62   Skipped: 22

#	RESPONSES	DATE
1	Apply rubrics Examples Apply standards/rubrics to APUs and PRs. Put forth examples of well-developed PRs, calling out great examples of linking self-assessment to resource requests and actual changes (in advinisng, provision of student services, etc.)	4/26/2020 12:18 PM
2	Apropos data/metrics Get good information. Much of the information coming from our department is based on the delusions of our Dept. Chair.	4/22/2020 3:44 PM
3	Apropos data/metrics Calendar The online survey developed by the district office does not touch on a lot of the planning issues that it really should address. At the college level, we need to begin program review/APUs in mid-September, and make sure that Student Services programs are included in this from the outset. Delays in program review lead to delays further downstream in the integrated planning and budget processes of the college.	4/22/2020 12:03 PM
4	Calendar The department has to set time to go through the review process.	4/20/2020 9:20 PM
5	This year the unit plans were straight forward and easy to complete on-line. The previous year, the program review on-line was a disaster. We never did get a version that worked.	4/20/2020 2:26 PM
6	Increase participation increased participation in PR from CE programs	4/20/2020 1:20 PM
7	Accountability Calendar by having an organized and methodical approach	4/20/2020 8:56 AM
8	Accountability Calendar When you submit a program review in a timely manner you should be provided the requested material and resources. Without delay or support.	4/19/2020 5:07 PM
9	Apropos data/metrics Include Student Services voice in crafting the program review template for Student Services. Support our programs with ways to obtain data, not only Veterans, EOPS and DSPS.	4/19/2020 4:09 PM
10	I don't know.	4/19/2020 1:00 PM
11	Comm/Training More training so folks can understand its importance.	4/19/2020 11:46 AM
12	Technology need Fix the broken tools that prevent systematic process.	4/19/2020 11:11 AM
13	Accountability Comm/Training Technology need Make the reporting documents easily to use and make the program reviews and APUs for all disciplines available to the college community	4/19/2020 11:00 AM
14	Comm/Training Examples Compare with similar programs at other institutions more.	4/19/2020 10:48 AM
15	Accountability Budget management Improve budget management so that resources get to the programs that need them	4/19/2020 10:24 AM
16	Accountability Apropos data/metrics Good god, get the friggen website to work on the first try. Develop a template for Student Services - the questions in the existing template are geared toward Instruction and the data tables that are linked to the template are only indirectly related to students services. MOST IMPORTANTLY: Quit lying. We've been told for years that our resource requests will be pulled from our Program Reviews and that if we don't submit Program Reviews, our programs will get no money. Well, guess what: in student services, NUMEROUS programs that submitted PR got no money, and at least one program that DIDN'T submit PR got full-time staff and a budget of 80 grand. Where's the fairness in that? It is morale-destroying to spend hours and hours on an unpleasant, difficult task, only to find that it was a complete waste of time because no one even READ the damn thing. How do I know this? Because in at least one APU and one PR I wrote, I inserted paragraphs of curse words and babble to see if anyone noticed. Nope! Never heard a word about it. Never heard a word about ANY of these reports, other than to be told (erroneously) that I hadn't submitted it (I had) or that I submitted it late (I hadn't) or that I had submitted it incomplete (not true.) All of these were used as excuses when I asked why my program's resource requests were not included in an allegedly complete list of resource requests. Someone's going to have to work to regain my trust. Why should I believe you? The entire PR/APU experience has been uniformly awful and after four consecutive years of futility, I never want to do it again.	4/17/2020 9:58 PM
17	N/A	4/16/2020 3:56 PM
18	Accountability Budget management I haven't been here long enough to assess, but one way would definitely be to integrate program review with the budget process.	4/15/2020 9:43 PM
19	I don't know	4/15/2020 8:08 PM

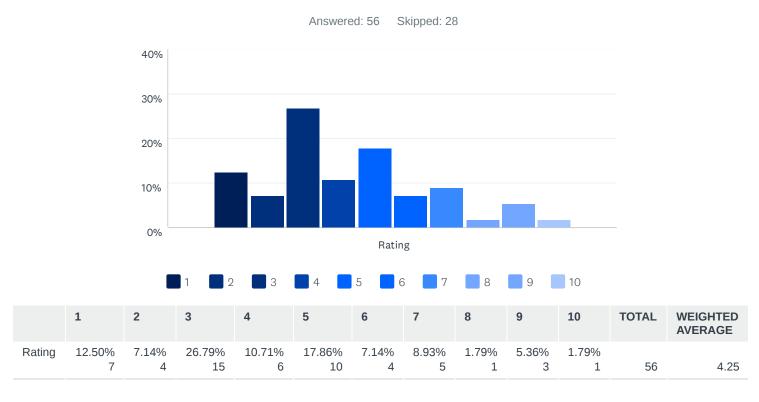| 20	Apropos data/metrics I think the program review template does not address many of the relevant concerns per program. Curriculum should be included for instructional programs. And I'm sure the student service programs have things they would like to see added.	4/15/2020 7:13 PM
21	Comm/Training Greater sharing of the results among members	4/15/2020 6:09 PM
22	Comm/Training Assessment process can be improved through continuous conversations from faculty, administrator and staff who can share their different perspectives, teaching methods, and interests in knowing about students' learning.	4/15/2020 5:43 PM
23	IDK	4/15/2020 5:04 PM
24	Accountability Apply rubrics Review, evaluation and follow up to each departments program review data, issues and requests.	4/15/2020 3:51 PM
25	Increase participation More opportunities for "quick" involvement from part-time faculty through department meetings	4/15/2020 2:32 PM
26	Accountability Apply rubrics Calendar Technology need Create a one-page integrated survey (assessment) for students, faculty, industry and administrators. This assessment will be done at the beginning and end of the semester. The data will be centralized and this data will be reviewed at least 2 times per semester. This data will be be used Department wide and used as a way to guide the performance of the students, faculty administration and district.	4/15/2020 1:38 PM
27	Apropos data/metrics Comm/Training Chairs do not have access to real data analysis, hopefully this will be improved now that we have Nathan. In particular we need employment outcomes for CE programs	4/15/2020 12:30 PM
28	Apropos data/metrics Technology need Not time need to be dedicated. The template is for instruction there needs to be one for Student Services. The template is not user friendly, access was not provided to Student services until very late. Nevertheless staff are still expected to meet deadlines.	4/15/2020 9:57 AM
29	Accountability Comm/Training Follow up to the APU and PR should be transparent and timely. Sometimes, it feels like we do them and they disappear in the ethos.	4/15/2020 9:15 AM
30	Accountability Pay the bills to vendors.	4/15/2020 8:32 AM
31	Comm/Training Increase participation Communicate what it is and pay faculty to participate in this process. Don't have faculty do more work for free—pay time needed to improve programs.	4/15/2020 3:42 AM
32	Budget management By giving out the funding from Program Reviews	4/14/2020 9:41 PM
33	Calendar Comm/Training Make deadlines more clear. I was not informed of the deadline to submit the last program review. A college-wide timeline or email would be very helpful.	4/14/2020 1:54 PM
34	Accountability Again, I consider program review a waste of time. It's busy work designed to justify the hiring of increasing numbers or educational bureaucrats.	4/13/2020 8:42 PM
35	Increase participation get more input from adjunct faculty	4/13/2020 8:06 PM
36	Accountability Budget management Calendar The program review rubric is fine, it's the EXECUTION of the process that always screws things up. Program review should be the starting point for budget development, and yet year after year there are myriad problems with the execution and roll out of program review that prevents it from being done effetively and in a timely way. Happy to elaborate in person.	4/13/2020 7:42 PM
37	I can't rate the program review process. over 5 years it has been entirely invisible to me. I have never been invited to provide input to program review, nor been give a program review to read.	4/13/2020 4:07 PM
38	Comm/Training More training and offering more opportunity of teaching/new course	4/13/2020 3:30 PM
39	Integrated planning Integrate all program-level assessment, strategic planning, and curricular review into one comprehensive program review process	4/13/2020 3:07 PM
40	This is my first semester at Merritt. I don't have an informed opinion yet.	4/13/2020 1:27 PM
41	Accountability Budget management If we follow what's requested in the program review, we would be on target.	4/13/2020 1:24 PM
42	Increase participation All faa a culture should participate	4/13/2020 12:59 PM

43	Apropos data/metrics Shorter and more efficient. For programs who conduct review for accreditors, accept work that is already done.	4/13/2020 12:41 PM
44	Integrated planning Integrate all program-level assessment, evaluation, planning, and review into a comprehensive process.	4/13/2020 12:38 PM
45	Within program review directors are asking for new technology or equipment for their program. Most of the departments that ask for the new technology or equipment, may or may not purchase it. I answered 2 of question 6 as always or most of the time because that is what program review is supposed to do.	4/13/2020 12:15 PM
46	Increase participation the only experience I have is with the interdisciplinary degrees, it is hard to get input from all the departments	4/13/2020 12:10 PM
47	Accountability transparency	4/13/2020 12:04 PM
48	Comm/Training Make it public and show faculty what we are doing well and what we can improve on. Organize workshops to give us skills and ideas so that we can improve.	4/13/2020 12:00 PM
49	Increase participation Making program review more collaborative by including the input of everyone (classified employees included) in the program review process could help to improve the process overall.	4/13/2020 11:32 AM
50	Increase participation Add students	4/13/2020 11:01 AM
51	The program is only as good as the commitment from its faculty and from its students. Often, the student's commitment and/or lack thereof/ follow through on "what they signed up for" is the biggest challenge..	4/13/2020 10:58 AM
52	Increase participation I mean it's easy we just complete the APU, but I wish others would have to participate instead of just a chair.	4/13/2020 10:49 AM
53	Not clear at this time	4/13/2020 10:48 AM
54	Comm/Training Review it more carefully in depatement meetings	4/13/2020 10:42 AM
55	Comm/Training 1. Provide training/workshops on HOW to improve success rates for specific cases of student non-success. For example - best practices to engage low income students or resources to help ESL students; 2. Make connections for resource distribution based on program review. If there are programs that have higher success rates - reward them! Ask them how they manage that and use these as best practices for other disciplines	4/13/2020 10:39 AM
56	Apropos data/metrics Calendar Technology need Get the forms out in time for completion and not have faulty forms that lose the data once you have typed it all in. There should be a model at the State Chancellors office for a format for this. Every year it gets worse and with longer delays	4/13/2020 10:39 AM
57	Accountability Comm/Training Programs and departments need to hear back about our program reviews, our requests. We don't have a sense that anyone has really looked at them and made fiscal decisions based on what we include in our program reviews.	4/13/2020 10:37 AM
58	Accountability Calendar The process is effective, but the accountability of getting it done in according to the planning calendar is always off by 1 to 3 months.	4/13/2020 10:35 AM
59	Accountability Calendar accountability. I'm surprise not all departments and programs submit program review. It has to be mandatory and administration needs to follow up if its not completed.	4/13/2020 10:32 AM
60	Calendar Comm/Training Publish the (bata tested) process early and often	4/13/2020 10:19 AM
61	Comm/Training Educate the community on the importance of program review.	4/13/2020 10:19 AM
62	once again...i am unsure	4/13/2020 10:15 AM

Q9 Please answer the following questions about the integrated planning and budgeting process.

Answered: 56   Skipped: 28

Legend:
- Always or Most of the Time.
- Occasionally or Some of the Time.
- Rarely or Never.
- I don't know.

	ALWAYS OR MOST OF THE TIME.	OCCASIONALLY OR SOME OF THE TIME.	RARELY OR NEVER.	I DON'T KNOW.	TOTAL	WEIGHTED AVERAGE
Budget development and resource allocation is driven by planning and assessment.	18% 10	41% 23	23% 13	18% 10	56	2.41
Resource requests are linked to data and institutional goals.	27% 15	36% 20	21% 12	16% 9	56	2.27
Overall, integrated planning and budgeting results in improvement of student learning and achievement at Merritt College.	21% 12	34% 19	25% 14	20% 11	56	2.43

Q10 Overall, how would you rate the effectiveness of planning and budgeting at Merritt College? 1 (low) - 10 (high).

Answered: 56   Skipped: 28

	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
Rating	12.50% 7	7.14% 4	26.79% 15	10.71% 6	17.86% 10	7.14% 4	8.93% 5	1.79% 1	5.36% 3	1.79% 1	56	4.25

Q11 Why did you choose this rating?

Answered: 56   Skipped: 28

#	RESPONSES	DATE
1	`Behind in cycle` `Unclear calendar` There seems to be a significant amount of confusion about whcih units perform which actions when, and the relationship of the budget development process to the district timeline.	4/26/2020 12:23 PM
2	`Affirmation of process` It appears to work for some departments.	4/22/2020 3:45 PM
3	`Behind in cycle` `Stakeholder input` We seem to be constantly behind the 8-ball when it comes to budgeting, always behind in the cycle. Furthermore, there isn't always input from stakeholders that needs to be considered (e.g. from Academic, Classified, and Student Senates).	4/22/2020 12:05 PM
4	`Limited comm/info` I have no idea about the entire process due to no way to get the information.	4/20/2020 9:24 PM
5	`District budget proc` `Need apropos data/mt` At Merritt, the chairs do not get the relevant information they need; a number of chairs don't have access to budgets, it takes months for the rpo, po, expense process to be completed. We can't spend down our budgets because of the length of time it takes to procure supplies and materials. The district took trust fund accounts that were fund 71 and changed them to fund 10 and they have never replaced these funds. It is a disaster!!	4/20/2020 2:30 PM
6	`Budget rolled over` budgets seems to roll over from year to year. not based on program review	4/20/2020 1:21 PM
7	see number 4	4/20/2020 8:56 AM
8	`Link to student success` `Unclear process` There is not a clear understanding of the process and is no concern about student success.	4/19/2020 5:10 PM
9	`Resources not allocated` We keep producing the evidence and none or little money comes to the larger programs	4/19/2020 4:11 PM
10	`Need clearer plans` I don't know enough about it. The summit/planning meetings are key to setting priorities and vision.	4/19/2020 1:54 PM
11	`Unclear process` There seem to always be issues with our budget.	4/19/2020 11:52 AM
12	`Limited accountability` `Limited transparency` Historical lack of transparency and administrative accountability.	4/19/2020 11:13 AM
13	`Affirmation of process` The IPB cycle is data-driven	4/19/2020 11:02 AM
14	I don't know it to be especially effective or ineffective.	4/19/2020 10:50 AM
15	`Limited accountability` `Limited transparency` This has not been a transparent process for many years	4/19/2020 10:28 AM
16	`Limited accountability` How can I trust a budget process when an entire DIVISION (Student Services) can be left out of the Resource Request process and NO ONE NOTICES? The Budget Committee meetings I've attended have been chaotic; it's unclear how decisions are made and who makes them. In recent years, it has appeared that funding decisions are based on favoritism and back-room politics. We're tired of hearing, "there's a process." Of course a process EXISTS, but it's not being followed. And since the process is being disregarded, why bother pretending we have one?	4/17/2020 10:14 PM
17	`Chronic set-backs` The budget is a big issue which needs improvement.	4/16/2020 3:57 PM
18	`Unclear process` There doesn't appear to be a clear or effective process for planning and budgeting.	4/15/2020 9:46 PM
19	`Behind in cycle` The timeline regularly gets thrown. Whether by program reviews, late information communicated from the district, or short staffing, we regularly wind up behind schedule. This makes it hard to do a complete vetting process.	4/15/2020 7:16 PM
20	`Affirmation of process` Merritt does a very good job	4/15/2020 6:09 PM
21	`Affirmation of process` I think faculty, administrator, and staffs have been informed about budget planning and operations by academic senate and budget committees.	4/15/2020 5:43 PM
22	`Behind in cycle` `Chronic set-backs` I experience perpetual changes, problems and failures with the planning and budgeting at Merritt.	4/15/2020 3:58 PM

23	I don't know so I am netural - "5"	4/15/2020 2:34 PM
24	Limited accountability I have seen high turn-over and poorly managed staff that are involved in fiscal, grant management, HR. Vendors are not paid on time. People leave jobs, go on vacation with no person to back-up their activity. Lack of grant managers and fiscal oversight leads to mismanagement of funds. Funds that are available do not get spent.	4/15/2020 1:52 PM
25	Limited accountability Limited transparency There is still a lack of transparency and communication.	4/15/2020 12:32 PM
26	Behind in cycle Limited accountability Limited transparency The process is not transparent and it is always delayed.	4/15/2020 10:00 AM
27	Behind in cycle Limited accountability The budget planning and budgeting has been afflicted by complicated and lengthy processes. The communication and collaboration with programs has been lacking and many directors and chairs are frustrated with the many difficulties accessing and working with budgets and the processes.	4/15/2020 9:19 AM
28	Resources not allocated The institution has failed to secure and support our program with resources needed to keep equipment functioning- making it impossible to ask for new revenue for updates equipment.	4/15/2020 8:36 AM
29	Limited accountability Limited transparency The process around getting budget to plan for programs is non transparent for part-time faculty and does not lead to trust for investing time in the college.	4/15/2020 3:46 AM
30	Resources not allocated Programs to do not always receive funding	4/14/2020 9:44 PM
31	Resources not allocated My unit does not have a budget. I speak to various administrators every academic year to obtain funding. I assess my SAOs and do the Program Review or Update, yet there is no established budget for my unit.	4/14/2020 2:20 PM
32	Limited accountability How can you have effective planning & budgeting with a revolving carrousel of administrators who never last long enough to effect any positive change?	4/13/2020 8:45 PM
33	Merritt has the best intentions for our students at all times- especially our career students	4/13/2020 8:08 PM
34	Chronic set-backs Lack of progress Unclear process I joined the Budget Committee to try and work on this and I am dismayed by the lack of progress coming out of the committee and the Business Office.	4/13/2020 7:43 PM
35	Limited accountability Unclear process Two reasons. REgarless of budget, getting the money spent in time to use in class is really a mess. The other other feedback I have is the back room planning that does not include part time faculty needs or input	4/13/2020 4:10 PM
36	Unclear process not clear on budget matter at all	4/13/2020 3:30 PM
37	Need adherence to AP The Business Director and Budget Committee do no adhere to the Integrated Planning and Budgeting process.	4/13/2020 3:08 PM
38	See previous answers	4/13/2020 1:27 PM
39	Need adherence to AP The process of implementation is not followed.	4/13/2020 1:26 PM
40	Limited accountability Need adherence to AP WHat is planned rarely resembles what is implemented	4/13/2020 12:42 PM
41	Affirmation of process Limited accountability Despite every year submitting APUs and every three years PRs, the budget and resource allocation do not make transparent use of the input from them	4/13/2020 12:12 PM
42	Limited accountability Not historically data driven, poor transparency	4/13/2020 12:05 PM
43	I don't know much about it. Usually when I hear about these things there are far too many acronyms that go unexplained for me to understand what is going on.	4/13/2020 12:02 PM
44	I chose this rating because I honestly do not know much about the process of planning and budget at Merritt.	4/13/2020 11:35 AM
45	Unclear process My experience is that we are still in old paper processing times with expense reimbursement of sports programs. We planned effectively, but execution was ineffective.	4/13/2020 11:03 AM
46	Affirmation of process Resources not allocated We have asked for so many things and	4/13/2020 10:51 AM

haven't received them in a timely manner. Sometimes the budget request are not considered - but I think it may start to get better.

47	`Req, PO, Invoice procs` `Stakeholder input` We have no say in priorities of budget and nothing is pd on time	4/13/2020 10:51 AM
48	`Affirmation of process` There are consistent budget planning campus wide meetings	4/13/2020 10:43 AM
49	`Limited follow-through` `Resources not allocated` Planning and Approval is rarely based on what is Assessed or Requested	4/13/2020 10:42 AM
50	`Clearer ties to data` `Resources not allocated` `Stakeholder input` Budget planning seems to be divorced from data from disciplines...or at least that is how it has been done in the past.	4/13/2020 10:41 AM
51	`Chronic set-backs` `Limited transparency` Our budgeting processes are faulty and it is hard to know where the money is, and how to get it into our budgets for spending.	4/13/2020 10:41 AM
52	`Limited transparency` Planning and especially budgeting has not been transparent for a very long time.	4/13/2020 10:40 AM
53	`Clearer ties to data` `LImited participation` If not every group is submitting program review then budgeting is based on incomplete data	4/13/2020 10:33 AM
54	`Limited transparency` The process is not transparent. It seems as if the budget is copied the same from the year before.	4/13/2020 10:21 AM
55	`Behind in cycle` because budgets are never released on time to the account lines	4/13/2020 10:20 AM
56	`Affirmation of process` it is instrumental	4/13/2020 10:16 AM

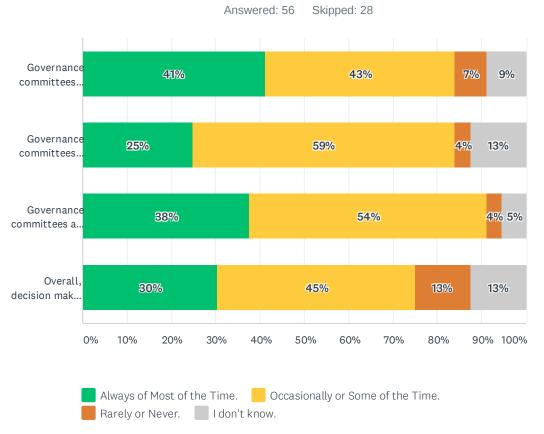# Q12 What is one way Merritt College can improve planning and budgeting processes?

Answered: 56   Skipped: 28

#	RESPONSES	DATE
1	Clarify, follow calendar In August, clearly lay out the dates for each step in the IPB cycle for the upcoming year. Provide these dates at flex day and post to website and send out FAS. Provide provisions for defaults in cases where units do not turn in their pieces on time.	4/26/2020 12:23 PM
2	Increase transparency More transparency.	4/22/2020 3:45 PM
3	Clarify, follow calendar After timely completion of program review or APUs, we need to stick to our published budget development calendar.	4/22/2020 12:05 PM
4	increase stakeholder inpt I don't know. I think the only way is to do it from bottom up not top down.	4/20/2020 9:24 PM
5	improve district procs Other districts seem to manage their funds much better; this is why we are currently on probation.	4/20/2020 2:30 PM
6	increase stakeholder inpt increased participation from student services	4/20/2020 1:21 PM
7	see number 5	4/20/2020 8:56 AM
8	increase stakeholder inpt Include everyone in the budget process in some form or fashion. Regaining trust in the process and have integrity, and most of all make sure that there is equity. Then morale will begin to increase.	4/19/2020 5:10 PM
9	clear criteria in decisns Provide a clear set of criteria on which the decisions will be made	4/19/2020 4:11 PM
10	Business strategy Merritt needs a VP of Business Strategy. This position would encompass long range planning and marketing and engagement and make sure the decisions incorporated the best thinking from a business/financial perspesctive.	4/19/2020 1:54 PM
11	Clarify, follow calendar Increase transparency The process and the finance Dept needs an overhaul.	4/19/2020 11:52 AM
12	Clarify, follow calendar improve district procs Ensure the process begins on time with correct data supplied by district.	4/19/2020 11:13 AM
13	clear criteria in decisns Explain decisions Increase transparency Give each department a report on how the budget decisions were made and which requests were granted or denied	4/19/2020 11:02 AM
14	Resource mapping Better knowledge of resources	4/19/2020 10:50 AM
15	Clarify, follow calendar Clarify, follow processes clear criteria in decisns Increase transparency Knowledge of the procedures, avoid errors and waste of time, follow up and follow through, transparency, equity	4/19/2020 10:28 AM
16	Clarify, follow calendar Clarify, follow processes Well, gee. How about actually setting up budgets so that the funds are usable at the beginning of each school year? If your budget is not set up until March, it sure is hard to spend everything by the mid-April purchasing deadline. Funds we're supposed to have access to for NINE MONTHS are only accessible for 6 weeks. Why this is allowed to go on, I have no idea. It's not new. What IS new is that we (the program people) have been criticized for not spending the money... when we CAN'T spend it because the budget set-up has not been approved by the Business Office. THAT's new. And galling.	4/17/2020 10:14 PM
17	N/A	4/16/2020 3:57 PM
18	Clarify, follow calendar Clarify, follow processes Set clear timelines for planning and budgeting within the shared governance process and adhere to them.	4/15/2020 9:46 PM
19	Clarify, follow calendar Clarify, follow processes Suggestion Review the program review templates in the spring. Then in the fall, hopefully things would be good to go, and we can stick to a better schedule. Also, set the budget development dates in the spring, so that we have them from the beginning of Fall.	4/15/2020 7:16 PM
20	Training More training	4/15/2020 6:09 PM
21	Stakeholder collaboration faculty, administrator, and staffs can build the relationship to understand how institution makes decisions with reasonable assurance and efficiency.	4/15/2020 5:43 PM
22	improve district procs reduce workload bottlenec This issue is very complicated but it seems one of the main issues is the workload and work not being processed in a timely way. I believe this also extends to and is connected to processing by the District.	4/15/2020 3:58 PM

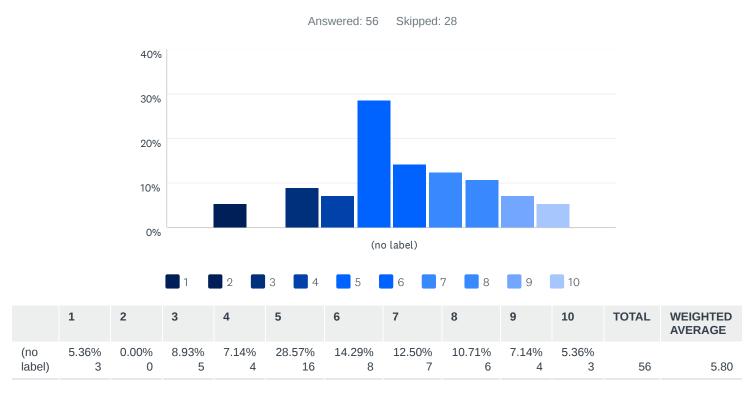| 23	`improve district procs` I base this response due to the hundreds of emails I have gotten in the last couple years about the budget. I would say that the district needs to be more fair about how they handle money. It also seems like people need to be retained in their positions somehow.	4/15/2020 2:34 PM
24	`Clarify, follow calendar` `Follow-through on alloc` `Oversight of workflow` Administrators should: 1. Take responsibility (don't blame others or circumstances) 2. Take action (respond to emails quickly, communicate, meetings) 3. Take control of their staff (Make sure all staff are doing their jobs by tracking the flow of paperwork) 4. Take care of the numbers (Outcomes and dollars. fiscal oversight -lack of it leads to abuse/mismanagement of funds) 5. Take the organization mission seriously (Our mission is community education and employment of students. That is the priority) 6. Provide resources so that teachers can focus on teaching	4/15/2020 1:52 PM
25	`Improve data to chairs` `reduce workload bottlenec` `Suggestion` Link all budget proposals into one ask a year; provide better data to chairs; hire more staff.	4/15/2020 12:32 PM
26	`Clarify, follow processes` The process is not clear	4/15/2020 10:00 AM
27	`reduce workload bottlenec` `Training` More personnel is needed in the Business Office. They cannot continue to function with a deficit of personnel. The training for staff and faculty who have to deal with budgets must be ramped up.	4/15/2020 9:19 AM
28	`Oversight of workflow` Put someone competent in the position and hold them accountable.	4/15/2020 8:36 AM
29	`Oversight of workflow` `Suggestion` `Training` Have deans take lead in planning and prioritizing the spend for curriculum development and programmatic work. Train dept chair	4/15/2020 3:46 AM
30	`Follow-through on alloc` by funding the programs	4/14/2020 9:44 PM
31	`Stakeholder collaboration` To include the head of each unit being considered for funding in the budget development process.	4/14/2020 2:20 PM
32	`Reduce admin positions` Stop cutting faculty and classes. Trim the top-heavy administration.	4/13/2020 8:45 PM
33	`Stakeholder collaboration` get more input from adjunct faculty	4/13/2020 8:08 PM
34	`Stakeholder collaboration` Where do I begin? Please, I would love to have an in-depth conversation about this in person.	4/13/2020 7:43 PM
35	`Stakeholder collaboration` `Training` Explain the budget process to prat time faculty. Give part time faculty lead time to provide input.	4/13/2020 4:10 PM
36	`Stakeholder collaboration` If any interest party can involve in budget planning but not only the Dept chair	4/13/2020 3:30 PM
37	`Business strategy` Hire a competent business director.	4/13/2020 3:08 PM
38	See previous answers	4/13/2020 1:27 PM
39	`Clarify, follow calendar` `Clarify, follow processes` Be consistent	4/13/2020 1:26 PM
40	`Clarify, follow calendar` `Clarify, follow processes` Develop an efficient process and use it	4/13/2020 12:42 PM
41	`Clarify, follow calendar` `Suggestion` Start the process earlier and feedback regularly to chairs	4/13/2020 12:12 PM
42	`Improve data to chairs` `Increase transparency` data driven, transparency	4/13/2020 12:05 PM
43	`Documentation` `Increase transparency` Make sure that you have a key explaining all of the acronyms. Make this public and easily accessible for all faculty.	4/13/2020 12:02 PM
44	`increase stakeholder inpt` `Increase transparency` Perhaps if the college were more transparent, or if they asked the faculty, staff and students how the spending could be done in a more effective way we could improve the process.	4/13/2020 11:35 AM
45	`Digital Expense Report sy` `Suggestion` Use a fully electronic process to manage expense reporting using smart phone apps etc.	4/13/2020 11:03 AM
46	`Follow-through on alloc` `Shorten time to alloc` Please take it seriously when we ask for something there is a process enacted immediately. It shouldn't take 2 years to get something or 6 months to get a bill paid. Less paperwork and more E-forms.	4/13/2020 10:51 AM
47	`Stakeholder collaboration` Get more joint governance input on priorities.	4/13/2020 10:51 AM
48	`Clarify, follow calendar` `Increase transparency` the budgeting process needs to be more transparent and timely	4/13/2020 10:43 AM

49	`APU/PR oversight` `Clarify, follow calendar` `Clarify, follow processes` `Training` Training, communication and update of the planning and budgeting calendar. Not just by newsletter (although that is a start), but in training(s), and should be a consistent conversation in departmental meetings as well as participatory governance committees. Stipends and/or OT should be given to participants who actually will make sure APR/APU's are done in a timely manner. When these are not completed on time, it sets the whole process back.	4/13/2020 10:42 AM
50	`improve district procs` Merritt College has to have the power to override the district on decisions of budgets. The district needs to reward colleges (Merritt) for keeping enrollment and success rates high, while other colleges fall behind.	4/13/2020 10:41 AM
51	`Clarify, follow calendar` `Increase transparency` Openness about the budgeting process and the budget. More streamlined approach and with more timeliness.	4/13/2020 10:41 AM
52	`Clarify, follow processes` `improve district procs` `Simplify processes` Things have grown far too complicated and cumbersome. SEA money is being used for salary and very little of it to equity. We need to rebuild trust in one another; it starts at the very top(District).	4/13/2020 10:40 AM
53	`APU/PR oversight` `Clarify, follow calendar` make sure every department and program submit program review	4/13/2020 10:33 AM
54	`Training` Take time to educate the community re: process.	4/13/2020 10:21 AM
55	`Follow-through on alloc` Load the budgets based on the program review/assessments	4/13/2020 10:20 AM
56	`Clarify, follow calendar` having budgets ready to roll on time	4/13/2020 10:16 AM

Q13 Please answer the following questions about collegial decision making at Merritt College.

Answered: 56   Skipped: 28

Legend:
- Always of Most of the Time.
- Occasionally or Some of the Time.
- Rarely or Never.
- I don't know.

	ALWAYS OF MOST OF THE TIME.	OCCASIONALLY OR SOME OF THE TIME.	RARELY OR NEVER.	I DON'T KNOW.	TOTAL	WEIGHTED AVERAGE
Governance committees represent all constituency groups in decision making processes.	41% 23	43% 24	7% 4	9% 5	56	1.84
Governance committees engage in data-driven decision-making and integrated planning and budgeting processes.	25% 14	59% 33	4% 2	13% 7	56	2.04
Governance committees are deliberate in making decisions and taking actions that increase institutional effectiveness.	38% 21	54% 30	4% 2	5% 3	56	1.77
Overall, decision making through Participatory Governance at Merritt College results in improved student learning and achievement.	30% 17	45% 25	13% 7	13% 7	56	2.07

Q14 Overall, how would you rate the effectiveness of collegial decision making processes at Merritt College? 1 (low) - 10 (high).

Answered: 56   Skipped: 28

	1	2	3	4	5	6	7	8	9	10	TOTAL	WEIGHTED AVERAGE
(no label)	5.36% 3	0.00% 0	8.93% 5	7.14% 4	28.57% 16	14.29% 8	12.50% 7	10.71% 6	7.14% 4	5.36% 3	56	5.80

Q15 Why did you choose this rating?

Answered: 56   Skipped: 28

#	RESPONSES	DATE
1	Uncoordinated agendas THere seem sto be challenges for the variuos committees to coordinate their agendas so that items are passed up to college council and president.	4/26/2020 12:30 PM
2	Affirmation of process Cmmts take charge serious Needs clarity It's been up and down for years. I'm ever hopeful but never optimistic.	4/22/2020 3:46 PM
3	Committed mambers Need follow-thru to actio Shared governance committees seem committed to living up to their charges. It can be unclear at times how committee-level decisions translate into college-wide action.	4/22/2020 12:12 PM
4	Because I know nothing about the process.	4/20/2020 9:28 PM
5	Limited faclty particpn About 1/3 of full time faculty are members of committees most of the time; another 1/3 of full time faculty sometimes serve on committees. The bottom 1/3 never serve on committees, even though it is part of their job duties. It is a contract and a culture issue that needs to change.	4/20/2020 2:34 PM
6	Missing students Quorum hard to get hard to meet quorum, student voice often missing	4/20/2020 1:22 PM
7	see number 4	4/20/2020 8:57 AM
8	Clearer prioritization Equity issues in PG Under-representation Lack of strong leadership and there is not a clear message from administration that the goal is for everyone to work together for the success of the students and college. However, there is segregation across ethnic lines when it comes to many issues that should be addressed. Everyone should be heard and feel there is a sincere effort to listen and support everyone.	4/19/2020 5:18 PM
9	Affirmation of process Student-centered I am part of several shared governance groups and we do have students and effective learning as the primary goal	4/19/2020 4:13 PM
10	Improve dcsn-making proc I think decision making is often more by feel or outdated methods of analysis.	4/19/2020 1:59 PM
11	Needs improvement There's always room for improvement.	4/19/2020 11:54 AM
12	Limite consistency Limited consistency in process, outcomes, and reports.	4/19/2020 11:15 AM
13	Affirmation of process data-driven Student-centered Participatory governance decisions are data-driven and with the goal of improved student success	4/19/2020 11:04 AM
14	Affirmation of process The effectiveness of collegial decision making is high, imo.	4/19/2020 10:52 AM
15	Needs improvement Participation of the different constituencies is not enough	4/19/2020 10:34 AM
16	Limite consistency Quorum hard to get Effectiveness varies depending on which Shared Governance Committee it is. Some can't get quorum. Others meet regularly and seem to be getting things done. The effectiveness of the committee seems to depend on the individuals who comprise the committee.	4/17/2020 10:28 PM
17	Affirmation of process It is satisfactory	4/16/2020 3:59 PM
18	5 is intended to be arbitrary. I haven't been here long enough to determine the effectiveness of the collegial decision making process.	4/15/2020 9:48 PM
19	Limited faclty particpn We try our best. But we have a small proportion of the faculty and staff serving on multiple committees. And many faculty and staff serving on none. This makes it challenging to balance everything.	4/15/2020 7:19 PM
20	Affirmation of process Merritt is doing a very good jobG	4/15/2020 6:09 PM
21	Affirmation of process I think the committees provided a transparent and respectful for meaningful discussion and it is an effective process that students, faculty, and administrators are able to participate in.	4/15/2020 5:47 PM
22	I am mostly aware of the work of the Academic Senate and not as familiar with the work of other committees.	4/15/2020 4:02 PM
23	I don't know enough information - "5"	4/15/2020 2:36 PM
24	Impact on students unclea Need follow-thru to actio In my limited experience. I am not seeing that institutional change is happening fast enough and does not seem that it is effecting	4/15/2020 1:57 PM

student learning outcomes in a powerful way.

25	Affirmation of process In the past the real decisions happened in individual meetings. The Merritt CE committee is an exception: it is faculty driven and makes real decisions.	4/15/2020 12:35 PM
26	Outdtd web & handbook There is always room for improvement. Website and handbook need updating,	4/15/2020 10:04 AM
27	Limited faclty particpn Need better collaboration We need more robust participation in all shared governace committees and more accountabilty to work in collaboration with the other groups.	4/15/2020 9:22 AM
28	Need better collaboration The scattered infighting makes clarity impossible with regards to shared governance.	4/15/2020 8:41 AM
29	I do not know and that question should include an opt-out answer so data is not skewed.	4/15/2020 3:47 AM
30	Needs improvement We need to do a better job	4/14/2020 9:45 PM
31	Because I don't think we have seen 100% of the results of past efforts yet and it takes time for current efforts to be finalized.	4/14/2020 2:29 PM
32	Needs improvement Because everything is colored by the fact that we have an incompetent chancellor at the head of PCCD.	4/13/2020 8:49 PM
33	Student-centered the many committees have the students' best interests in mind at all times	4/13/2020 8:09 PM
34	Missing students Students are often not adequately represented on committees; there is a serious lack of planning in the integration of these committees.	4/13/2020 7:45 PM
35	Lack of time for org resp lack of time provided for information to move up and down the large organization	4/13/2020 4:13 PM
36	Affirmation of process Committed mambers I appreciated for all committee members for their effort on this Campus	4/13/2020 3:31 PM
37	Lack of ownership Failure of faculty and staff to take ownership of governance committees and processes	4/13/2020 3:13 PM
38	Chaotic Need better collaboration My *first impression* is that Merritt is a very institutionally chaotic place. I'm not sure governance committee and the people they govern actually talk to each other much.	4/13/2020 1:30 PM
39	Affirmation of process Lack of ownership Limite consistency I think the number I choose would be higher because College Council approve some great initiatives but when leadership changes, so does those initiatives.	4/13/2020 1:29 PM
40	Need follow-thru to actio President has power to disregard recommendations of committees. I trust current president but never felt as though I could trust previous presidents to take our committee's recommendations into decision making	4/13/2020 12:43 PM
41	Limited faclty particpn Some members don't attend meetings, many do not report back to their constituents, and many of the committees are composed of the same individuals	4/13/2020 12:15 PM
42	Limite consistency some committees more so than others	4/13/2020 12:06 PM
43	Impact on students unclea I hear a lot about events to cheer up student morale and celebrate which I am proud that Merritt does. But I don't hear much about events that support students learning or that help faculty improve their teaching.	4/13/2020 12:05 PM
44	Impact on students unclea I chose this rating because most people who participate in the decision-making process seem to generally have the same, or similar political agendas, which seem more in line with figuring out how to please the administration rather than to improve our ability to help students.	4/13/2020 11:41 AM
45	I don't have enough visibility on the true Governance Process at Merritt College.	4/13/2020 11:07 AM
46	Need better collaboration Needs improvement The joint governance has gone by the wayside and most constituencies are feeling alienated	4/13/2020 10:54 AM
47	Affirmation of process Committed mambers We have strong teams at Merritt but they need to be taken seriously - more people need to do their work.	4/13/2020 10:52 AM

48	Improve dcsn-making proc Needs improvement Some resource requests are being replaced that are not part of the collegial decision making. In the end, the administrator makes decisions to do this and it does not go through the decision making process.	4/13/2020 10:51 AM
49	Affirmation of process Cmmts take charge serious Governance is a whole campus process. Our current acting President involves and informs all.	4/13/2020 10:45 AM
50	Improve dcsn-making proc Needs clarity There are so many committees and it is difficult at times to see a clear decision making process.	4/13/2020 10:43 AM
51	Improve dcsn-making proc Needs clarity Needs improvement Too complicated I think our mission has been lost in layers of bureaucracy over years. Time to reinvent the model. The current one clearly does not work and will continue to deteriorate our trust in this institution.	4/13/2020 10:43 AM
52	Affirmation of process Committed mambers Need follow-thru to actio Collegial decision making is often very HIGH QUALITY - the issue are the decisions and override of shared governance that happen after participatory governance has made a decision at the faculty/staff level	4/13/2020 10:42 AM
53	Affirmation of process There seems to be a wide representation for committees.	4/13/2020 10:37 AM
54	Affirmation of process Representative of commty There are many committees who represent the community.	4/13/2020 10:24 AM
55	Limite consistency We always have new leadership that needs to make their own assessments of the process and that takes time	4/13/2020 10:22 AM
56	Needs improvement we can do better	4/13/2020 10:17 AM

Q16 What is one way Merritt College can improve collegial decision making processes?

Answered: 56   Skipped: 28

Merritt College Governance Assessment Spring 2020

#	RESPONSES	DATE
1	`Plan agenda priorities` `Track issues accross cmmt` College council, President's Office and Academic Senate should plan out priorities for the committees over the academic year; define issues and items and dates by which they need regular reports on those items.	4/26/2020 12:30 PM
2	`Improve coordination` `Improve transparency` Greater transparency and consultation.	4/22/2020 3:46 PM
3	`More student involvement` It is tricky to get student participation in shared governance due to the students' busy schedules. A consistent shared governance calendar that students can be made aware of would be helpful in this regard, as would a continual effort to get students more involved in shared governance processes.	4/22/2020 12:12 PM
4	`Increase inclusion` Inclusion.	4/20/2020 9:28 PM
5	`More FT faculty particip.` The administration can hold full time faculty accountable to attend professional development activities; this would be a good beginning and show that the culture is changing.	4/20/2020 2:34 PM
6	`More student involvement` increase student participation	4/20/2020 1:22 PM
7	see number 5	4/20/2020 8:57 AM
8	`Acknowledge faculty invlv` `Improve transparency` Transparency and support for faculty who support student success. There they lack in listening and being supportive and sometimes you just feel that no one cares and no one listens. This affects the morale and people don't give their best, and if you are doing your job and given hundred 110% you begin to say why when I get no support for the things that I need which is not always a lot.	4/19/2020 5:18 PM
9	n/a	4/19/2020 4:13 PM
10	`Identify strengths` lean on the strengths within the college, eg business faculty where appropriate to provide input on business decisions.	4/19/2020 1:59 PM
11	?	4/19/2020 11:54 AM
12	`Disseminate meeting outcs` Consistent dissemination of minutes and important artifacts.	4/19/2020 11:15 AM
13	`Disseminate meeting outcs` Post all agendas and minutes for committees in a public place	4/19/2020 11:04 AM
14	I don't have any ideas at this time.	4/19/2020 10:52 AM
15	`Disseminate meeting outcs` Update webpage with information about committee meetings, openings, decisions	4/19/2020 10:34 AM
16	`More FT faculty particip.` Get more people to serve on committees. How you do that without carrots and sticks is a challenge. Per contract, full-time faculty are supposed to do 10 hours of committee work per week. It therefore seems fair to withhold column advancement and step increases from those faculty who aren't pulling their share of the weight because they are not fulfilling the terms of their contract. Adjuncts who serve on committees should be paid extra service hours for their time.	4/17/2020 10:28 PM
17	`Improve fairness` It should be more fair.	4/16/2020 3:59 PM
18	`Increase inclusion` Ensure all groups are represented, including classified and students.	4/15/2020 9:48 PM
19	`More FT faculty particip.` At least for full-time faculty, it is part of our contract that we are to spend 5 hours a week engaging in campus duties. Is there a way to enforce this? Or at least require full-time faculty to serve on one committee?	4/15/2020 7:19 PM
20	`Greater participation` Greater participation	4/15/2020 6:09 PM
21	`Increase inclusion` `More classified particip` `More FT faculty particip.` `More student involvement` students, faculty, classified professional and administrators can have more responsibilities and obligation to support a collegial decision making process.	4/15/2020 5:47 PM
22	Uncertain.	4/15/2020 4:02 PM
23	`Show impact on stdnt outc` Show clear before and after results with student learning and achievement	4/15/2020 2:36 PM
24	`Speed process` `Use online system` Streamline the process. Assessment of effectiveness must be done quickly and online. That data must be discussed quickly. If changes need to be	4/15/2020 1:57 PM

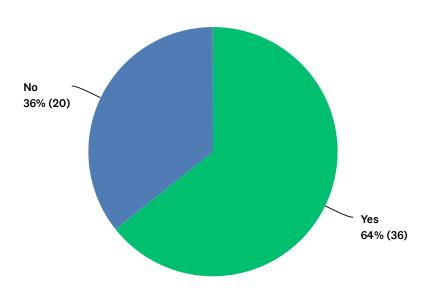made to improve outcomes they must be done quickly. The process it too slow.

25	`Disseminate meeting outcs` `More FT faculty particip.` There is low faculty participation on committees because their work is ignored. Plus we never get meeting notes, so the rest of us have no idea what happened.	4/15/2020 12:35 PM
26	`More classified particip` `More FT faculty particip.` We need more faculty and staff involvement to share the collective responsibility.	4/15/2020 10:04 AM
27	`More FT faculty particip.` Model committees might help to improve or mentro other committees. Administration and leaders need to reach out more urgently to all full-time faculty to step up to their obligation to share in the work of the college. There should be consequsces for not doing this if you are contract faculty.	4/15/2020 9:22 AM
28	`Improve transparency` `Limited impact of PG decn` Prior to confirming district wide decisions get; PFT president to sign-off that it's been reviewed, sign-off from college presidents that they've reviewed the decision... stop allowing the PFT and college presidents from acting surprised by the districts decisions- or stop pretending that there is indeed shared governance.	4/15/2020 8:41 AM
29	See above	4/15/2020 3:47 AM
30	`Set goals and deadlines` By setting goals and deadlines	4/14/2020 9:45 PM
31	`Greater participation` `Increase inclusion` To be more inclusive of units and individuals that usually do not collaborate or give input in the decision making process.	4/14/2020 2:29 PM
32	`specific issue` Don't cave into the chancellor's desire to stifle faculty & staff communication by eliminating the FAS listserv.	4/13/2020 8:49 PM
33	`Greater participation` `Increase partn of PT fclt` get more input from adjunct faculty	4/13/2020 8:09 PM
34	`Increase partn of PT fclt` Involve your part-time faculty--pay part-time faculty an amount commensurate with their teaching load to participate.	4/13/2020 7:45 PM
35	`Post agendas minutes docs` Post committee proposals on line for faculty. Meaniful agendas and decisions are hard to find	4/13/2020 4:13 PM
36	`specific issue` If only one Dept chair in BUS Dept	4/13/2020 3:31 PM
37	`PG Coordinatr Posn` Hire a participatory governance coordinator	4/13/2020 3:13 PM
38	`Cross-dept communication` `Improve coordination` Reign in the chaos a bit. Talk to each other, rather at each other. In the short time I've been here it seems everyone just does their own thing and departments don't communicate.	4/13/2020 1:30 PM
39	`Increase inclusion` `Less top-down decn mkng` `More classified particip` Be consistent and don't be so top heavy with the power. Maybe allow classified to work aside faculty more so that our efforts will be sustainable.	4/13/2020 1:29 PM
40	`Take PG recmds seriously` President takes recommendations seriously	4/13/2020 12:43 PM
41	`Disseminate meeting outcs` `Greater participation` `Reporting templates` improve participation and offer reporting templates - take meeting minutes and keep communication flowing (minutes are not always being taken)- we need more individuals to participate in shared governance meetings	4/13/2020 12:15 PM
42	`Greater participation` `Improve transparency` `Increase partn of PT fclt` `More FT faculty particip.` transparency of all meetings, improved membership and engagement by faculty	4/13/2020 12:06 PM
43	`Improve transparency` `Increase inclusion` Make them transparent. Include as many different perspectives as you can. Make sure that you are thinking about students and faculty interests during those meetings.	4/13/2020 12:05 PM
44	`Greater participation` `Increase partn of PT fclt` `More FT faculty particip.` `Open dialogue wo fear` I think if we could create an environment where people would not have to fear the consequences of expressing their honest ideas based on data driven research, as well as input from faculty, staff and students, the decision making process would be more effective and fair. Also, there is very little incentive for part-timers and temporary staff to honestly express what we believe will be most helpful to the decision making process because many of us don't want to rock the boat for fear of losing our jobs or missing out on a promotion.	4/13/2020 11:41 AM
45	`Canvas to teach PG procs` It would help to define CANVAS learning document with the ideal	4/13/2020 11:07 AM

or optimal Governance Process for Merritt College with specific Learning Outcomes - and improve on it every year with proper assessments and surveys from all groups.

46	Adhere to joint govrnce Really adhere to joint governance it is not only best practice it is the law.	4/13/2020 10:54 AM
47	Disseminate meeting outcs Disseminate the information in a variety of ways instead of just email - sometimes chairs should be helpful in sharing more info or even door-to-door works.	4/13/2020 10:52 AM
48	Adhere to processes Adhere to the process. Don't stray from it.	4/13/2020 10:51 AM
49	Keep current president Keep the current acting President	4/13/2020 10:45 AM
50	Disseminate meeting outcs Improve transparency Post agendas minutes docs Have each committee post just the action items or decisions that they arrived at in a central place for all to see.	4/13/2020 10:43 AM
51	Reinvent the model Reinvent the model; my idea is far too radical since it would require a complete overhaul of current systems.	4/13/2020 10:43 AM
52	Newsletter for PG decsns Quarterly newsletters to alert faculty/staff as to what decisions are being considered and how we can participate	4/13/2020 10:42 AM
53	Greater participation More classified particip make sure classified participate so they feel their voice is heard to minimize feelings of isolation.	4/13/2020 10:37 AM
54	Disseminate meeting outcs Reporting templates Merritt can educate the committees how to take notes, follow up and propose ideas to the College Council. It seems that the committees meet but nothing comes out of them.	4/13/2020 10:24 AM
55	Stable management stabilize the management and hire appropriately trained classified	4/13/2020 10:22 AM
56	Improve collaboration Improve coordination collaboration at all levels	4/13/2020 10:17 AM

Q17 Were you a member of any participatory governance committee meetings in the past two years?
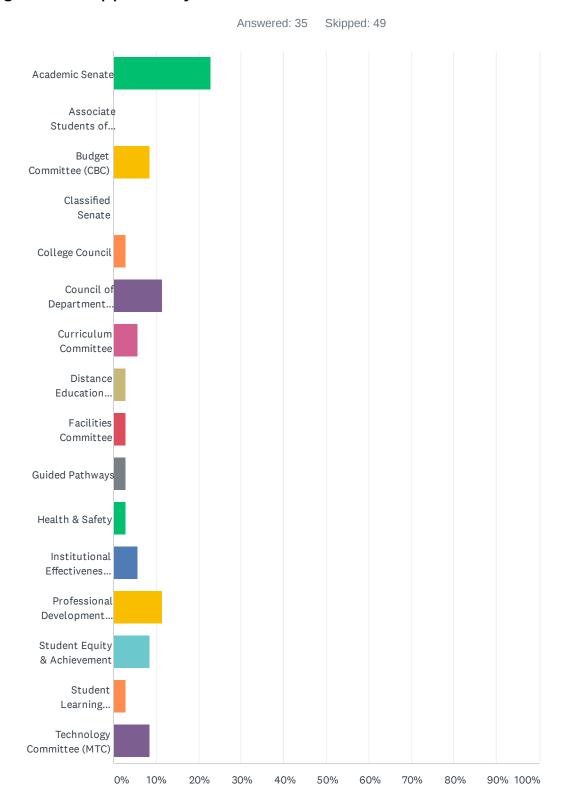
Answered: 56   Skipped: 28

No
36% (20)

Yes
64% (36)

ANSWER CHOICES	RESPONSES	
Yes	64%	36
No	36%	20
TOTAL		56

Q18 Please explain why you were not involved in any participatory governance committees in the last two years.
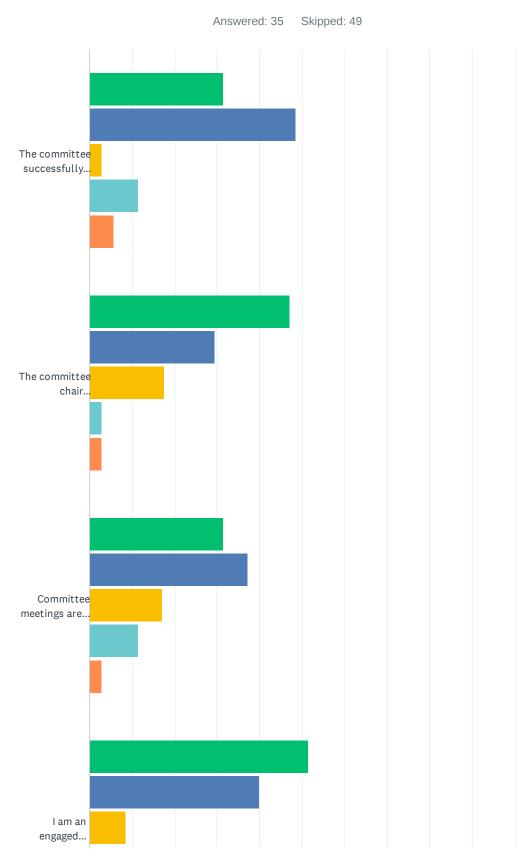
Answered: 20   Skipped: 64

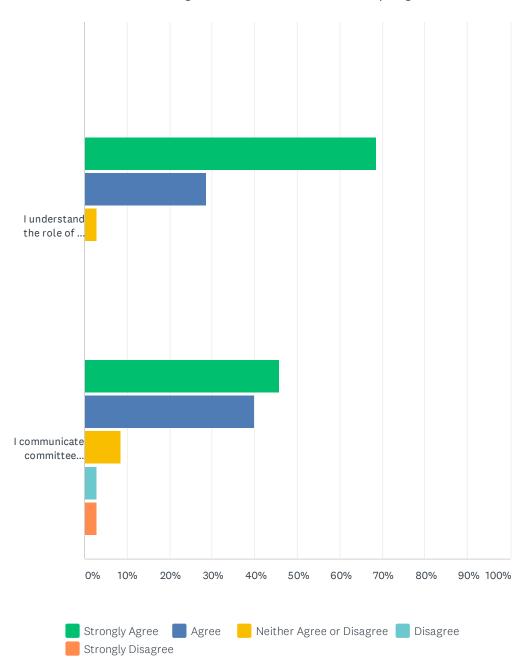| #	RESPONSES	DATE
1	Not interested	4/22/2020 3:52 PM
2	As part-time teaching staff, we need to inform what is going on in the campus.	4/20/2020 9:30 PM
3	Not FT back then.	4/19/2020 11:54 AM
4	I am a part time faculty member.	4/19/2020 10:53 AM
5	I teach at multiple schools, and so I do not have a lot of time to join the committees.	4/16/2020 3:59 PM
6	I was at the District Office, but was still participating in the Merritt CE Committee, which is not considered a formal committee and therefore not listed in this assessment survey	4/15/2020 9:50 PM
7	I was focussed on academic work	4/15/2020 6:10 PM
8	I was a new faculty and having full responsibility for teaching course in my filed in the last two years. I will also be learning the balance the time I spend on teaching, research, and service to the department and the governance.	4/15/2020 5:52 PM
9	The system that is in place does not appear to be effective.	4/15/2020 1:58 PM
10	The shared governance and participatory governance meetings are an embarrassment to attend. Show some leadership.	4/15/2020 8:43 AM
11	I said I was not a member	4/15/2020 3:48 AM
12	I am not aware of any committees I can be a part of and the ones I am a part of are not considered as participatory governance committees.	4/14/2020 2:30 PM
13	Part-timers are not valued. Also, as freeway flyers, we are stretched too thin.	4/13/2020 8:50 PM
14	adjunct faculty who live far from the campus cannot get to all required meetings	4/13/2020 8:10 PM
15	part time faculty are not compensated for the work.	4/13/2020 4:14 PM
16	I just started at Merritt	4/13/2020 1:30 PM
17	I just received my masters last summer and outside of my teaching I am a program coordinator at one of the programs at Merritt. I am getting my bearings, but I might have to join up soon. I am too interested in trying to improve these processes.	4/13/2020 12:07 PM
18	I only started in Aug 2019, but have already attended different sets of participatory committees (facilities, business intelligence) and look forward to others soon.	4/13/2020 11:10 AM
19	I am retired and part-time and the Disability Services takes all my time	4/13/2020 10:46 AM
20	my job needs me present at all times	4/13/2020 10:17 AM

Q19 Please select the governance committee you are assessing. You will be given an opportunity to assess additional committees after this one.

Answered: 35   Skipped: 49

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ANSWER CHOICES	RESPONSES	
Academic Senate	22.86%	8
Associate Students of Merritt College (ASMC)	0.00%	0
Budget Committee (CBC)	8.57%	3
Classified Senate	0.00%	0
College Council	2.86%	1
Council of Department Chairs & Program Directors (CDCPD)	11.43%	4
Curriculum Committee	5.71%	2
Distance Education Committee (DEC)	2.86%	1
Facilities Committee	2.86%	1
Guided Pathways	2.86%	1
Health & Safety	2.86%	1
Institutional Effectiveness Committee (IEC)	5.71%	2
Professional Development Committee (PDC)	11.43%	4
Student Equity & Achievement	8.57%	3
Student Learning Outcomes & Assessment Committee (SLOAC)	2.86%	1
Technology Committee (MTC)	8.57%	3
TOTAL		35

Q20 Please indicate how much you agree or disagree with the following statements.(Provide best practices or suggestions for improvement in the comments.)
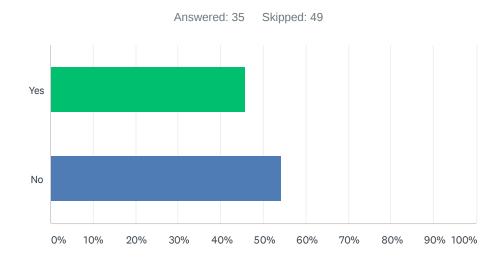
Answered: 35   Skipped: 49

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Legend:
- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

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	STRONGLY AGREE	AGREE	NEITHER AGREE OR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
The committee successfully fulfills its charges.	31.43% 11	48.57% 17	2.86% 1	11.43% 4	5.71% 2	35	2.11
The committee chair facilitates the effective operation of the committee.	47.06% 16	29.41% 10	17.65% 6	2.94% 1	2.94% 1	34	1.85
Committee meetings are efficient and productive.	31.43% 11	37.14% 13	17.14% 6	11.43% 4	2.86% 1	35	2.17
I am an engaged committee member.	51.43% 18	40.00% 14	8.57% 3	0.00% 0	0.00% 0	35	1.57
I understand the role of the committee in the college governance structure.	68.57% 24	28.57% 10	2.86% 1	0.00% 0	0.00% 0	35	1.34
I communicate committee activities and decisions to my constituents.	45.71% 16	40.00% 14	8.57% 3	2.86% 1	2.86% 1	35	1.77

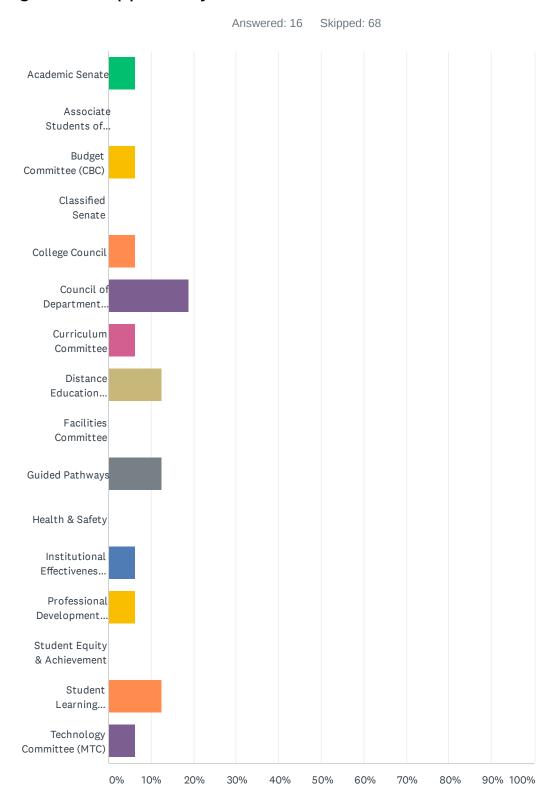| #	COMMENTS FOR "THE COMMITTEE SUCCESSFULLY FULFILLS ITS CHARGES."	DATE
1	We are behind the curve in the planning and budgeting cycle, although there is still time to catch up.	4/22/2020 12:18 PM
2	No transparency and lack of compassion.	4/19/2020 5:20 PM
3	We try our best but the budget or getting the allocated money is always difficult	4/19/2020 10:36 AM
4	I'm still learning what an Academic Senate can/can't do. It's hard for me to assess how well we're doing our job when I'm still unsure what the boundaries of "our job" are.	4/17/2020 10:42 PM
5	We might work to conduct more advocay for the faculty in smaller work groups or projects.	4/15/2020 9:25 AM
6	The committee works really hard it just is not well supported	4/14/2020 9:48 PM
7	CIC has taken the lead in providing each member with responsibilities beyond just ATTENDING meetings	4/13/2020 10:45 AM
8	Stabilize the management and hire trained adequate classified staff	4/13/2020 10:28 AM
#	COMMENTS FOR "THE COMMITTEE CHAIR FACILITATES THE EFFECTIVE OPERATION OF THE COMMITTEE."	DATE
1	The meetings are fine at a procedural level, but the information provided to committee members is often incomplete or difficult to understand.	4/22/2020 12:18 PM
2	Tom's a capable leader.	4/17/2020 10:42 PM
3	I am co-chair. I feel it best to leave the judgement to others.	4/15/2020 7:22 PM
4	This is a role you grow in and learn more as the time passes. It is critical to have a transition process when one president leaves and another takes their seat.	4/15/2020 9:25 AM
5	Nghiem rocks.	4/13/2020 10:45 AM
6	we seem to review more than recommend	4/13/2020 10:28 AM

#	COMMENTS FOR "COMMITTEE MEETINGS ARE EFFICIENT AND PRODUCTIVE. "	DATE
1	Productive? Yes. Efficient? Could be better. We agreed at the beginning of the year that we would submit AND READ reports prior to the actual MCAS meeting, so that the actual meeting could spend more time on New Business. I thought we agreed that no reports would be given verbally unless a senator had a question about a report; only THEN would there be discussion. Some people are consistent about submitting reports in advance, but each reporter is still given time in the meeting to make a verbal presentation. This is time-consuming because some reporters like to talk at length. I think we can tighten this process: in our written reports, we should specify if we have questions to pose to the Senate at large, if there are actions we need the Senate to take, or if we are simply providing information. If we are simply providing information, there should be no need for "talking time" in the meeting itself unless someone has a question about the report.	4/17/2020 10:42 PM
2	Meetings could definitely be more efficient, but we ultimately get the things done that need to be done.	4/15/2020 7:22 PM
3	There have been productive meetings but not many.	4/14/2020 9:48 PM
4	CIC always has a LOT to get done. We have made extra meetings and used remote meetings (before Covid) in order to keep up	4/13/2020 10:45 AM
5	we try to move to action items but always seem to be behind	4/13/2020 10:28 AM
#	COMMENTS FOR "I AM AN ENGAGED COMMITTEE MEMBER."	DATE
1	I'm not consistent at submitting written reports, but I do my homework between meetings. When I've committed to do something for the Senate, I do it.	4/17/2020 10:42 PM
2	Our leadership ensures each member is heard - so it feels meaningful to participate and to listen to others	4/13/2020 10:45 AM
3	I was then there were no more meetings when the previous VPSS left	4/13/2020 10:39 AM
4	I am not a member.	4/13/2020 10:32 AM
5	On this committee for a very long time waiting for improvements to facility operations	4/13/2020 10:28 AM
#	COMMENTS FOR "I UNDERSTAND THE ROLE OF THE COMMITTEE IN THE COLLEGE GOVERNANCE STRUCTURE."	DATE
1	Our Chair emphasizes the role of CIC and its connection to Guided Pathways, Budgeting, and other governance structures	4/13/2020 10:45 AM
2	we recommend	4/13/2020 10:28 AM
#	COMMENTS FOR "I COMMUNICATE COMMITTEE ACTIVITIES AND DECISIONS TO MY CONSTITUENTS."	DATE
1	I give the CBC reports to the Academic Senate when the co-chairs are absent.	4/22/2020 12:18 PM
2	I need to do much more of this directly to the Part-Time faculty I represent.	4/19/2020 2:03 PM
3	When it pertains to my discipline, I am able to be a resource for them on curriculum issues. We have also provided trainings and guidance for other faculty	4/13/2020 10:45 AM
4	Campus community is unaware of what is discussed.	4/13/2020 10:32 AM
5	I report to anyone who will listen need more boots on the ground	4/13/2020 10:28 AM

Q21 Would you like to assess a second participatory governance committee?

Answered: 35   Skipped: 49

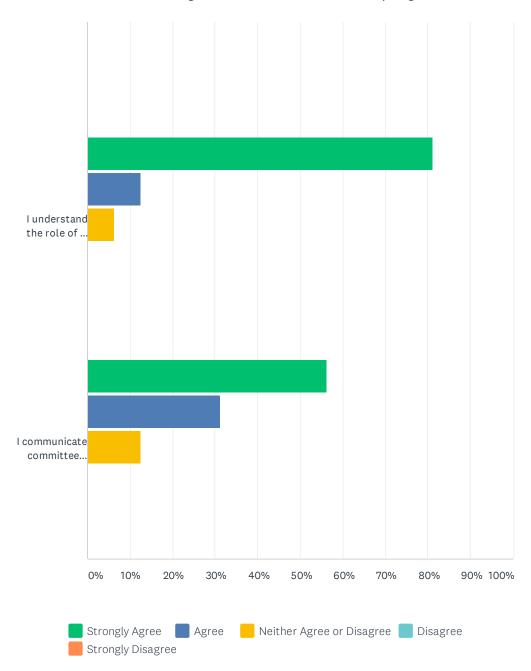| ANSWER CHOICES	RESPONSES	
Yes	45.71%	16
No	54.29%	19
TOTAL		35

Q22 Please select the governance committee you are assessing. You will be given an opportunity to assess a third committee after this one.

Answered: 16   Skipped: 68

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ANSWER CHOICES	RESPONSES	
Academic Senate	6.25%	1
Associate Students of Merritt College (ASMC)	0.00%	0
Budget Committee (CBC)	6.25%	1
Classified Senate	0.00%	0
College Council	6.25%	1
Council of Department Chairs & Program Directors (CDCPD)	18.75%	3
Curriculum Committee	6.25%	1
Distance Education Committee (DEC)	12.50%	2
Facilities Committee	0.00%	0
Guided Pathways	12.50%	2
Health & Safety	0.00%	0
Institutional Effectiveness Committee (IEC)	6.25%	1
Professional Development Committee (PDC)	6.25%	1
Student Equity & Achievement	0.00%	0
Student Learning Outcomes & Assessment Committee (SLOAC)	12.50%	2
Technology Committee (MTC)	6.25%	1
TOTAL		16

Q23 Please indicate how much you agree or disagree with the following statements.(Provide best practices or suggestions for improvement in the comments.)

Answered: 16   Skipped: 68

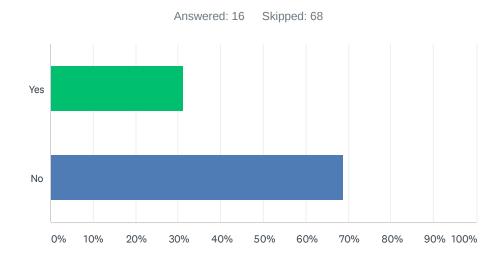The committee successfully...

The committee chair...

Committee meetings are...

I am an engaged...

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Legend:
- Strongly Agree
- Agree
- Neither Agree or Disagree
- Disagree
- Strongly Disagree

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	STRONGLY AGREE	AGREE	NEITHER AGREE OR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
The committee successfully fulfills its charges.	56.25% 9	18.75% 3	12.50% 2	12.50% 2	0.00% 0	16	1.81
The committee chair facilitates the effective operation of the committee.	56.25% 9	12.50% 2	25.00% 4	6.25% 1	0.00% 0	16	1.81
Committee meetings are efficient and productive.	50.00% 8	18.75% 3	12.50% 2	18.75% 3	0.00% 0	16	2.00
I am an engaged committee member.	46.67% 7	40.00% 6	13.33% 2	0.00% 0	0.00% 0	15	1.67
I understand the role of the committee in the college governance structure.	81.25% 13	12.50% 2	6.25% 1	0.00% 0	0.00% 0	16	1.25
I communicate committee activities and decisions to my constituents.	56.25% 9	31.25% 5	12.50% 2	0.00% 0	0.00% 0	16	1.56

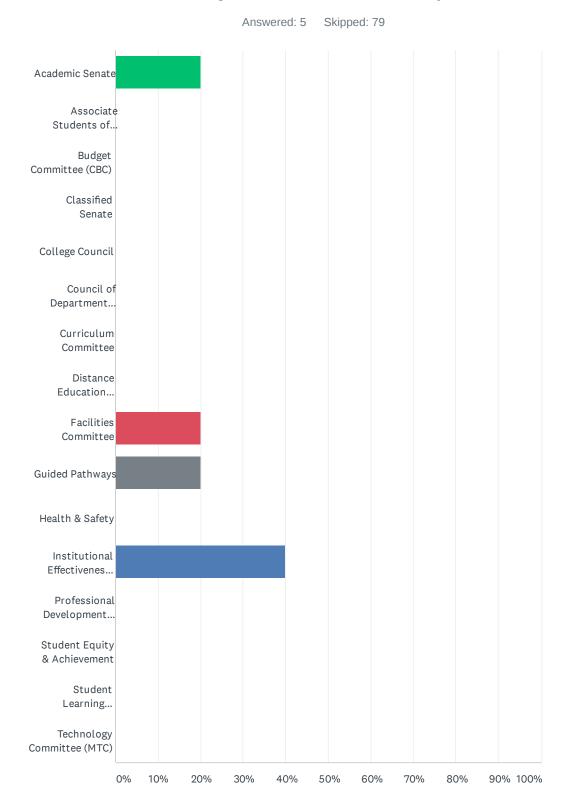| #	COMMENTS FOR "THE COMMITTEE SUCCESSFULLY FULFILLS ITS CHARGES."	DATE
1	The PDC has the responsibility for beginning of term and mid-semester Flex Days in addition to in-semester professional activities, and they fulfill their charge very well.	4/22/2020 12:25 PM
2	This committee is trying to hold faculty accountable; all funding is supposed to be linked to assessment; the academic senate, the CDCPD, and the administration need to find ways to hold faculty more accountable.	4/20/2020 2:37 PM
3	I only know this because I'm ON this committee. We could be better at reporting our successes and current projects to the campus at large.	4/17/2020 10:51 PM
4	We need to not only meet, but have more vehicles in place to communicate out to faculty and other chairs the work of this group.	4/15/2020 9:28 AM
5	Tom's leadership has made this committee highly effective and productive.	4/13/2020 10:41 AM
#	COMMENTS FOR "THE COMMITTEE CHAIR FACILITATES THE EFFECTIVE OPERATION OF THE COMMITTEE."	DATE
1	Maria Suarez has been a very effective committee chair. As one recent example of her leadership, she was able to put together an all-online mid-semester Flex Day on March 30th with very short notice, necessitated by the shelter-in-place order for the Bay Area that was issued shortly before the scheduled Flex Day on the 19th.	4/22/2020 12:25 PM
2	We don't really have a "Chair." Different members of the Core Team take the lead at different times, depending on the project we're discussing.	4/17/2020 10:51 PM
3	It has been hard to get people to agree to be chair/s without some form of release time.	4/15/2020 9:28 AM
4	Tom is an superb leader.	4/13/2020 10:41 AM
#	COMMENTS FOR "COMMITTEE MEETINGS ARE EFFICIENT AND PRODUCTIVE. "	DATE
1	Efficient? Could be better. Productive? Could be better. A LOT of work is going on OUTSIDE of the meetings, though.	4/17/2020 10:51 PM
2	Overall, this group get the work it needs to do done. We could address issues of advocay for faculty more.	4/15/2020 9:28 AM

#	COMMENTS FOR "I AM AN ENGAGED COMMITTEE MEMBER."	DATE
1	I'm not a current member, but have served on the committee in the past.	4/22/2020 12:25 PM
2	Exhausted, frankly.	4/17/2020 10:51 PM
3	recently joined	4/13/2020 10:46 AM
4	This is my favorite committee to be a member of.	4/13/2020 10:41 AM

#	COMMENTS FOR "I UNDERSTAND THE ROLE OF THE COMMITTEE IN THE COLLEGE GOVERNANCE STRUCTURE."	DATE
1	Given that Guided Pathways is a time-limited project ending in 2022, I almost wonder why it's being included as a shared governance committee in this survey. To make the work sustainable, Guided Pathways must be infused into our PERMANENT Shared Governance groups. We're doing an OK job of this, I think: Pillar 1 is aligned with CIC. There's a lot of congruence between IEC and GP. The SEA Committee and GP have a lot of overlap, especially with Pillars 2 and 3. Pillar 4 and SLOAC are aligned.	4/17/2020 10:51 PM

#	COMMENTS FOR "I COMMUNICATE COMMITTEE ACTIVITIES AND DECISIONS TO MY CONSTITUENTS."	DATE
	There are no responses.	

Q24 Would you like to assess a third participatory governance committee?

Answered: 16   Skipped: 68

ANSWER CHOICES	RESPONSES	
Yes	31.25%	5
No	68.75%	11
TOTAL		16

Q25 Please select the governance committee you are assessing.

Answered: 5   Skipped: 79

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ANSWER CHOICES	RESPONSES	
Academic Senate	20.00%	1
Associate Students of Merritt College (ASMC)	0.00%	0
Budget Committee (CBC)	0.00%	0
Classified Senate	0.00%	0
College Council	0.00%	0
Council of Department Chairs & Program Directors (CDCPD)	0.00%	0
Curriculum Committee	0.00%	0
Distance Education Committee (DEC)	0.00%	0
Facilities Committee	20.00%	1
Guided Pathways	20.00%	1
Health & Safety	0.00%	0
Institutional Effectiveness Committee (IEC)	40.00%	2
Professional Development Committee (PDC)	0.00%	0
Student Equity & Achievement	0.00%	0
Student Learning Outcomes & Assessment Committee (SLOAC)	0.00%	0
Technology Committee (MTC)	0.00%	0
TOTAL		5

Q26 Please indicate how much you agree or disagree with the following statements.(Provide best practices or suggestions for improvement in the comments.)
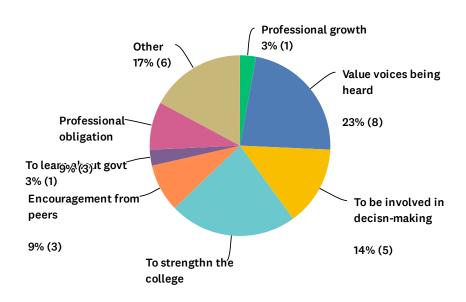
Answered: 5   Skipped: 79

	STRONGLY AGREE	AGREE	NEITHER AGREE OR DISAGREE	DISAGREE	STRONGLY DISAGREE	TOTAL	WEIGHTED AVERAGE
The committee successfully fulfills its charges.	20.00% 1	40.00% 2	0.00% 0	40.00% 2	0.00% 0	5	2.60
The committee chair facilitates the effective operation of the committee.	40.00% 2	20.00% 1	40.00% 2	0.00% 0	0.00% 0	5	2.00
Committee meetings are efficient and productive.	40.00% 2	0.00% 0	20.00% 1	40.00% 2	0.00% 0	5	2.60
I am an engaged committee member.	0.00% 0	80.00% 4	20.00% 1	0.00% 0	0.00% 0	5	2.20
I understand the role of the committee in the college governance structure.	20.00% 1	40.00% 2	20.00% 1	20.00% 1	0.00% 0	5	2.40
I communicate committee activities and decisions to my constituents.	0.00% 0	40.00% 2	40.00% 2	20.00% 1	0.00% 0	5	2.80

#	COMMENTS FOR "THE COMMITTEE SUCCESSFULLY FULFILLS ITS CHARGES."	DATE
1	The IEC did notably set a timeline for the completion of the next Educational Master Plan to be delayed by a year (From Spring '20 to Spring '21) so as to not conflict with Accreditation ISER activities this year, and has taken charge of planning the Spring Planning Summit, to be held on May 1st.	4/22/2020 12:31 PM
2	It's not clear to me what CFC's charge is or what authority it has. Decisions about facilities seem to be made in forums other than this committee.	4/17/2020 10:59 PM
#	COMMENTS FOR "THE COMMITTEE CHAIR FACILITATES THE EFFECTIVE OPERATION OF THE COMMITTEE."	DATE
1	Chairs are overstretched and therefore tend not to be prepared for meetings.	4/17/2020 10:59 PM
#	COMMENTS FOR "COMMITTEE MEETINGS ARE EFFICIENT AND PRODUCTIVE. "	DATE
1	We've had an infusion of new committee members over the past year with the drive to help get things done.	4/22/2020 12:31 PM
2	Attendance is spotty. Announcements about meetings/agendas are inconsistent. Lots of talking, little action/voting. It's unclear what goes on between meetings; tasks are not assigned to committee members. Not a lot of accountability.	4/17/2020 10:59 PM
#	COMMENTS FOR "I AM AN ENGAGED COMMITTEE MEMBER."	DATE
1	I show up. I ask questions. I don't think I'm very useful.	4/17/2020 10:59 PM
#	COMMENTS FOR "I UNDERSTAND THE ROLE OF THE COMMITTEE IN THE COLLEGE GOVERNANCE STRUCTURE."	DATE
	There are no responses.	
#	COMMENTS FOR "I COMMUNICATE COMMITTEE ACTIVITIES AND DECISIONS TO MY CONSTITUENTS."	DATE
1	When there's something concrete to report, I report it.	4/17/2020 10:59 PM

Q27 What motivated you to participate in Participatory Governance?

Answered: 35   Skipped: 49

ANSWER CHOICES	RESPONSES	
Professional growth	3%	1
Value voices being heard	23%	8
To be involved in decisn-making	14%	5
To strengthn the college	23%	8
Encouragement from peers	9%	3
To learn about govt	3%	1
Professional obligation	9%	3
Other	17%	6
TOTAL		35

#	OTHER (PLEASE SPECIFY)	DATE
1	All of the above	4/26/2020 12:40 PM
2	Both interested in strengthening the college but also because of professional obligation, which helps motivate me.	4/15/2020 2:40 PM
3	This only let me choose ONE OPTIONS. I also wanted to select: "Interest in strengthening the college." OTHER: Curriculum is the essence of teaching and learning	4/13/2020 10:49 AM
4	Doesn't allow to choose all that apply, only one	4/13/2020 10:49 AM
5	won't allow me to select more than one. All of the above	4/13/2020 10:44 AM
6	it only let me choose one #2#4	4/13/2020 10:31 AM

Q28 Can you provide any examples where participatory governance has been effective in addressing issues brought to the attention of committees?

Answered: 35   Skipped: 49

#	RESPONSES	DATE
1	Starfish/early alert MTC brought forth issues/challenges with the Starfish system to DTC, and moved to engage college leadership in addressing the lack of a working early alert system.	4/26/2020 12:40 PM
2	Transition to online inst The Distance Education committee, and most notably Merritt's DE Coordinator, Monica Ambalal, did a heroic job in facilitating Merritt's transition to all-online instruction as a result of the covid-19 situation this semester.	4/22/2020 12:39 PM
3	Coure update for online i Academic senate recently passed resolution to support CIC with course updates. No new program proposals would be accepted until course updates in the program/discipline were complete.	4/20/2020 2:39 PM
4	CDCPD informs constitents CDCPD often informs campus constituents of issues	4/20/2020 1:25 PM
5	na	4/20/2020 8:58 AM
6	Supports budgt transprncy Transparency to support programs and departments relating to budget issues.	4/19/2020 5:22 PM
7	Accreditation We helped the college successfully continue its accreditation last time.	4/19/2020 4:16 PM
8	GP changes Issues around FAS use, Guided Pathways Changes.	4/19/2020 2:09 PM
9	Curric and DE are effctv Curriculum committee & Distance Education	4/19/2020 11:20 AM
10	AS resolutions impct dist The Academic Senate has passed resolutions regarding several issues this semester to influence district decisions	4/19/2020 11:08 AM
11	Addressing budget issues Curric and DE are effctv Budget complaints or issues addressed, needs addressed for current challenging times from DE and PDC committees	4/19/2020 10:42 AM
12	AS collabs with CS AS resolutions hv impact MCAS has produced a lot more resolutions this year than in the recent past. Sometimes these resolutions have affected administrative actions. MCAS is doing a good job of working in tandem with Merritt's Classified Senate, supporting and amplifying each other's concerns and presenting a united front to administration.	4/17/2020 11:05 PM
13	Specific examples? Nothing really stands out...	4/15/2020 7:50 PM
14	Critical fdback to admins Yes, academic senate organized votes of no confidence to address serious deficiencies with college administrators not performing their duties and job responsibilities.	4/15/2020 4:08 PM
15	Transition to remote lrng Adapting to new circumstances, like remote-learning FLEX day	4/15/2020 2:40 PM
16	CE Cmte is effective Yes, the CE committee routinely does this, but it is not on the list.	4/15/2020 12:38 PM
17	PDC, SLOAC are effctv PDC, SLOAC	4/15/2020 11:05 AM
18	AS resolutions hv impact The senate and the CDCPD have passed resolutions that have addresses issues.	4/15/2020 9:32 AM
19	During fire drill	4/14/2020 9:49 PM
20	AS represents faculty voc The Senate does an excellent job of making sure the faculty voice is heard.	4/13/2020 7:50 PM
21	Apprvd propsl cred-noncrd More my new proposal for non credit/credit were approved	4/13/2020 3:37 PM
22	n/a	4/13/2020 3:23 PM
23	Updating website The issue of website design, as we see updates are taking place as we speak and more are to follow.	4/13/2020 1:33 PM
24	.	4/13/2020 12:45 PM
25	CDCPD on budget CDCPD has made resolutions related to budget and district processes	4/13/2020 12:20 PM
26	SLOAC imprv assmt dat use SLOAC improving assessment data use	4/13/2020 12:16 PM
27	IEC on program review I believe the IEC has been instrumental in outlining the requirements and purpose of program review.	4/13/2020 11:46 AM

28	AS on CVC-OEI AS reslns impact DE The senate has helped up to pass resolutions that directly affect the DE committee and our interaction at state levels - for example the application for CVC-OEI	4/13/2020 10:55 AM
29	MTC consistently reports Technology consistently has report to the College Council on all issues related to its mission and goals.	4/13/2020 10:54 AM
30	CIC on accreditation CIC on budget CIC on DE CIC on GP CIC has been key in addressing issues that have come up with Guided Pathways, budget planning, assessment, distance learning, and accreditation	4/13/2020 10:49 AM
31	CC raises imprtnt issues Curriculum Committee does an excellent job at raising curricular issues to the attention of CDCPD, Academic Senate, and more.	4/13/2020 10:49 AM
32	AS hears many issues As a senate member we see many issues that are brought to the senate floor and they are addressed individually each meeting.	4/13/2020 10:48 AM
33	Resltns to admin and dist bringing resolutions to administration and the district	4/13/2020 10:44 AM
34	N/A	4/13/2020 10:33 AM
35	wish I had more to report\ systems on campus are old/no enough trained staff to handel responsibilities	4/13/2020 10:31 AM

Q29 Please describe any processes of participatory governance committees which you feel are effective.

Answered: 35   Skipped: 49

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#	RESPONSES	DATE
1	`Critical voice to issues` Committees are effective at surfacing and defining issues that impact all aspects of the college. Once they are on record then it is less likely for that issue to be forgotten or overshadowed by other priorities, change of leadership, change of committee membershp, policy changes, etc.	4/26/2020 12:40 PM
2	`Task oriented cmts effctv` Task- or outcome-oriented committees tend to be very productive. Committees with more nebulous or far-ranging charges would do well to set achievement-oriented goals at the beginning of each year.	4/22/2020 12:39 PM
3	please see above	4/20/2020 2:39 PM
4	`Agenda setting` Agenda setting	4/20/2020 1:25 PM
5	none	4/20/2020 8:58 AM
6	`Fair decision making` I believe the academic Senate committee is fair in their approach and decisions	4/19/2020 5:22 PM
7	`Committed members` Our members are very commited and effective	4/19/2020 4:16 PM
8	`Engages collg admin issus` Having a vehicle/avenue for engaging Administration is important.	4/19/2020 2:09 PM
9	`Currclm rev and apprvl` Curriculum review and approval process	4/19/2020 11:20 AM
10	`Decision-oriented meeting` Committees are most effective when members see that their role is to make decisions, not to brainstorm with no particular goal in mind	4/19/2020 11:08 AM
11	`Currclm rev and apprvl` curriculum changes approvals	4/19/2020 10:42 AM
12	`SLOAC and CIC effctv` SLOAC and CIC seem to have their act together and achieve their goals.	4/17/2020 11:05 PM
13	Nothing really stands out...	4/15/2020 7:50 PM
14	`Review update colg policy` Reviewing and updating campus policies to be more effective.	4/15/2020 4:08 PM
15	`Voting on motions` Voting on motions	4/15/2020 2:40 PM
16	`CE is admin-fctly prtnrsh` The Merritt CE co works very well. It is a true admin/faculty partnership.	4/15/2020 12:38 PM
17	`PDC, SLOAC effctv` PDC, SLOAC	4/15/2020 11:05 AM
18	`Robert's rules` Following Robert's rules carefully. Making sure minutes and agendas are sent out in a timely fashion. Reports from constituents of the committees being given ahead of time to the groups for perusal.	4/15/2020 9:32 AM
19	`Collaboration` When everyone works together	4/14/2020 9:49 PM
20	`Stick to established proc` The processes on paper are fine, it's the execution where the wheels fall off.	4/13/2020 7:50 PM
21	`Stick to established proc` Understand every step how to handle a College matters in any circumstance and they did a great jobs	4/13/2020 3:37 PM
22	n/a	4/13/2020 3:23 PM
23	N/A	4/13/2020 1:33 PM
24	.	4/13/2020 12:45 PM
25	`CDCPD effective` CDCPD is quite effective, over all, we routinely strive to improve our faculty prioritization process for example	4/13/2020 12:20 PM
26	`Effective meetings` `Incorporate ACCJC stndrds` Effective use of meetings, incorporation of ACCJC standards	4/13/2020 12:16 PM
27	`Collaboration` `Not top-down` When participatory governance involves a collaborative vs a top down effort, I feel we are more effective.	4/13/2020 11:46 AM
28	`Incentivise participation` I think when these are paid positions it always helps - people will actually participate. Sometimes I feel like I am doing everything because I don't want to give so	4/13/2020 10:55 AM

	much work to members.	
29	`MTC praised last Accred` The Technology Committee praised for it's effectiveness in the previous Accreditation visit.	4/13/2020 10:54 AM
30	`CIC encourages particip` In CIC -members are enouraged to participate in meaningful ways and voices are valued and heard	4/13/2020 10:49 AM
31	`Forum for raising issues` `Place to propose ideas` Meeting to discuss issues, propose ideas	4/13/2020 10:49 AM
32	`Forum for raising issues` Writing resolutions helps to raise awareness of issues but there should be some follow up once they are advanced.	4/13/2020 10:48 AM
33	I did when SEA had regular meetings.	4/13/2020 10:44 AM
34	N/A	4/13/2020 10:33 AM
35	:(	4/13/2020 10:31 AM

Q30 What would you suggest to encourage faculty, classified staff and student engagement in participatory governance and college decision-making?

Answered: 54   Skipped: 30

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#	RESPONSES	DATE
1	If there was an efficient way to summarize the activity/motions of committees each month and make it available to the campus community that might engage more of the community. Also, encourage some itmes to be taken up asychronously so that progress/communication can take place between standing meeting.	4/26/2020 12:54 PM
2	For classified staff participation, there needs to be the understanding that supervisors will allow them the time to attend their committee meetings. For students, a continual effort from other constituencies to engage students in shared governance processes is a must. For faculty, the Academic Senate must do a better job of tracking faculty participation in committees.	4/22/2020 12:43 PM
3	Start form the department.	4/20/2020 9:32 PM
4	stable administration	4/20/2020 2:40 PM
5	stipends, personal recognition	4/20/2020 1:26 PM
6	quality equal voices and more discipline meetings	4/20/2020 9:00 AM
7	Start by having transparency and listening and not just go to the motion of listening, but no action.	4/19/2020 5:24 PM
8	work with the union to remind them of their obligation	4/19/2020 4:17 PM
9	More regular succinct communication back to constituents.	4/19/2020 2:46 PM
10	Provide release time or stipends to part time participants	4/19/2020 1:23 PM
11	Show them what the benefits of participation actual are.	4/19/2020 11:56 AM
12	Broaden participation to share the burden.	4/19/2020 11:21 AM
13	Make meetings productive	4/19/2020 11:09 AM
14	I have no suggestions.	4/19/2020 10:53 AM
15	committee chairs or members to personally invite people to join meetings, stipends for part time faculty, incentives for classified staff and students	4/19/2020 10:46 AM
16	1. Pay adjuncts extra service hours to serve on committees. Increase the pay if they serve as officers. 2. Withhold step increases from full-time faculty who do not serve on committees. 3. Classified should get bonuses for serving on committees (probably easier than figuring out overtime). 4. Students should get academic credit for serving on committees.	4/17/2020 11:09 PM
17	There is not much that can be done by most faculty as many are part - time instructors who are too busy to be involved in these activiites. I would suggest to still keep on asking faculty who are less busy to join. Maybe have more of the meetings done remotely to reach out to faculty who are not on campus as often.	4/16/2020 4:01 PM
18	I would underscore the importance of their voices and would encourage them to choose a committee to participate in that they are interested in or would like to know more about.	4/15/2020 9:53 PM
19	For full-time faculty, it's part of our contract... so require it. Other than that, the committees can only act on what they are aware of. So representation from all constituencies is extremely important.	4/15/2020 7:53 PM
20	Greater encouragement by leaders and more sharing of results	4/15/2020 6:11 PM
21	Building positive relationships and having more responsibilities will be helpful for everyone's success.	4/15/2020 5:55 PM
22	Administrative appointments rather than leaving it to leaders of shared governance committees to recruit. A spreadsheet of faculty who participate and those who don't or haven't and enforce the contractual obligation.	4/15/2020 4:10 PM
23	If you feel lost you're not alone	4/15/2020 2:42 PM
24	Implement more effective online data gathering. Randomly select representatives from each stakeholder group, pay them, pay them quickly. Focus the governance meetings to make decisions quickly and report back to those that can impliment the changes.	4/15/2020 2:08 PM
25	Audit the committees: there are too many and they have overlapping functions; disseminate	4/15/2020 12:41 PM

	meeting minutes; admin need to share the decision making with faculty and staff.	
26	Why do faculty receive stipends and classified do not? More staff at all levels need to participate. Where is the accountability for all	4/15/2020 11:51 AM
27	Creating more of a culture of belonging and urgency. Clarifying the responsibilty we all have for the success of the college. This may include considering sanctions if contract faculty do not participate.	4/15/2020 9:35 AM
28	Try modeling learning outcomes: when participatory governance is honored and acknowledged then faculty, staff, and students will participate.	4/15/2020 8:48 AM
29	Pay faculty and don't expect them to volunteer for everything. Care about the livelihood of faculty like you to about students and this system will work better.	4/15/2020 3:51 AM
30	schedule the meetings better	4/14/2020 9:50 PM
31	For meetings to be more task-driven.	4/14/2020 2:38 PM
32	Hard to say because Merritt & PCCD are so dysfunctional.	4/13/2020 8:52 PM
33	make it live-streamed	4/13/2020 8:11 PM
34	The administration needs to come up with an organized system to require full-time faculty serve their contractual hours so that the burden doesn't fall all on the shoulders of the small group of full-time faculty who take on all the work. And pay part-time faculty for this work commensurate with their teaching load.	4/13/2020 7:53 PM
35	I will invite more part time faculty at least attend some committee	4/13/2020 3:39 PM
36	Hold full-time faculty accountable for participation in college governance	4/13/2020 3:23 PM
37	If you assigned to a committee, show up, get involved and be help move the needle in a positive direction.	4/13/2020 1:35 PM
38	Still thinking about this.	4/13/2020 1:32 PM
39	Dont have any suggestions	4/13/2020 12:45 PM
40	Unfortunately I think some people are motivated by obligation - committee work is contractually specified and yet it isn't enforced by administration	4/13/2020 12:21 PM
41	It is incredibly valuable to the successful functioning of our college!	4/13/2020 12:17 PM
42	Give them incentives to attend. Money, free food, credit for students, lessening of other burdens. If the outcomes are posted around where people work then they would be more likely to interact with the ideas and consequences from the meetings. That might help motivate.	4/13/2020 12:10 PM
43	I think monetary incentives and maybe an opportunity to make our votes/decisions anonymous could help.	4/13/2020 11:49 AM
44	It is important to regularly check in after key events with quick polls to gauge faculty, classified staff & Student feedback.	4/13/2020 11:15 AM
45	Then need to know it is part of their contract. For some it can help with resume building, and for others - I think people need to re-examine their charges at our school. We are sometimes given work that is not for us - and other times working above expectations.	4/13/2020 10:59 AM
46	Get new people involved as well as keeping the seasoned participants in place.	4/13/2020 10:55 AM
47	Part-time faculty should receive stipends. Full-time faculty should choose one committee where they feel they can add value. Perhaps having a quarterly newsletter to highlight the accomplishments of each committee with best practices and members who make a difference would encourage folks to participate	4/13/2020 10:51 AM
48	Require that all faculty and staff including students from ASMC complete one full semester on a committee(maybe 1-2 years for FT faculty and staff)	4/13/2020 10:51 AM
49	It's hard when morale is low. For me turnovers are difficult to function.	4/13/2020 10:50 AM
50	Nag them - Pay part timers	4/13/2020 10:48 AM
51	You make a difference	4/13/2020 10:47 AM

52	The meetings will be short, organized and productive. The meeting will not be discussing the same items over and over again with no end result.	4/13/2020 10:35 AM
53	put more emphasis on action items in the agenda	4/13/2020 10:33 AM
54	Allowing staff to participate without any problems being away from desk. We need more staff.	4/13/2020 10:18 AM

Q31 Please provide any other comments you would like to share regarding the effectiveness of processes at Merritt College.

Answered: 37   Skipped: 47

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#	RESPONSES	DATE
1	Merritt College possesses a pool of highly competent faculty and professionals who see the connection between their work and the impact which programs (instructional and non-instructional) have in the lives of students, our community, and our world; shared values provide the context for shared responsability and engaging in the (at times difficult or uncombortable) work of improving processess.	4/26/2020 12:54 PM
2	I don't know how to answer this question.	4/20/2020 9:32 PM
3	na	4/20/2020 2:40 PM
4	???	4/20/2020 9:00 AM
5	Let's start hiring the right people for the job and not just because of personal or political affiliations.	4/19/2020 5:24 PM
6	n/a	4/19/2020 4:17 PM
7	It seems like a classic case of insufficient under compensated resource (the employees) trying to do a very big job. The FAS and students are busy enough doing their day jobs, that it is really difficult to expect them to do more, even though it is essential to get this input.	4/19/2020 2:46 PM
8	There have not been enough support staff hours to get the basics taken care of. purchasing, ePAFs, copy center, and more have been a nightmare. I've been told not to purchase out of pocket and I am unable to purchase critical materials using peralta purchasing, even with available budget and 6 months lead time. This must be fixed.	4/19/2020 1:23 PM
9	-	4/19/2020 11:56 AM
10	I have no other comments.	4/19/2020 10:53 AM
11	Crucial to have an expert managing our webpage to update information about committee's structure, duties and decision making	4/19/2020 10:46 AM
12	N/A	4/16/2020 4:01 PM
13	There is so much jargon in meetings, a new person can feel very lost. I am still lost sometimes even though I've been around a couple years. I think it would be great for meetings to have a "jargon list" always handy...for acronyms and phrases they use a lot. Otherwise, it is very difficult to participate without knowing the lingo.	4/15/2020 2:42 PM
14	1. Look at the administrative systems and where they are breaking down 2. Fix the problem quickly by hiring, re-training and/or firing staff 3. When effective admin staff and faculty are in place make them accountable to their jobs. Faculty: Student Learning Outcomes, Administration: Institutional Effectiveness Outcomes.	4/15/2020 2:08 PM
15	Most of our admin are new, so we are hopeful for a real change.	4/15/2020 12:41 PM
16	The all need work	4/15/2020 11:51 AM
17	If we can support and empower our administrators to act collegially.	4/15/2020 9:35 AM
18	Have a global meeting with the president that's a brown bag meeting. Alternating the times, moderator (put some of the critical faculty up their first- but they get only one time/chance), and make this one more way of effectively sharing and listening.	4/15/2020 8:48 AM
19	Ensure Deans set strategy and that dept. chairs are not biased for their own protectionism. Make Peralta/Merritt and organization that cares for part-time faculty. Be transparent with money and strategic direction.	4/15/2020 3:51 AM
20	The intention of most individuals involved in participatory is governance is good; however, good intentions get lost in between everyone's work and long meetings that do not result in anything. If folks were task-driven then we would accomplish a lot more.	4/14/2020 2:38 PM
21	I have a positive opinion of David Johnson.	4/13/2020 8:52 PM
22	Merritt is trying its best and has thebest interests of our students in mind at all times	4/13/2020 8:11 PM
23	I would love to sit down and go over this in detail with someone. So many suggestions.	4/13/2020 7:53 PM
24	I love our President who put his truth heart to lead Merritt College into a right track	4/13/2020 3:39 PM

25	Thanks for the opportunity, I believe if we continue to work as a unit. We can be the change that we want to see in our District and as a consequence our students will be successful	4/13/2020 1:35 PM
26	It seems like most departments and offices do their own thing with little overall strategic vision or collaboration. That's just my initial impression based on my on-boarding process and navigating the campus bureaucracy to teach a course.	4/13/2020 1:32 PM
27	needs work but we can do it	4/13/2020 12:17 PM
28	I don't know much, and many emails I receive I find that I need to look something up to understand it better. I want more transparency, but part of that is communicating clearly. I want to understand all of the administrative lingo, but it is all still new to me.	4/13/2020 12:10 PM
29	I think a lot of us think that any opinion we express that goes against the status quo will fall upon deaf ears. It is a very discouraging and demoralizing space to inhabit as people who commit our lives to the education of under served and under represented students.	4/13/2020 11:49 AM
30	Business Processes that are data driven come from many rather than just from a few. The Mindset at Merritt may need to change to embrace effective inputs from the many to make decisions (read Ray Dalio's Principles)	4/13/2020 11:15 AM
31	1. Less paperwork and more e-forms. 2. Pay the bills - just pay them. 3. People need to their emails.	4/13/2020 10:59 AM
32	Merritt can be more effective if we stick to our planning calendar. Do this, and that's half the battle. I admire the dedication that all participants invest in the participatory governance process.	4/13/2020 10:55 AM
33	I was initially interested in another shared governance committee, where I have more expertise. The leadership in this committee was missing and the meetings felt useless and members were demoralized. Leadership matters!	4/13/2020 10:51 AM
34	Keep the current acting President	4/13/2020 10:47 AM
35	The Merritt Community should use the system that is in place.	4/13/2020 10:35 AM
36	hiring the trained staff to update messaging re committee work on the web	4/13/2020 10:33 AM
37	none	4/13/2020 10:18 AM