#	My recommendation is for the Administrative Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
1	Academic Affairs	With the implementation of AB 705 and AB 1705, both setting into motion changes that will severely restrict the ability of community colleges to offer remedial math and English courses, the SRJC Tutorial Centers have been negatively impacted. Below are some of my thoughts and suggestions as an associate faculty and current tutor in the Santa Rosa Tutorial Center. I have been both an English and math instructor since 1981, now a tutor.

What needs to happen:
Restructuring of tutors would be a positive investment with successful academic gains as we return from the pandemic and attempt to navigate a devastating increase of underprepared math and English students. More faculty tutors with classroom experience are needed in our Tutorial Centers.
Why does restructuring need to happen:
The SRJC Tutorial Centers currently serve an increase of students who have fallen through academic cracks caused by AB 705, AB1705. In addition, research shows the COVID-19 pandemic created a "learning loss" of significant proportion. We have pledged an increased effort and attention to these latest learning needs.
During the pandemic, the centers added asynchronous tutoring as our online modality to reach out to more students. What we are not going to do is leave a population of students behind. Yet, some non-faculty tutors are not onboard with this modality even though many department trainings were offered along with available faculty mentors.

Suggestions:
What we are not going to do anymore is employ tutors who lack a Master's degree in Education or their specific discipline such as math, ESL, sociology, accounting. A lack of student confidence, along with low classroom and online retention, has increased among the student population. We are serving these increasing populations this semester more than past semesters. The Tutorial Center requires master tutoring with pedagogical expertise to make not only on-task academic gains but also to make connections with our students.
The structure of our Tutorial Centers has been outgrown because of special global student needs, and the dramatic educational changes of the last three years.
I suggest reorganizing and staffing our centers with highly qualified faculty tutors.
Faculty with years of classroom experience, who will make high impact progress with our diverse, underprepared and transfer level students. We need to address the interrupted learning of COVID-19, AB 705 and AB 1705, or I feel we will fail our community college student.
Thank you for hearing my plea to better serve our diverse student population. | Our SRJC Tutorial Centers are out-of-date with regards to staffing. If qualified faculty tutored our students, we could save money, streamline the tutoring process with fewer, but more qualified tutors. Currently, we have many classified employees who have served in the Tutorial Center who aren't comfortable with educational changes that have been made during the last three years.

Amy Flores has done an outstanding job as Director of the Tutorial Center along with serving as College Skills Department Lead. I suggest you reaching out to her for the data, research, and staffing from other successful learning, tutorial centers. | Yes | | Could be part of an Academic Affairs Reorg. Could be a strategic use of full-time College Skills faculty, who no longer teach credit developmental courses in light of AB 705 |
| 2 | Academic Affairs | I suggest we offer fewer certificate programs, especially those with low enrollment or don't translate to good paying positions (living wage). We can use Board Policy 3.6 to support this work.

I suggest we increase our offerings of courses that are in high demand - Anatomy 1 in Petaluma Campus, more Micro 5, more Math 15 hybrid/online. We do not need to teach Anatomy with cadavers, most colleges don't. This is an expensive medical school model. We could expand Anatomy just like other colleges open Anatomy labs for the first time on new campuses. Petaluma has an available classroom (old chemistry lab).
Academic counselors have long advocated for this. I respect faculty purview, and one department has long limited enrollment for the whole college. When students can't get the classes they need, they go elsewhere. | Increasing Anatomy 1 is an DEIA strategy because it increases access to multiple careers for students: Veterinarian, Doctor, Nurses, Kinesiology, etc. We are assuming that our students can afford to wait multiple semesters to get into these classes, that they can afford to drive up the freeway, that they will stay at SRJC rather than take these classes elsewhere.

Modernizing our offering of Anatomy 1 - using sim-lab models. The District has the right to purchase the instructional equipment, remodel the lab, and offer the classes. | Yes | | Aligns with the approved Enrollment Management Plan, in terms of implementing a productivity-based FTEF allocation model |
| 3 | Academic Affairs | I think there are three things we can do moving forward.

1. We can start to make data-driven decisions based on local data for strategic enrollment and class schedules. This data should be consistent, contemporary, and disseminated to departments directly.

2. We can revisit the academic calendar length and the need for block scheduling.

3. We can commit to a robust program planning that is inclusive of faculty and the departments that support them. | | Yes | | This all aligns with the approved Enrollment Management Plan |
| 4 | Academic Affairs | I think we need a comprehensive analysis of our curricular offerings. Look at completion rates for degrees/certificates and those with just a few completers, consider combining or eliminating programs. We have so many programs of study with so much overlap which is so apparent at graduation with students finishing with several majors. Does this help students? Does this help our funding?

More courses and more programs mean more work for faculty, management, and classified. Courses need to be periodically reviewed, course/program SLOs need to be assessed, and programs need to be reviewed, it creates a lot of work which would be fine if it supports students however, if it supports one completer every 5 years when that one completer could finish an almost identical program or maybe they have, what good is this?

My other opinion is that we have too many liberal arts degrees. I'd advocate for, of course, keeping the area majors but, I don't think an employer would value an AA in philosophy more than an AA in humanities. And then, unless it is an associate degree for transfer, programs don't transfer to 4-years, courses do. | | Yes | | This all aligns with the approved Enrollment Management Plan |
5	Academic Affairs	-Cut Mahoney Library hours and close the library on Saturdays due to low use	It will streamline and save money in our budget crisis/low enrollment situation and allow staff to focus on other projects and possibly not have to fill vacant positions such as custodial set up etc.	No	This would not be a cost saving measure and it would make it so that there are no weekend hours available for Petaluma students	
6	Academic Affairs	-Stop Art shows at the Doyle and Mahoney library and just have a permanent collection. These events take a lot of time and have low attendance	It will streamline and save money in our budget crisis/low enrollment situation and allow staff to focus on other projects and possibly not have to fill vacant positions such as custodial set up etc.	No	Student art shows, part of a class	
7	Academic Affairs	-stop the Arts & Lectures series	It will streamline and save money in our budget crisis/low enrollment situation and allow staff to focus on other projects and possibly not have to fill vacant positions such as custodial set up etc.	Yes		This type of programming is thriving within District Intercultural Centers and Arts and Lectures programming is labor intensive and redundant. We will streamline, but not eliminate the Arts and Lectures Program. This will require a presentation to College Council regarding the Committee process for Arts and Lectures. It could also include offering fewer, but larger Arts and Lectures events
8	Academic Affairs	-Possibly Freeze sabbaticals to save money and only offer them every other year.	It will streamline and save money in our budget crisis/low enrollment situation and allow staff to focus on other projects and possibly not have to fill vacant positions such as custodial set up etc.	No	Would need to be negotiated	
9	Academic Affairs	The Career Hub, currently under the supervision of the component Vice President of Academic Affairs, is designed to offer SRJC students and alumni resources regarding on campus positions, off campus employers seeking SRJC students and alumni, career development resources, internships, work experience classes, community engagement opportunities, and career counseling.

During the 21-22 academic year our long time Career Advisor resigned their position with the district. The Career Hub was offered an STNC position until we were told we could fill the permanent position at the beginning of the 22-23 academic year. Due to budget constraints in the Academic Affairs department, it was decided that the permanent position would not be filled. This has created a workload issue for the remaining staff and faculty in the department attempting to continue to add some of these services when possible and has also created a large gap of services for our student's seeking assistance with everything from resume creation, to interview practice, career research, and so much more. In spring of 2020 the once standalone Student Employment Coordinator was consolidated into the Coordinator, Workforce Development position which oversees Student Employment, Instructional Service Agreements, and work with Apprenticeships for the district as well. These two positions once offered ample time to advise, coach, and help students/alumni grow in their careers and now one has been completely eliminated and the other has been reduced drastically.

Recent research shows that currently the labor force participation rates for teens between 16-19 are declining at a rapid rate. Add on top of this many of our current students were in High School during the pandemic, this means students are coming to SRJC with less job skills, resumes, interview practice, on the job skill building, and so much more high school and summer jobs offer individuals. They're going to need help finding employment, building these skills, exploring careers, and looking to their futures post-graduation, certificate completion, or even finding work to help pay for the costs of being a student in 2022 and beyond.

Understanding that this is a "what are we not going to do anymore" survey, this is a proposal that if Academic Affairs is unable to support these types of positions given the large budget cuts needed to occur, that it may be time to move these services back to Student Services. While the convenience of having Work Experience, Internships, Student Employment, and Career Development Services housed together is a wonderful idea in theory, if we are unable to fund all positions to offer all services under the same umbrella, it may be best to separate them back out so our students can continue to receive these services. Other Career related services reside in Student Services. For instance, DRD had their own Job Developer, CalWorks as well, counseling has Career Development Courses, Student Success coaches (supported by Strong Workforce Program), etc. Moving Career Services back to Student Services could ease consolidation of positions and allow for targeted workshops with student services staff. This restructuring could also ease up space in Workforce Development/Career Education to expand on the current Apprenticeship/Instructional Service Agreements - spaces we currently feel restricted on given a lack of staff/time, despite the Chancellor's office really offering amazing opportunities in these areas. Time and time again we have had to pass on initiatives due to a lack of staffing in these areas. | I feel my initial response answered these questions. | No | These are instructional programs | |
| 10 | Academic Affairs | We are not going to pass over qualified internal candidates for contract faculty positions anymore. We are not going to pretend we don't our adjuncts when we review their applications and interview them anymore. Instead, we are going to treat our internal candidates fairly and without bias. Instead, we are going to recognize that having institutional experience at SRJC *is itself* a positively valued qualification. Instead, we will recognize that SRJC has already spend money and mentorship investing in adjuncts, which means failure to hire internally is a waste of that investment.

We are not going to require our class sections to be so large. Instead, we will recognize that smaller class sizes are nearly universally recommended for student success. Instead, we will allows the discipline experts determine the appropriate size of their course offerings, with the understanding that 18 is the minimum for face to face classes, except in cases that have been vetted & approved by AFA, Senate, and the administration. Instead we will acknowledge that the best practices for online classes seems to be around 15.

We are not going to refuse to pay faculty for teaching independent studies. Instead, we will negotiate with AFA for an hourly assignment that allows faculty to make their hourly wage in negotiated ratio per student x units. We are going to allow faculty to teach established courses as independent studies if a student needs it to graduate that semester.

We are not going to allow our faculty ratio continue to be roughly 3/4 contingent faculty. Instead we will begin to increase the number of tenure lines and give interview & hiring advantages to the ranking & scores of internal candidates. Instead, we will be embarrassed about relying so heavily on contingent faculty because we know that adjunctifaction of higher ed is bad education policy and bad labor policy.

We are not going to have 17 week semesters anymore. Instead, we will have 15 week semesters, like most of the UCs and CSUs. Instead, our students will have an extra 4 weeks to work as much as they want to save for the academic year. Instead, our faculty will have 4 weeks for professional development: research, course development & revision, and writing because we know that it's impossible to keep current in our disciplines if we're teaching 5/5 or juggling contingent teaching gigs and we claim to value keeping current in our disciplines. Hell, why not think about shifting contract faculty to 4/4 and require evidence of research for currency as part of the job description (evidence to be determined by Senate & departments). | Faculty working conditions are student learning conditions. Pedagogical best practices aren't being met with over-reliance on adjuncts and large class sizes. | No | Many of these ideas need to be negotiated | |

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11	Academic Affairs	We need to seriously look at the student demographics and hire faculty members, develop new courses, and transform curricula in existing courses to reflect the image, culture, and history of the students. The old rigid teaching methodology has to be abandoned. As we are not living in the 1800s where the concept of the student/professor was--and still is--Euro-centric. The believe that we are an Ivy League institution has driven many professors to reject faculty and student of color participation. Many White privilege instructors still working under the ideology that the European culture is the only one that has value--the only true civilization--Therefore, unconsciously reject any contributions or participation of students and faculty of color. Further, under the guise of high teaching standards, the White privilege in power refuses to hire new faculty whom do not reflect their values, ideology, and teaching standards.		Yes		We are decolonizing the curriculum through Ethnic Studies and DEIA-focused curriculum development and faculty positions across the rest of the curriculum
12	Academic Affairs	SRJC Media Services has Production Techs whose job is to take picture and produce videos https://hr.santarosa.edu/sites/hr.santarosa.edu/files/Media%20Production%20Technician%20-%20Final%209-24-13.pdf. There is also a good photographer who is a SRJC employee. SRJC hires outside photographers to take pictures and do video production work which can be done in house. Hiring outside workers is a waste of money if there are Production Techs who have full time positions being paid to do this work.	1. How does the event/program/process, etc. align with the Strategic Plan and its Mission, Vision and Values? = Foundational skills, student learning, student success can be enhanced by good video production. Not wasting $ on full time staff and still hiring hourly employees and having good people who do these full-time staff work goes against Economic Vitality. Having this suggestion fulfills regularly assess, self-reflect, adapt and continuously improve. Thank you for listening. 2. How does it help students achieve their educational goals? = Some students are visual learners, having skills and concepts videos will help students retain the lessons taught 3. How does it advance SRJC's DEIAA initiatives?= Seeing people who are full time who do not do their work and you are hired part time to do their work is disheartening and goes against equity. Seeing people who are allowed to live out of state and not do their job is discouraging and makes me think there is preference. 4. How does it support enrollment? =Having good short to the point video productions would help enrollment. Especially showing the wonderful SRJC facilities. Many of the videos produced are to long especially for young people now a days 5. Does the program or service duplicate other SRJC programs or services?= $$$ is wasted when there are full time Production Techs who will not or cannot do the video or photo job and other people need to be hired to do their job. If the Production Techs cannot produce videos; training is available to have them obtain the skills needed. 6. Is the program or service operating in an efficient manner in line with current needs or student demand?= Video and photo production is not efficient. 7. Has the program or service become out-of-date or obsolete in its current form?= Video and photo production is the way to go MORE should be produced but it needs to be effective, and a good team is important. 8. How does it support local Sonoma County students? = getting good video and photo productions will show Sonoma County students what SRJC has to offer, which is a lot. Again, short videos for young people This is a video I made https://www.youtube.com/watch?v=rTKpGsl0B9M 9. What constituents, both internal and external, are impacted and how? = Both internal; why are departments being charged for video and photo production? External; more video production would help SRJC outreach efforts. I also want to mention there are a lot of YouTube channels by different departments, it is messy.	No		
13	Academic Affairs	Stop the current limbo in implementing guided pathway and all the peripheral work that actually is stalling the core progress in the past few years: focus on how to better guide students through various options they can choose and support them through their journeys at SRJC.	Addressed in previous box together with the issues.	Yes		Implementation of Guided Pathways is forthcoming.
14	Academic Affairs	Last, but the most critical piece, is to set up class schedules (time and modality) based on student needs rather than convenience and preference of instructors. Same for allied work schedules.	Addressed in previous box together with the issues.	Yes		This all aligns with the approved Enrollment Management Plan
15	Academic Affairs	Merge the Math Lab, Writing Center, and Tutorial Center (right now there is duplication of efforts and multiple locations students need to go to)	Please see comments in previous comment box	Yes		
16	Academic Affairs	Academic Affairs Deans--workload	The Academic Affairs Deans have absorbed the work of three Senior Deans and are all struggling to keep up. The workload is overwhelming because it isn't just being the Dean over certain Departments, it is all the other "extra curricular" work--grants, advisory committees, community engagement, external boards, etc.	Yes		This could be addressed through a reorganization of Academic Affairs
17	Academic Affairs	Although technically on "hiatus," the planetarium has not officially been stated by the college or Board as being closed. Currently, the college does not have the staff resources or budget to produce public shows on the 40+ year old equipment. Additionally, the facility itself has not been updated to support a large volume of public attendees. Over the past few years, the room has been used occasionally for instructional purposes (e.g., when the night sky is cloudy, instructors will bring in students to view projections of constellations). As much as a beloved resource this was for the community, without a commitment of equipment, staff, and financial resources, the planetarium would need to officially be stated as an item the District cannot sustain in order to clearly communicate with the public.	Although the planetarium is an excellent resource for K-6 students and the community, it does not directly help with enrollment. It is an outreach tool but due to the time lag between seeing a public show and actual enrollment in college, there is no verifiable evidence that it helps to increase enrollment in science programs at SRJC. (Granted, it is a great way to engage the community in science).	Yes		
18	Academic Affairs	As a precondition for requesting a faculty position, do not require departments to open and recruit for associate faculty positons. Value the knowledge of each department/dean to determine when the schedule and demand for courses requires enlarging or refreshing the associate faculty pool. Streamlining the number of hiring committees impacts all divisions of the college that depend on HR support for classified, managment and faculty hiring.		No	This may be an Ed Code regulation	
19	Academic Affairs	Associate faculty hiring	Associate faculty hiring is a very long and cumbersome process. Is there a way to streamline it yet still interview diverse candidates?	No	This is in the purview of the Academic Senate and part of procedure	
20	Academic Affairs	Change Commencement from Saturday to Friday	Academic Affairs was selected on the first screen but this will impact Student Services and Administrative Services as well. Commencement needs to be held on Friday rather than Saturday for a number of reasons, and this will obviously need to be negotiated with AFA. Holding Commencement on Friday rather Saturday rationale: STAFFING. Saturday of a holiday weekend is not a good day to expect staff to work. The event takes nearly 150 people to pull off, and getting enough people to commit to the time on a day off is really challenging. Holding the event on Friday would allow it to be truly an all hands on deck day, and provide the staffing support this DISTRICT-WIDE event should have. FACULTY DON'T LIKE BEING THERE ON SATURDAY EITHER. The faculty are paid to be there as part of their contracted days, but they begrudgingly attend and don't like giving up their holiday weekend either. OVERTIME PAY AND COMPENSATORY TIME ACCRUALS. Can we really afford to pay overtime to the custodial, grounds, Media Services and other staff who work that day? CTO accruals also add to the burden of staff needing to take time off to spend down their accruals of time off. Holding the event during a regular working day eliminates the need to pay OT/CTO. There would be a need to accommodate the CE Celebration on another day, but that is not an insurmountable obstacle. Please get this onto the list of items at the negotiating table this year so that there may be hope of changing this for Commencement 2024. It is way past time to schedule this event on a regular work day that is already staffed, rather than a Saturday/holiday weekend when our people should be resting, vacationing, and/or restoring themselves after a long academic year.	No	Negotiated item	
21	Academic Affairs	Cinema Series	How many SRJC resources are being committed to run the Cinema Series? Is there faculty release time? Media Services time? PR/Marketing? The Cinema Series feels like a luxury from a different era when we had more staff. We can't be everything to everyone. Perhaps a third party manage the Cinema Series and we can donate use of the screening room?	No	It is a community engagement strategy	
22	Academic Affairs	Cinema Series	Cinema Series: Is this for SRJC or the community? How many SRJC students attend? What resources are invested in it?	No	It is a community engagement strategy	
23	Academic Affairs	Could SRT be consolidated into Theatre Arts? I know this isn't the place for instructional program reviews, but it seems like there is overlap and resources could be saved by combining those and focusing on one. Also, community ed could be reviewed to put classes into older adult program, contract ed, adult ed, or other noncredit programs.	see previous	No	This would be pending a 3.6 review process	
24	Academic Affairs	Discontinue the Swedish Students Program	The students in the Swedish Program enter the US on a tourist Visa, which explicitly prevents them from any kind of educational programming. This also disqualifies the program from being allowable under the International Student Program which requires students to have an F-1 Visa. There is no benefit to SRJC's enrollment or funding as a result of the program, and in fact expends a considerable about of the District budget through the efforts required to coordinate the program. This has been a program at SRJC for many years, and the commitment to it may be very sentimental...however, it's just not a good idea to perpetuate it for this reason alone.	Yes		This would require consultation with stakeholders
25	Academic Affairs	Eliminate printing instructional materials. Either give the students a thumb drive and charge them a course fee for it or send them a link in their portal to the course materials through file depot.	It is more sustainable, the students would likely prefer e-materials over printed, they would then have a thumb drive they could continue to use if that option were selected. The copy center could be closed (tech could be reassigned to another critical area) and many copiers eliminated or usage decreased, saving money.	Yes		This would require a phase down and the phase out process
26	Academic Affairs	Faculty release time for Management or Classified Duties	The District is experiencing a very concerning trend of faculty being granted release time to perform management and classified duties. This release time includes administering grants and performing program management duties. It does not make sense for the District to pay faculty to not teach (which is what they were hired to do) meanwhile downsizing the Management and Classified workforce. I ask Cabinet to please take a hard look at Faculty release time and decide what is really faculty purview vs. what has management or classified purview. Even in cases of faculty purview, we should analyze the work very carefully and ask whether it is worth taking good faculty out of the classroom with release time? This is not an anti-faculty rant. This is asking about roles and responsibilities and having people perform the job they were hired to do (teaching vs. managing vs. classified work). Thank you!	Yes		We are exploring
27	Academic Affairs	Federal and State Grants require significant staff resources for administration and reporting. We need to start building in funds for new/more staff rather than expecting existing staff to take on "one more thing."	Federal and State Grants require significant staff resources for administration and reporting. We need to start building in funds for new/more staff rather than expecting existing staff to take on "one more thing." We need a robust process that looks at a grant and asks "where is this going to create more work--AA, SS, HR, F&AS, etc, and do we have the bandwidth to absorb that work or do we need new people?"	Yes		A grant process is being created in Planning and Budget Council

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28	Academic Affairs	I am an ESL instructor who teaches beginners. I have been with the ESL department since 1999. Canvas has never been recommended for beginning ESL. Starting five years ago (inperson), I used an online learning management system that was appropriate for my beginners in the lab. Online instruction has never been recommended for beginning ESL. In March, 2020 my class of 25 went to six learners. Summer and fall classes were canceled for lack of enrollment. I taught a highly unsatisfactory beginners' section in spring of 2021, and considered quitting the students I have always loved. My chair allowed me to pilot the online Learning management system adapted for beginners for Fall '21. I had 18 students. This semester the same class continues (with many of the same students) at full enrollment. My 35 enrolled students require anywhere from 15 to 20 hours a week of work. I am paid for four hours of "supplemental" ESL section 770. I continue doing this because I believe in reaching the unique ESL students I serve, Latina mothers: usually with multiple children and sometimes with multiple jobs. Those who are independent learners become highly successful. With sign up information for the spring semester, I was informed that I may not be eligible to teach in the spring because I lacked the DSP Online Teaching requirement. The OSE class which fulfills the requirement is already half over, and won't start again until February. I was informed that I could submit any other 24 hours of online pedagogy to fulfill the DSP requirements and continue teaching in the spring. I would like to take the OSE course, but have been advised not to try and squeeze in 60 hours of unpaid labor before the December deadline.		No		This is not an example of something we are not going to do anymore
29	Academic Affairs	I think we need to look at streamlining some programs. For instance we have 3 hospitality programs across the campus. Is it possible to set a core hospitality program and then offer electives across other departments? Rather then just continue to cut the schedule apart can we look at the redundancies that exist in classes across programs and offer more centralized courses. Perhaps we don't need specific classes for each program but could use course offerings in other departments.	By reducing the number of classes cancelled this will improve student completion rates and drop outs. Consolidating courses instead of just deciding every semester what you can and cannot afford to offer will also improve faculty morale.	Yes		This is aligned with the approved Strategic Management Plan
30	Academic Affairs	I would like to suggest that we eliminate the option for faculty to teach classes via Zoom. As we navigate the pandemic, it's doable. I've been teaching 100% in person since Fall 2021. I've been teaching skills lab in person since Fall 2020 with Covid protocols in place.

Why are classes still being taught remotely?

My son was home from college for the weekend and two of his friends that attend the JC as first semester students both stated the campus was a ghost town, and not what they had hoped or anticipated for their college experience. They both stated that they "hate" the JC, and wished they attended 4-year colleges instead.

Since we are experiencing declining enrollment, just wanted to forward this feedback and information. I was surprised to hear it, but then again, recent high school graduates already suffered tremendously losing out on 2+ years of in-person learning during their formative years.

Long story short, we need to be 100% back to in-person learning, campus-wide. There's really no excuse anymore to be teaching via Zoom. Students do not benefit from it, and it's contributing to declining enrollment. | | No | | This is not responsive to the new reality of remote learning |
31	Academic Affairs	I'm afraid my suggestion is to go back to teaching and university tracking courses in NRM that involve substantial field trips (like the now nearly disappeared NRM 66). While some courses (NRM 12) may be better taught online, field work experience is essential for students seeking employment in natural resources fields. I propose establishing scholarship programs for Black student alumni of SCA and similar programs to stimulate enrollment of Black students at SRJC. I would be willing to guarantee funding of the first scholarships.	Increases enrollment and improved diversity.	Yes		Scholarships and direct aid for historically underserved student populations is a student success strategy - Connect with the Foundation
32	Academic Affairs	In the Culinary Department, the implementation of non-repeat policies for hands-on, practical courses is quite restrictive. In Kinesiology, community members cannot repeat courses, even though many used to utilize our courses for ongoing health and enrichment. For what would historically be considered "vocational education" courses, the college provided ongoing learning to the community. I think we need to actively and seriously work on ensuring that some courses can be repeated to allow for greater enrollment and participation. We are a college that serves GE/transfer needs and lifelong learning needs; therefore, we need to adapt to accommodate both.	The suggestion to allow for repeat enrollment in courses that primarily serve the community as lifelong learning courses fulfills the parameter considerations of how to enhance enrollment and respond to community needs. Many community members complain about how the college used to be - a community college - and express that it is only seen as a feeder school for undergraduates.	No	It is against Ed Code	
33	Academic Affairs	In the future priority for entry into nursing program will be given to students who live in Sonoma County. Students will be educated where they live and where they may get a job and this will reduce students driving long distances to attend a nursing program in another county.... very bad for the environment and for the student!		No		
34	Academic Affairs	Individual departments create webpages this supports enrollment and retention by allowing professional user design and web developers to design webpages that reflect the needs of students. Departments can write verbiage for pages and maintain/update what is created.		Yes		It is part of Guided Pathways
35	Academic Affairs	It might be great if we could streamline and restructure our learning support resources instead of creating silos of each unit. After all, we have one and the same goal - to provide instructional support to ALL students across all disciplines in various modalities.

In light of AB 705 and AB 1705 along with staffing concerns due to retirement and/or resignation, combining our resources and/or clear connections across silos could be a viable solution. It has to be emphasized too that learning assistance is an instructional activity and should be led and supervised by faculty. Tutoring and Learning Center faculty understand the fundamental relationship between what is happening in the classroom and the learning that happens outside the classroom which makes the place becomes an extended laboratory of learning. While classified professional staff who work in these spaces are supervised by the dean, the presence and role of the faculty in the space should be taken into consideration. Line of sight supervision is an important function of a faculty in Learning Centers which must include oversight of staff (student tutors, peer mentors, classified professional staff). | | Yes | | |
| 36 | Academic Affairs | My suggestion is to relocate the dance program in the theatre department. There could still be dance classes in the Kinesiology Department to fulfill P.E. requirements as you will see at some colleges in addition to the dance department. But it would make more sense for the dance major to be part of theatre since it is a performing art. Dance programs were housed in P.E. Departments in the very early days of dance in academia (from approximately the 1930s through the 1970s). I doubt there is one single dance program in a CSU or UC that isn't either affiliated with theatre arts, music or the arts in general, or is a separate department altogether, So it seems to me it is high time to take a look at where this program belongs at SRJC. It is time to get current with the place of dance in academia in the 21st century. Affiliating with theatre arts would raise the status of the dance program and perhaps attract more serious dance students who want to major in dance. The program could be elevated to prepare students to transfer into a BFA program. | | no | This is not an example of something we are not going to do anymore | |
| 37 | Academic Affairs | Outsourcing the management of the SRJC Museum to a 3rd party nonprofit or tribal entity. | The SRJC Museum feels like a relic of a different time, when we had significantly more staff resources available.

There is a 1.0 Manager that could be reassigned to other pressing work in Academic Affairs, Student Services, Finance and Administrative Services or Human Resources.

Is there faculty release time associated with the SRJC Museum as well?

This isn't personal. The Museum management and faculty are great people. But it feels very out of synch with our current needs to have a 1.0 Manager, and (?) faculty release time put towards a museum on campus.

We really need those resources elsewhere.

Could we come up with an arrangement that let a nonprofit or tribal entity manage the SRJC Museum? | No | SRJC would not want to lose oversight of its own operations | |
| 38 | Academic Affairs | Please get rid of the "Petaluma Transfer Track" section comment. It is unnecessarily confusing for students. They're just 13.5-14 week late-start sections. All late-start sections "start late and end early and do not meet during finals week." There is nothing special or different about "Petaluma Transfer Track" late-start classes. Even some of the Petaluma faculty refuse to use the TT section comment and instead use the late-start comment. | | No | This recommendation is too prescribed and tied to a specific phrase, what would be useful would be to adopt common terminology across the District | |
| 39 | Academic Affairs | PSTC admin building personnel
There are too many administrative assistants at PSTC. This has improved in recent years, but it's still too many and not equitable with other departments in the District. There is almost one admin per program and that's way too much. Yes, there are regulations, etc. specific to each type of academy but one person can still support multiple programs, just like many other departments have. There is also a "lab" person in one of the programs who is actually used more like an additional administrative assistant.
The titles of the Associate Dean/Directors need to be equitable. Instead of waiting for a position to vacate before correcting the position title, the title should be corrected and the person in it z-rated. Having different titles for the same positions sends a message that some people have more authority and that there is a difference in the types of things they are responsible for, when there actually isn't. Additionally, EMC is run by contract faculty instead of a Director even though the position responsibilities are the same as the Associate Deans/Directors of the other programs.
PSTC not having a Dean specific to the location can be dangerous. There is so much liability with the types of activities conducted, personnel constantly moving through, heavy facility usage, and new students cohorts throughout the semester that consistent oversight is needed. I was shocked when the decision was made not to have a Dean just for PSTC and believe that this is a ticking time bomb.
Lastly, there is no reason for there to be an Executive Assistant at this location especially when there is no longer a Dean assigned solely to it and, even if there were, Deans no longer have Executive Assistants - they have AA IIs. When there was a Dean specific to PSTC, the EA's responsibilities that differentiated it from the AA IIs was requisition entry and keeping the Dean's calendar. | Misuse of District funds and positions, inequity of positions, inadequate oversight and therefore support for students

It seems like because PSTC is a separate location and has so many managers located at it, they started doing things their own way and the previous Dean was able to arrange positions devoted to specific programs because no one at anything other locations were really aware of what was going on or what was actually needed. | Yes | | Academic Affairs is in need of a Reorg, which should address these types of inconsistences of resources across Clusters |
| 40 | Academic Affairs | Removing the Petaluma Academic Dean position.

Having worked on the Petaluma campus, I experienced first hand the disconnect that takes place between the Petaluma Academic Dean and the communication with the Deans/Department chairs on the main Santa Rosa campus. This makes the classified positions difficult when we are informed of the direction of the department from the Chair and SRJC campus Dean(s); and the Petaluma Academic Dean is disconnected from that vision, mostly because the Petaluma Academic Dean just doesn't have the bandwidth to understand what is happening on the Santa Rosa campus with all the departments (i.e. Math, English, Art, Biology, Chemistry, Anthropology, Computer Science, Music, Media, Psychology, and the list goes on and on) . As a result, the consequence is a disconnect between both campuses that leads to confusion and a lack of harmony between the two campuses.

I feel that if the Dean associated with the Santa Rosa campus were also tasked with overseeing their departments on the Petaluma campus, there would be better consistency, inclusion, and a better bond between both campuses. | see response in previous | Yes | | This is already the case. It could continue to be developed in a Reorg of Academic Affairs |
| 41 | Academic Affairs | Right now, funding for library resources opens up for a limited period of time each year. This means students and faculty have to wait till we have funds in order to fulfill some types of requests. Please consider changing the funding for library collections so that we can purchase at the point of need year round. | Students are better equipped to meet their goals if we can meet their need for library resources. In addition, faculty will have the resources they need to teach courses. | No | This is not an example of something we are not going to do anymore | |
| 42 | Academic Affairs | SRJC is long overdue for a critical evaluation and restructuring of Career Education program coordinator duties. Dozens of faculty members across the district are tasked with being program coordinators which entails a laundry list of activities that are well beyond the duties completed by faculty who are not program coordinators. These activities and responsibilities have not been incorporated into the faculty contract in a clear manner. This has led to a situation where some faculty are requested to do many additional tasks and services and are granted either 5% load (which is widely accepted as severely inadequate) or they negotiate additional load with their supervising administrators and VP for AA. The sum total of this is that it creates a situation where some faculty are forced to constantly negotiate their responsibilities and to take on work for which they are not adequately compensated.

I believe that at least two things need to happen here. One, the district should evaluate where these responsibilities and tasks, as well as CE programs themselves, can be combined at the department and cluster level. This evaluation should also include a process for eliminating coordination tasks. Secondly, the faculty contract needs to be restructured to better account for program coordination. The lack of action on this topic has created a significant disparity in responsibility requests between faculty in different discipline areas on campus. | Faculty program coordination is an outdated model of completing these tasks. It results in widespread duplication of responsibilities and has a documented history of leading to dysfunctional working conditions at Santa Rosa Junior College. | No | This is not an example of something we are not going to do anymore | |

#	My recommendation is for the Administrative Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
43	Academic Affairs	Suggestions of updating courses and structure to make them more relevant to the current market.	Students need much more hands on experience with software. They need much more instruction on how to navigate online platforms. It would be helpful for them to have even a rudimentary knowledge of how to operate basic creative tools included in Mac computers. Students also need much more experience performing outside of the classroom and outside of recital situations. Performing in the community would help foster a relationship with more people and be a show of goodwill and a way to give back. It would also give students more work experience. The current model is outdated and serves mostly to check boxes on an outdated curriculum.	No	This is not an example of something we are not going to do anymore	
44	Academic Affairs	Swedish Program		No	This is not an example of something we are not going to do anymore	
45	Academic Affairs	The career advisor in the Career Hub is not being replaced. We have been trying to fill this void with our current staff (3). We cannot continue to operate and provide career advising without a career advisor to ourstudents. If the district is not going to fill this much needed position to help students then please consider the following: 1. Bring in a full -time career counselor that focuses on career counseling instead of academic planning. Students who are seeking career counseling are in exploration stages and are not requesting to speak to someone about their Education Plan/classes 2. Eliminate Career Advising from the department as a service we provide	Career Development Services are crucial in a student's journey to find employment, build confidence about their professionalism, explore self awareness, and be guided toward opportunity. Career Centers have been undervalued on college campuses for years, but students cite jobs and career outcomes are the main reason(s) they choose to enroll in college. The elimination of a career advisor on our campus removes the ability of our students to connect to someone that can help guide and provide them with significant information regarding career paths and career exploration.	Yes		Could be addressed through a reorganization of Academic Affairs
46	Academic Affairs	The Curriculum Committee and the process of getting courses approved and review should be generally streamlined. Currently, a LOT of time and energy is spent on this, by lots of people - particularly the Committee members, of which I am friends with many of them past and present. But the process is complicated (much of which I expect is State mandated and not controlled by us). But maybe not all of it. The Curriculum Review process should be overhauled for efficiency. Curriculum Suggestion #1: follow and adhere to a timed schedule. If a teacher is coming in to have a class reviewed, let them know WHEN that is going to occur. As it stands now, they tell us generally, but it is not uncommon to wait for an hour or more to get called on. Many of us are having someone else cover for our classes to attend this meeting, and to wait for an hour or more is frustrating, inefficient and avoidable. Curriculum Suggestion #2: the Curriculum Committee should not treat every class review as if it were a brand new course review. As it is run now, the Committee reviews virtually every case as if it were a new course and they go through it from top to bottom. I have had to bring a course back under review just a year after it was created, and the Committee treats it like it were new, going through every line of the course from top to bottom, even though just one thing had been changed from the previous year. This seems to be the Committee's policy. But I wonder why - it is very inefficient for them and for the faculty. And probably is why they can't accurately follow a schedule or timetable. (Suggestion #1). Curriculum Suggestion #3: ease up on the grammar policing. We spend a lot of time on minor grammar issues in these meetings - "Should there be a comma there?" This is common. But how necessary is that to the actual review process? Many faculty that I know put off going through Curriculum because the process is frustrating. If it can be streamline, you might more faculty volunteering to keep their courses up to date. But more importantly, you'll save a lot of time by focusing on what's important (keeping courses reasonably in line with State mandates) and cutting out the rest. Curriculum Suggestion #4: cut down on the number of people required to be on that committee. Is it necessary that the Dean be there? I don't know how many people are required to be on that committee, but it should be as few as possible.	By keeping the Curriculum process efficient and streamlined, we will be encouraging teachers to keep their classes current and up to date. This serves the college and students in general. We are a teaching institution, so having a strong and current curriculum is fundamental to our success. Our Curriculum Review Process as it currently stands, seems bloated with many unnecessary and redundant steps.	No	This is not an example of something we are not going to do anymore	
47	Academic Affairs	The PRPP is a tedious antiquated system that creates much grief each year among department chairs and faculty members who must use the system. It is user-unfriendly system that wastes time, and current dean excluded, never seems to be read by higher ups. Furthermore, spending decisions don't seem to really be based on the PRPP. As the pandemic has shown us, needs can suddenly change, and it would have been unwise to deny technology needed for remote work because "it's not in the PRPP." As a former department chair, I think we could reach similar goals with a four-question form, submitted every other year (unless there's a major update). 1) Current description of your department and its programs (include degrees and majors) 2) What are your goals for the next two years? 3) What staffing do you need to meet those goals? 4) What equipment, furniture, technology, marketing or other support do you need to meet those goals?	As previously described, the PRPP wastes valuable faculty time during the busiest time of year, is antiquated and doesn't support faculty or staff needs because it's so difficult to use and later read that faculty and administrators work around it. It needs to turn into a restructured, streamlined and relevant method for departments to request support services, be it staffing or computers.	Yes		This is already in process
48	Academic Affairs	The SRJC Multicultural Museum was a wonderful resource for the campus and broader community when we had more staff and more resources. Now, in an era of reduced staff, is it a good use of resources to dedicate a 1.0 Management Team position plus faculty release time for the Museum? Is this critical to enrollment or our core academic and students services priorities? For Managers who are juggling multiple roles and have taken on additional duties, it is hard to see the Museum continue to operate while everyone else is buried in work. Could we offer a nonprofit partner the chance to run the museum and redirect the Management Team position to support other activities on campus and eliminate the faculty release time so that FTEF is going towards teaching, not museum curation work?	This is not about layoffs, and the Management Team position at the Museum could very easily be converted to support Student Services, Academic Affairs, Human Resources, or Finance and Administrative Services.	No	SRJC would not want to lose oversight of its own operations	
49	Academic Affairs	There is a lot of confusion and questions about how these programs overlap, who they serve, and how they could be combined and/or streamlined: Adult Ed Older Adults Community Ed programs at SW Santa Rosa		No	This is not an example of something we are not going to do anymore	
50	Academic Affairs	This is an issue of being overworked and unable to effectively do assigned tasks within scope of job description due to a lack of hiring new personnel. I'm sending this to all administrative branches in district. The Chemistry and Physics Department is in dire need of an Administrative Assistant. We lost ours during the pre-pandemic era and never got a replacement. The Department chair, myself, and fellow classified staff have been picking up the duties, and we're beyond burned out. We simply can't do our job as well as we could without administrative support. Department chair, myself, and fellow stockroom classified staff cannot be doing AA work anymore in addition to our full-time duties, so that means our mail won't be picked up or delivered; no more PAFs so instructors won't get paid; no more office supply orders and processing; no more time to answer inquiries that an AA should handle on our department's behalf, and countless other tasks.	I'm getting the sense that this survey is not meant to field employee concerns but to cut more people and budgets. This will result in worse work-life balance for the employees that remain at the college. Can the deans come to each department and listen to what is going on and what we need help with? Please hear us! Please help us!	no	This is not an example of something we are not going to do anymore	
51	Academic Affairs	This sounds like a district-wide issue that needs to be addressed ASAP or else there will be chronic employee burnout and high turnover. This is not necessarily a "not going to do anymore" suggestion, but a true streamlining suggestion. Our model for the Petaluma Dean does not align with our resource allocation or chair hierarchal structure. As a centralized dean who collaborates with our Petaluma Dean quite frequently for Library items, in addition to my work with ITG and IELM allocations I have seen that this position structure leads to duplication in review, approvals, and rankings. Though I have benefited professionally in my work from collaboration with the Petaluma Academic Dean, I think we can streamline this structure. Perhaps cluster deans could work regularly on the Petaluma campus? or maybe we can have a site administrator structure that aligns better with our resource allocation and PRPP processes. I have thoroughly enjoyed working in Petaluma and think it benefits me as a dean to think at a district level, not site level.	By working at a district level, we can have more of a holistic approach to tackling the complex issues we face. Our current structure can lead to duplication of work and in some rare cases sites competing against each other. As we face declining enrollment and a budget crisis, neither of these results of the structure are benefiting the college.	no	This is not an example of something we are not going to do anymore	
52	Academic Affairs	This is regarding Scheduling Proofs. The Department Chair or AA should be able to make changes to the Proofs in a shared document, such as a google sheets, and be able to share it with Scheduling. Scheduling should not have to re-enter the changes. It would be great to have a Scheduling person to proof read the changes. But ultimately, it should be the Department Chair who is responsible for scheduling their classes and the rooms, knowing the load and the codes. There should be more training on all aspects of the Proof so that Department Chairs and AAs know how to do them correctly. If AAs are to be responsible for anything beyond than entering scheduling data that the department chair created, then they should be reclassified as coordinators.	Streamlines scheduling, makes it more efficient, less confusing, it puts more responsibility on the department chairs to own their classes, it creates less work for Scheduling, who have been overworked partly due to department chairs not doing work they are paid to do.	Yes		This will be explored in the transition to Banner
53	Academic Affairs	This survey is lame is doesn't provide connection to real conversations. My department admin is withholding key information from faculty. We are not going to withhold information from faculty.	We need information to ensure that students have a baseline of services in my department. That is key. This entire process should be designed around preserving essential equity functions for students.	No	This is not an example of something we are not going to do anymore	
54	Academic Affairs	We are not going to allow AFA rules regarding assignment of classes and sections to be ignored by department chairs or deans.	Please revise the last part of the survey. You cannot answer 'yes' or 'no' to 'How does your suggestion....'	No	This is not an example of something we are not going to do anymore	
55	Academic Affairs	We cannot allow faculty to shirk their duties. Many programs in my department are suffering because of the lack of effort toward student outreach and retention. The current evaluation process has absolutely no teeth. Some faculty are completely 'coasting', conducting their classes but doing no college or community service.	The yes/no answers are not aligned with the questions on the prior page!	No	This is not an example of something we are not going to do anymore	
56	Academic Affairs	We currently have no effective way to match course availability with demand! Many classes have huge demand, but the system does not capture that demand, as once the wait list is full, students just can't show they want that class. We need to be able to capture class demand! And use that demand to shape our schedules and plans.. if we have 500 people trying to take a class that only can take 25, we must KNOW that as a school. If we decide we can't afford to add more sections, let that be a choice, not inaction.	Many ask "how", but only Y/N is option. I would like course options to reflect or at least understand and address actual course demand. If you have 300 people trying to take a single class, you should KNOW that.	Yes		This aligns with the approved Enrollment Management Plan
57	Academic Affairs	We need to get rid of the Petaluma proof. Having two proofs makes an already cumbersome scheduling process even more untenable. The small number of Petaluma sections can easily be integrated into the main proof. The Santa Rosa department chairs and administrative assistants are already supporting the Petaluma faculty and dean when it comes to scheduling and proofs, why not have the Santa Rosa deans support Petaluma scheduling as well and free up the Petaluma dean to do other much-needed work? We don't have a separate proof for the Southwest Center, or for Shone Farm, why do we have one for Petaluma? Having to submit an entirely separate Petaluma proof that often contains only one or two sections is incredibly inefficient. The District should be making strategic scheduling decisions and putting classes where they are most needed/likely to fill and stop playing this shell game of Santa Rosa FTEF vs Petaluma FTEF. All FTEF is District FTEF, and should be treated as such.		Yes		This could be addressed through a reorganization of Academic Affairs
58	Academic Affairs	We need to stop having two proofs. Petaluma doesn't need to be on a separate proof. It creates extra workload for all groups (Scheduling, AA's, IT, Dept. Chairs, Deans, etc.) and requires unnecessary coordination. We literally have a separate proof for one or two sections. Why? What are the total number of Petaluma sections? Why can't they be spread out to the Santa Rosa Deans?		Yes		This can be addressed through a reorganization of Acadmic Affairs
59	Academic Affairs	We shouldn't cancel a class due to low enrollment. Instead we can change it to the late start class. If this doesn't work then we can cancel the class.	It will improve our enrollment and keep faculty morale high.	Yes		This practice is currently permitted on a case-by-case basis

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60	Academic Affairs	Quit allowing low quality instruction to ruin enrollment numbers and programs. Students will go elsewhere and they are!		No	This is not an example of something we are not going to do anymore	
61	Academic Affairs	Combine these three department under ONE department: Community& Contract Education Ed / Older Adults Program / Adult & Continuing Education	All three of these departments basically target and serve the same audience. We loose enrollment funding for students in Community Ed, which would be gained if Community Ed rolled into OAP. Older Adults offers very similar support and classes to OAP. They should just be one group.	No	Older Adult and Adult Education have different student populations	
62	Academic Affairs	Distance Ed has reduced EdTech Specialist staffing by 50%. Because of this, we only offer 1 Online Special Expertise course per semester (instead of the 2 offered previously per semester). We have also reduced our workshop offerings from 5 per month to 2, and our 1-on-1 support consultations from 8 hours per week to 4.	Offering high-quality online courses, particularly asynchronous ones, is critical to enrollment, SRJC Equity goals, student success and the general mission of the college to provide high-quality education to Sonoma County. Offering faculty training and support online instruction is the only means to improve and maintain online course quality at SRJC. Reduced staff in Distance Education, particularly in my area, Instructional Design, means that faculty have less support when developing online courses in our Online College Project, as they move through our Online Special Expertise course, and as they seek timely support for issues they run into with their online courses. Unfortunately, EdTech is constantly changing and updating, as is the research on best practices for online instruction. This requires that Distance Ed update it's support offerings on an on-going basis, which requires considerable work. For now, my partial solutions to this "what we can no longer do" situation is to promote and develop recorded or on-demand online trainings, use training and support offered by EdTech companies themselves or by the CCCC's Online Network of Educators, and allow faculty and staff to start and complete our Online Special Expertise course on a more flexible timeline.	Yes		This is aligned with the approved enrollment management plan
63	Academic Affairs	I believe since we are using tax dollars from the H bond to fund new college projects that we should consider restructuring or adding employee wellness and a community centered approach to some of our new facilities. Specifically with a new pool and future fitness centers. I would like consideration for an open lab swim and open gym policy that's available to both employees and Sonoma County community members. This is a benefit of work:life balance for employees and helps us build community within Sonoma county and on campus which will ultimately benefit enrollment. We can manage this with a simple employee card and : or registration process for a nominal fee by any member of the public as a community enrollment option. Right now as it stands only the SRJC swim team The Neptunes which is a private swim club - and members have to pay a fee and can only swim during their master swim hours (no lap swim) and Cardinal Newman and exclusive private high school are the only people who can swim in the pool. I believe this reflects poorly on the JC as we are a Community college where facility should also benefit the community to a certain extent or not a private swim club or facility. I have to also admit that it's been quite embarrassing whenever I've been asked by a member of the public how much I'm enjoying swimming in the pool and I have to report that I have no access as an employee. That's my two cents I'm sure we can come to a solution that would benefit both employees in the community and the school.	Please see my previous comment it's very clearly stated.	Yes		This is aligned with the approved Enrollment Management Plan
64	Academic Affairs	In athletics, we should not have the burden of fundraising to pay for travel expenses and assistant coach salaries. What we offer our athletes and coaching staff is not representative of the standard in our industry. It burdens the program and restricts the overall growth of the teams. If we are expected to win at the level we are, we need the financial support that compares to our competitors.	This directly impacts student enrollment and services provided, through funding for additional support services. This betters the community connection through recruitment of local athletes and continues to recruit the diverse population that athletic serves.	No	This is not an example of something we are not going to do anymore	
65	Academic Affairs	Our Assistant Coaches are extremely valuable to student success. besides being important to our programs, they enrich the lives of our student-athletes and do so much to increase matriculation. They are not paid anywhere near minimum wage for the amount of time and effort they put into the programs. Each year we have to fund raise just to pay some of our coaches. This puts a lot of uncertainty in their retention. Most if not all other California community colleges pay coaches at such a rate that zero fundraising money goes to paying assistant coaches. Baseline is $10,000 a year. At SRJC we pay coaches on average $2,000 a year without fundraiser money. Athletic programs should never again have to fund raise to pay assistant coaches what they are owed.	Our student athletes are diverse. Our assistant coaches mirror this same diversity. The disparity in pay is vast and unfair. Since increasing the assistant coaches pay is directly related to fund raising, it is not always guaranteed leaving assistant coaches in a position that they may not be paid. Shifting the burden of payment away from fundraising increases student success but allowing the money from fundraising to directly improve the student-athlete experience/opportunities.	No	This is not an example of something we are not going to do anymore	
66	Academic Affairs	Currently coaches in our department have to fund raise for the following essential items for their classes. Uniforms - Uniforms are mandatory to compete and represent SRJC, we should not have to fund raise for them. This is the same as science classes having to fund raise for microscopes. Meal Money - Our athletes are sent on college business / field trips for every away game. Meal money provided from the college for 100 football players and 15 coaches is just under $4,000.00 per year. Current cost of a meal is between 12.00 & 15.00 per person. This week we are traveling 4.6 hours each way to represent SRJC in Visalia. This means we are leaving at 7am and returning at 10pm. 3 meals for 110 people x 15.00 each is $4,950.00. So basically our meal money is gone with one away game. I am pretty sure that our administrators do not have to fund raise for their meal money when they travel on school business. Equity is an issue. Assistant Coaches Stipends are crucial for the existence and success of our teams. The amount of money we have to pay assistant coaches is terrible, which makes it very difficult to retain coaches unless we fund raise for their stipends. Student Athletes bring in a lot of money for our district because of the amount of units they take each semester. Student Athletes are the biggest cohort of at risk students. Student Athletes take more units than the general student and achieve higher gpa's. Student Athletes continue to work hard and positively represent our district.	Student athlete success is in dire need of money and support in the ares previously mentioned. These items address every part of our mission, vision and values.	No	This is not an example of something we are not going to do anymore	
67	Academic Affairs	Non-credit ESL courses at SRJC fall into Career Development and College Preparation (CDCP) category, and they receive state apportionment equal to credit ESL courses. Despite this equal apportionment, the compensation for non-credit ESL courses is lower than credit ESL courses. This has caused three issues: 1) Unfair pay structure for noncredit ESL courses even though the require the same amount of work as credit courses (perhaps even more due to students' lower English proficiency) 2) As student enrollment in credit courses dwindle and low-enrolled credit sections are cancelled, contract faculty choose to go underload instead of fulfilling their load with non-credit courses in order to avoid the underpaid work burden. To fulfill 15 hours of instructions as per contract faculty contract, one would have to teach 21.5 hours of non-credit courses. 3) As the non-credit student enrollment grows, non-credit courses remain unstaffed, forcing the department chair to hire more associate faculty to teach non-credit courses (while contract faculty remains underload). As the non-credit student enrollment continues to grow and credit student enrollment declines, more and more contract faculty would need to fulfill some of their load by non-credit courses. It is only fair and common sense to offer equal compensation for credit and non-credit ESL courses. This will allow contract faculty to teach more noncredit courses which in turn would decrease the need to hire more associate faculty. This will also send a signal to the ESL department and the marginalized ESL population that they are a valuable member of the College community. Thank you for your attention!		No	This is not an example of something we are not going to do anymore	
68	Academic Affairs	Review schedule of classes for outliers that require resources, for example, one class at Petaluma that requires opening the campus, staff onsite, etc.	see previous	Yes		This is aligned with the approved Enrollment Management Plan
69	Academic Affairs	Centralize PALS with one coordinator (right now there is a Math coordinator, English coordinator, and CE coordinator) and one admin assistant for support (right now there are three AAs processing PAFs and timesheets)	Please see comments in previous comment box	Yes		This can be addressed through a reorganization of Acadmic Affairs
71	Academic Affairs	Eliminate course audits and programs that fill their classrooms with auditors. From a financial perspective, auditors might as well be an empty seats in the classroom. The fees collected do not compensate for the cost of enrollment. An analysis on how many auditors there are in a year might be helpful.	Reasons were given with the suggestions.	No	Auditors help with regulatory matters and are often required	
72	Academic Affairs	When COVID began we moved to tutoring remotely. As we have all returned to campus, several tutors are serving students in person and online. We have had several Classified Staff retire or resign over the past several years that have not been replaced. Tutorial Centers are serving students that are underprepared for transfer level math and English courses with fewer staffing hours and bodies. We cannot sustain multiple modalities with fewer hours and people.	Additional funding for Tutorial Center Services should be considered to support the growing student need. Alternatively, returning to prepandemic services could be considered - this would include the elimination of weekend services, online appointments and tutoring sessions. Another option would be to consider reducing service hours which would negatively impact student access to services and support.	No	This is not an example of something we are not going to do anymore	
73	Finance and Administrative Services	1. Review and streamline the number of signatures required on routine forms. Acknowledge the knowledge and accountability of managers and dean within their areas. 2. Adopt and train all staff on a single e-signature process. Shift all forms to this informed method, audit, and auto routing for signatures deemed necessary per suggestion 1.		Yes		We are currently exploring options
74	Finance and Administrative Services	Eliminate the ability to have a hard copy paycheck and require direct deposit for employees	see previous	Yes		Payroll Staff can reach out to everyone with a paper check
75	Finance and Administrative Services	PAFs and timesheets remain electronic	see previous	Yes		We are exploring implementation
76	Finance and Administrative Services	Keep adobe sign as an option	see previous	Yes		We are keeping as an option
77	Finance and Administrative Services	Employees can only have one technology device (no longer have laptop and desktop)	see previous	Yes		IT can request that people return duplicate computers. Leverage ending of Laptop Loaner program, and promulgate adherence to Telecommuting policy
78	Finance and Administrative Services	Processes •Training to better utilize systems in place, maximize resource, personal paperwork process, reduce PAFs •Eliminate approvals in 6 different areas •Eliminate PAFs in Adobe Sign •Eliminate time looking things up that a computer or different system already knows Technology •Do not buy duplicate software in multiple departments •Do not buy the following things on the calcard: Software, computer equipment, things provided by fac/ops, custodial, assets, food – only buy small dollar supplies •Automate timesheets	see previous	Yes		Duplicate software - need approval process for all software purchases, so yes can be done, but multi-disciplinary. Automate timesheets - Yes, will implement

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79	Finance and Administrative Services	We've been told for years now that electronic timesheets are coming but we still haven't seen them, are they still coming? If so, when will the end users (AA's, faculty, staff, etc.) be consulted on what we want to see in an electronic timesheet? How will our needs be considered, like tracking hours for budget purposes? Electronic timesheets have been around for my entire working life, 1999-present. The JC is the first place I've ever worked that uses paper timesheets.		Yes		We are exploring implementation
80	Finance and Administrative Services	No more physical forms. Digital forms NEED to have workflow (Submitter > Dept. Chair > Cluster Dean) but the big thing I want to emphasize is that we should have a centralize form software. Have 3+ different places for forms get people to switch over from physical to digital.		Yes		Yes, do have Formstack, would need to expand licensing. Compare Adobe Sign vs. Formstack. Both can create and route forms for approval.
81	Finance and Administrative Services	Stop overly restrictive interpretation of spending policies on expenditures needed to support student basic needs or engagement events or employee community building activities: for example, purchasing snacks for students when they utilize services, or providing food for special events for community building are allowable and reasonable. It's wasting staff time to 'policing' all such expenditures and negatively impacts morale because it implies that departments/programs have done something wrong.	Addressed in previous box together with the issues.	No	Someone has to have oversight to ensure all regulations, policies, procedures, etc are followed	
82	Finance and Administrative Services	All paper and PDF forms need to be converted to electronic forms ASAP that are tied. We can't wait for IT to around to it or for a new SIS. Drupal webforms, Microsoft Forms, and Formstack (if they require routing) are all great options that can be implemented immediately. We are already forgetting everything we learned while working 100% remotely and reverting back to some of the inefficient and antiquated pre-pandemic practices and procedures. We could form a team of people that could reach out to the various departments and help them convert their forms. This would take some of the burden off of IT who has been working on paperless timesheets and PAFs for several years now but has yet to implement them. It would also help reduce the workload for: HR, Payroll, Accounting, Scheduling, EA's/AA's, Management, etc. We spend an inordinate amount of time manually populating forms that should automatically fill themselves (EIDs, names, departments, budget codes, pay rates, etc.). Auto-populating forms would reduce the amount of time it takes to complete them and guarantee that they are more accurate. Formstack has this capability via Active Directory.	Streamlining forms so that they are more accurate and easier to complete will give us more time to spend supporting students.	Yes		We are exploring implementation
83	Finance and Administrative Services	As many forms as possible need to be converted to online, preferably something like Drupal or Formstack, not fillable PDF's, and preferably something that automatically routes for approval. AA's and other end users should be consulted/allowed to vet all new forms that we have to handle for ease of completion and, where appropriate, content.		Yes		We are exploring implementation
84	Finance and Administrative Services	Consolidate all printing to shared multifunction devices managed by an outside vendor using our access cards or department codes to track usage and bill departments for usage. Ban all personal printers (ie. no IT support and no District funding) to eliminate wasted printing, environmental waste (print toner and paper), and need for IT support.		Yes		Policially problematic. Technically yes can be done, can contract with Discovery Systems.(administrative). There will be a LOT of one-off exceptions. Some centralization through print servers possible
85	Finance and Administrative Services	Having multiple parking lot and permit designations creates unnecessary workload for classified. It would be more equitable and efficient to have staff and student lots/permits.		Yes		
86	Finance and Administrative Services	In consultation with IT, get rid of duplicated applications. This would save money on user licenses and would allow IT to focus on fewer applications for which they could provide better, more comprehensive support and training. We should be leveraging the things we already have, like Microsoft Suite. Examples: Microsoft Forms could replace Formstack, SurveyMonkey, Google Forms, etc. if we were able to use the Groups capability in Microsoft; Networked Drives and File Depot can be replaced by OneDrive/Sharepoint/Teams. There are many more examples.	It addresses all of them because by streamlining and working more efficiently we can provide better support to our students/community and we can save money.	Yes		We are exploring this with the transition to Banner
87	Finance and Administrative Services	Paper forms cause so much unnecessary work. They are constantly getting lost and we're constantly having to figure out where they are in the process. It also makes it difficult if people are on a different campus or are away from campus for extended periods of time. If the forms were electronic, people could submit or approve them from wherever they are. It would also be nice to be able to track where the form is in the process. This applies to timesheets, travel request forms, travel reimbursement forms, etc. PDF forms/Adobe Sign are definitely an improvement over traditional paper forms but could still be much improved by using electronic forms.		Yes		We are exploring implementation
88	Finance and Administrative Services	We need to get rid of the parking lot lettering system and just have Staff and Student parking. Keeping track of and having to print passes for different lots is a waste of time and money that could be better spent supporting students. How much time does it take to maintain the seniority/lot request list? How does that benefit the institution?		Yes		
89	Finance and Administrative Services	Employee Waitlist - no more waitlist, please.... - Some how get AFA to renegotiate it or ask all their faculty if they want open lots or not - Basically just open employee lots for all classified and faculty - This would include no longer manually monitoring a waitlist every year	Monitoring a waitlist on a spreadsheet is not efficient overall - There is no way for Payroll, Accounting or HR to provide an absolute list of Date of Hire for all employees. The dates provided on updated request reflect date of hire for that *job title*. Therefore when someone whose worked here 8 years changes job titles or goes from Associate Faculty to Contract Faculty on 9/30/22, we see hire date is 9/30/22. HR has confirmed they cannot provide original date of hire - In order to get new employee information, we need a new list every year. Which means all previous data needs to manually inputted creating more human error. Very conflicting when trying to do other duties due around the same time, like year end and monitoring other parking permit log sheets - We essentially have a contract to go by date of hire, when we technically cannot generate a complete list and need to verify questionable dates manually (for those who have access) - Doing research pre-pandemic, I've discovered 2/3 of employees in E lot are only Adjunct Faculty. Nearly half of those Adjunct Faculty who posted their class schedules on their webpage teach 1-3 classes a week. With nearly half of them with 1 class at or after 3pm or later. Confirming why E lot is usually empty because we have 'spots' taken for employees who are not here during prime time hours (prime time hours are usually 9am - 12pm) - This would seem that employee lots were never really impacted during rush week, it was just filled with students who didn't know where else to park - Since we cannot advertise/display details of date of hire waiting, I am constantly telling people individually why they may not seem as close as they once thought. - A waitlist for employee parking lots is very out of date/obsolete - Doing some research, there are no other colleges I've come across that have any type of waitlist - The closes I've seen is assigned lots based on department location (where they assign you to park at lot A because you work in Chem and that is where Chem classes are) - Using a spreadsheet to do this is extremely tedious and seems unnecessary - The entire duty of monitoring a waitlist would significantly free up time to do other tasks where we cannot hire more people - I'm literally transferring hand written/computer data, onto a master spreadsheet one by one... Then having to do notes both electronically (for District Police) and by hand (for our office to reference). While trying to be mindful of other deadlines and avoiding mistakes (someone isn't an employee, they are STNC who signed up for payroll deduction or someone got married and they are the same person, or I overlooked they had a doctor's note and can park in B lot, or this person should no longer get CM, etc.) - This affects AFA and classified employees - Newer Faculty and full time Classified are the ones who complain the most about the waitlist - Whereas the older, retired, but came back to work 1 class faculty are fighting for seniority and holding up the list - I strongly urge to ask AFA to survey all their faculty on doing open lots for everyone. - I get lots of complaints from faculty and I think they would be surprised to hear what ALL their employees have to say and personally believe that if they asked, they would realize it would be worth bringing to negotiations (based on complaints I get) - This should be eliminated - lots are not impacted - more classes/teachings are remote - all types of employees are working remote - we seem to have more part time faculty then full time overall - The amount of employee parking permits sold this fiscal year is nearly 400 less than pre-pandemic so far - some employees said they would rather pay for a day pass since it that would be a cheaper option for them - Both types of employees are unhappy with our employee parking waitlist - Amount of extra time eliminating this duty would allow this job title to take on other duties in the department where needed	Yes		
90	Finance and Administrative Services	I have found it extremely time consuming to follow payroll and administrative processes. Much of the processes are manual and reports are difficult to run. This is the first organization I have worked for that has required PAFs for each faculty timesheet action. This is a cumbersome process that adds an extra step when you are working training, changes, and allied work. Is there any way to modernize processes or drop some duplicative processes. As we loose more and more administrative support, this has become more of an issue. Is there anyway to move to electronic timesheets? This would also save time.	The suggestions address saving staff time and modernizing processes.	Yes		We are exploring this
91	Finance and Administrative Services	If we are going to be switching to a product like Banner, will we be utilizing the purchasing piece (to replace Escape)? Escape does not talk to any of our systems, and the redundancy makes our jobs less productive. Let's use the new technology available to us!		No	This decision has already been analyzed and made through the SIS/ERP replacement process	
92	Finance and Administrative Services	I've learned that SRJC is planning to support the legacy systems and a new version of SIS. Obviously a transition period can be labor intensevie. However, supporting double data entry over the long term is not feasible when students are losing equity resources such as open libraries. Do not support systems overlap and redundant processes = We are not going to waste time redundancy.	Efficiency of admin functions needs to happen. Don't sacrifice student programs such as libraries in favor of maintaining legacy systems.	No	This is not an example of something we are not going to do anymore	
93	Finance and Administrative Services	Manual data entry. Work smarter not harder. Identify areas that computers/systems share information automatically.		Yes		We are exploring this with the transition to Banner
94	Finance and Administrative Services	Our web presence is a bit like the wild west. We have approximately 180 subdomains administered by 190+ users. These are some of the issues: 1. Some of the users are skilled at web design but most are not. 2. Elements of the site templates are locked down so there is a visual consistency, but the users have wide latitude to do what they want, with the result that there is a huge range of quality in the sites. 3. Some sites have no owners and do not get updated, while some do have owners and still don't get updated. 4. Some sites overlap with others 5. The web team has no power to compel people to update content, fix outdated/wrong/old content, or to let us make style changes on their sites. It's hard for every stakeholder type - students, staff, community members - to find what they are looking for. Some critical sites are disasters. I believe that we need to have the web team, in consultation with the Web Work Group, oversee the most critical sites, that we need to consolidate some sites and retire others, that there needs to be mandatory training for users, and that the web team needs more staff.	Our websites are, for almost everyone, the face of the District at least some of the time. Every facet of our mandate is impacted when people cannot get what they have come to our site for - be it enrolling, finding basic needs support, learning about classes, completing forms, etc. etc. A better functioning web presence will make the JC better for all our stakeholders.	Yes		We are increasing staffing and working with the Website Workgroup and the Guided Pathways web task force to implement changes on the website.
95	Finance and Administrative Services	Staff parking assignments no longer need to be divided by parking lot. We can simply issue "student" permits and "staff" permits. This could save funds by not having to purchase permits with different letters on them and be more efficient by not having someone's time devoted to tracking parking lot assignments or to checking whether someone is parked in the correctly lettered lot.	We no longer need parking lot assignments for staff/faculty permits. Lots are not clearly marked as to which letter they are and there have been so many department/building/parking lot moves that lot assignments no longer necessarily accurately correlate with which building someone works in. This never really worked anyway, because the issue was more what time of the day was busier, so we could have the long-wait-listed B lot be vacant from 1pm on while people struggled to find parking spots during the same time in their assigned lot. Simply having "staff" and "student" permits would eliminate busy work (tracking lot assignments and policing correct lot letters) and would prevent jealousy amongst employees about who got into which lot.	Yes		
96	Finance and Administrative Services	Stop using paper or spreadsheets for timesheets. Most students and staff can't input directly to the spreadsheet so timesheets are still needed. Noone understands the .25, .50, or .75 calculations. Administrative staff spend endless time making sure the hours and days are correct and correcting mistakes like 5.15 - meaning 5 hours 15 minutes to 5.25. A simple online system for signing in and out used at other colleges like Berkeley makes the time accurate and administrative staff don't have to waste time calculating the number of hours to determine if correct or moving them to another timesheet.	We are being asked to do more work with less people. The institution needs to address efficiency in our work processes. Timesheets is just one basic area that work is redundant and unnecessary with some readily available technology.	Yes		We are exploring this with the transition to Banner

# / Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
97 Finance and Administrative Services	This method of service is out of date: - student permits are logged in SIS, which is on an out dated unreliable system - same system that double charges students on parking, applies too many waivers, or requires constant balancing in order for students to make purchases - students do not have an option for printable temporary permits after the first 2 weeks of school - affects late start classes - students get confused/frustrated - all other parking permits are logged on paper and spreadsheets - This includes permits that are distributed to other departments - based on my research, nearly all schools (large ones like us) do not offer in-person placard pick up, it is all online and/or placard-less - same schools offered no refunds and all sales were final to cover additional cost - Everyone else (non student) does not have an option for printable-temporary permits - they are required to come in person, wait for it in the mail, or pay day pass - this upsets people as there are very little or convenient visitor and/or meter parking close to where they go to pay for parking

Streamlining parking permits for employees, students, visitors, and others who must pay to park - Look into self-serve parking permit distribution and monitoring - Vendors website to request permits, see assigned permits, automatically mails permits, offers citation services, and offers temporary and/or printable permits - OR self-service options with no placards/stickers required - basically permit-less and logged by license plates - self-service such as automated kiosk, apps, and/or online website - This would include the sales of parking by year, semester, weekend, monthly, or daily - options to filter types of parking by person type (example student vs. faculty)

- Condensing parking duties into central web-based hub - In other words, have it so we have one POS for sales for all types of permits, which includes the same spot to see assigned numbers/placards, citations, parking validations, etc. - Would also include an updated webpage where all parking questions/information/instructions are placed into one spot - such as citation, how to purchase, options available, pricing, regulations, etc. - Includes different employees (with different authorizations) being able to see, edit, sell, assign, refund parking in one central spot - Example: Employee can go into system to apply free parking for sponsored paid student

- Parking for contractors/vendors should be reorganized - possibly classify them as visitors to purchase permits online - This means each contractor/vendor would need to purchase the permit on their own and does not get special treatment - Or for contractors (not vendors) who have employers paying for their employees permits, can have something pre-arranged with Capital Projects depending on POS

- This would apply to: - students - employees of all classifications - visitors - programs renting our campus/facilities - vendors - any specialized parking prices/permits

- This may or may not apply to: - volunteers - guest | Support local students with efficiency (level of efficiency determined by method of parking distribution) - Students would be able to access one spot to purchase their parking and have clear record of it - with option of using license plates, students can update/edit/add plate on their own (such as if they took a different car) - cannot 'lose' placard - Vendors website to request permits would be instant - with option of vendor mailing permit after student purchase, student can print out temporary permit that allow them to park on campus sooner, with dates related to their purchase, and do not need to stress about a ticket - possible option to print a temporary if purchase was made at a kiosk - Depending on POS, students can pay through their phone or through app - Less risk for them to choose to be late for class or pick up permit - Supports efficiency for everyone else! Not just students! - We can create category for future dorm students

This does affect multiple departments - District Police - citations - method of monitoring valid person for parking - offering permit sales after hours (or not able to if student already paid but waiting on permit) - possibly affecting guests parking - Accounting - distribution of permits in person, by mail, to various departments - managing types of permits sold to type of customer - monitoring/accommodating Special request - inventory of permits - AFA - due to lot seniority and how we have online features to issue correct permits - if we removed lot seniority, this process would be simplified greatly to just an Employee Parking Category - I.T. - They would need to configure registered students/current employees for parking payment website (make sure only current students can purchase student passes, etc.) - May possible affect departments with paid parking programs - HEP - Calworks - EOPS - Financial Aid - those who qualify for BOGW may need to be reimbursed an additional $30 if we cannot transfer price difference for students electronically

This should be restructured/reimagined and consolidated - We categorize parking permits into 3 types, Employees, Students, and Others - Students processed in SIS - quickest option, but can be unreliable - Employees and Others - most tedious, done in separate POS depending on method of payment - can require special - requires written information to be transferred manually to spreadsheet - only Classified/Faculty have option to request permits online, which also require to manually transfer to a spreadsheet - Others such as STNCs/Professional Experts, Community Ed and Vendors can easily be categorized into Visitor parking, giving options to purchase by the day or month online - In other words, they pay the same price, lump them together and they choose how long they want park for - Consolidate into one website/POS - All types of permits (or prices) can be sold in one spot - website would be doing the data logging for us - if using plate verification, system would confirm if plate was still valid or not - Literally eliminate paper - Depending on features - eliminate in-person services - students/visitors/employees have more convenient options - Doing strictly plates (no placards/stickers) would eliminate the need to discuss placard looks/specification, postage, and issuing replacements - Overall eliminating majority of parking permit duties and freeing up time for employee(s) to do other needed work in department - possibly lessening the needs to pay for student workers, supplies, postage | Yes | | We are exploring options. |
| 98 Finance and Administrative Services | Streamlining purchasing and distribution of office supplies to a central location and staff. Office Depot now imposes a shipping fee on orders less than $50 which can add up when each department orders its own office supplies. With small supply budgets, it is not always possible to meet the minimum. It is also not always feasible to hold of ordering until the minimum can be met when a supply is needed quickly. Additionally, centralizing the process allows purchasing items in bulk at a lower cost and departments from having an overstock of items along with a "supply closet" for each office. How many times do you have to purchase 12 yellow pads when you only need 2 and then need to store the rest? It will also eliminate the numerous shipping boxes for a few items. | | Yes | | We are exploring adding additional supplies to Stores in Escape (e.g. yellow pads). However, this may restrict personal preferences as it relates to common supplies (e.g. pens, post its). In addition, if we pursued this we may need to add parameters around orders to minimize deliveries being made for just one item. Because we don't know the extent of this interest, a survey may be helpful. At the same time, the Purchasing team can assist departments with navigating the ... |
| 99 Finance and Administrative Services | The vehicle reservation system is outdated and we're still using a paper system with the aid of ServiceDesk.

The district would be better served with an electronic scheduling system that would allow users to see when vehicles are available and reserve a vehicle online. Brandon in IT had worked on this a bit as a project before his departure from the SRJC and thought TopDesk could provide such a service. Now that he is no longer at the SRJC, it's likely that IT is short staffed and will not have the time to continue with the project and/or implement and there may be a software program better suited for vehicle reservations. I checked with a hair salon since their service is simple - select a stylist, service, and then a calendar appears with available dates and times and you select your reservation. This would have worked, however, the time increments were less than a day and we would need to have the option of a vehicle reservation covering several days. I also looked at another software, but it required a credit card in order to confirm a reservation. It would be helpful for district users to be able to look at options and availability online for planning purposes. | Provides an improved more efficient service to faculty and staff which would directly impact student programs. | Yes | | We are exploring this |
| 100 Finance and Administrative Services | Hi, I would like to suggest that the employee parking be aligned with the location nearest to the employee office. The B parking lot is empty due to relocation of offices and classes, at the moment there is plenty of parking that is available but an employee with a C permit can not access the parking space closest to my office. I have received a ticket this semester because I've parked near my office in an M parking area to unload outreach supplies. This has been very frustrating, I recently hurt my knee when I took cover during the earthquake, I've been parking in the C lot which is very far from Barnett Hall, and from my window I see empty parking spaces. This is a very old system that really doesn't make sense any longer. thanks. | | Yes | | |
| 101 Finance and Administrative Services | I suggest we get rid of the employee parking assignments by length of service. There are often parking spaces unused because they are restricted. I understand faculty need secure spaces to be able to get to class on time and I think this can be accommodated by reserving certain spots on each lot specifically for faculty, but staff should be able to park in ANY staff parking lot at any given time.

Many staff have complained about the current system for a long time and it is time the District address this issue. | We need a new system for staff parking that validates all employees in an equal manner. All employees are important regardless of their length of service. | Yes | | |
| 102 Finance and Administrative Services | This doesn't have to do with students or student success, but it's a college-wide process, and an example of the benefits of streamlining processes. This comment is not about what we are not going to do, but rather how we changed a process. A great improvement was when we switched to automating the approval process for PAFs through Adobe Sign. I figure there may be other processes throughout the District that could improve by automating and/or streamlining. | | No | This is not an example of something we are not going to do anymore | |
| 103 Finance and Administrative Services | Updating/modernizing the systems used to house student information.

The current SIS system is outdated and slow. We should be using a more modern system where we can pull up student information and run queries/report quicker. By using a more modernized system, it would free up time for those using the system and the students we're assisting. | I know there are more modern student information systems out there that can do the same functions in a more efficient manner. | Yes | | |
104 Finance and Administrative Services	Eliminate the wage cap on student employees and align it with a living wage.	Reasons were given with the suggestions.	No	This is not an example of something we are not going to do anymore	
105 Finance and Administrative Services	Eliminate paying for rental tables and chairs for events. Instead, purchase enough chairs and tables for all events including graduation and day under the oaks. Also purchase land to store these items or identify land already owned for storage. Develop an equipment warehouse for events that is properly organized and maintained. This would be a one-time cost that would lead to long term savings.	Reasons were given with the suggestions.	Yes		Will explore cost benefit options
106 Finance and Administrative Services	Eliminate physical parking permits. Use a license plate scanning system.	Reasons were given with the suggestions.	Yes		
107 Finance and Administrative Services	Eliminate credit card charges to students when they pay online. If the fee can't be eliminated, find a way to reward students for paying online (discounts at the bookstore etc). If students are incentivized to pay their fees online there will be a reduced need for in-person staff to collect payments over time. Long term cost savings.	Reasons were given with the suggestions.	No	This is not an example of something we are not going to do anymore	
108 Finance and Administrative Services	Eliminate the District's apparent disinterest in reporting MIS data thoroughly and properly. The current process for MIS reporting is held together with bubblegum and shoestrings. Programmers are left to guess where data is. Some administrators seem either too busy or disinterested in the data review process. Given expertise, OIR should be in charge of MIS reporting and should be tasked with ensuring that we are reporting the most about the students we serve. In our current state, we are likely losing thousands of dollars due to under reporting. In other words, the District won't make any money on the undeserved if we fail to report them properly. An office that has experience with reporting, data and statistics (like OIR) should be in charge of this.	Reasons were given with the suggestions.	No	This is not an example of something we are not going to do anymore	
109 Finance and Administrative Services	Eliminate the way we currently advertise on our homepage. Students don't know about when classes start, how to get started or what classes are being offered because our homepage fails them. Same goes with outdoor signage. If we care about our image, we should probably steer away from banners held up with PVC poles about classes starting 2 weeks into the semester. It may be better than nothing... but its just that.	Reasons were given with the suggestions.	Yes		Once Guided Pathways recommendations abd Vabber have been implemented, will assess for a full website redesign. We will assess the banners with the final bond wayfinding project
110 Finance and Administrative Services	Once we reduce the number of IT supported applications, we need mandatory training on how to use them. The use of OneDrive/SharePoint could significantly improve efficiency as it allows people to collaborate directly on documents rather than emailing various versions of documents. Other necessary trainings include: Word, Excel, Macros, PowerPoint, Outlook, Teams, Adobe, document accessibility, general best practices, Escape, EMS (both of them), etc. With fewer people we need to be more efficient and we need to be able to take full advantage of the technology we have available to us.	Streamlining will allow us more time to focus on supporting students.	Yes		
111 Human Resources	Currently the onboarding paperwork, evaluations, and terminations (offboarding) of district temporary employees (i.e., Student Employees, PALs, STNCs, etc.) are processed via differing systems. Human Resources Technician process the onboarding paperwork of STNCs and PALs and the Coordinator, Workforce Development (Academic Affairs) processes these for Student Employees. This causes the Workforce Development, Human Resources, Payroll, and Information Technology Department to create and maintain unique systems for each of these classifications of employees. Also, many departments house two or more of these classifications of employee which leads to Administrative Teams having to learn each unique system which causes confusion, frustration, and inefficiencies. Given the lack of administrative support in many academic programs this adds a burden to existing STNCs filling in for admin. support staff, supervising administrators, classified staff, and faculty.

With the advances in technology and current district onboarding techniques, there appears to be minimal reasons these cannot be consolidated into one position that oversees at the very least the onboarding of all of these employees use a centralized onboarding process. For instance, at the moment Student Employees paperwork is processed via Workforce Development, routed via Adobe Sign, and then sent off to Human Resouces and Payroll for processing. The Human Resources team also requests that all documents are printed and delivered via interoffice mail as well. This is a duplication of a digital process as our current HR maintains paper employee files.

Consolidating the onboarding and off boarding paperwork systems for at least all temporary employees into one type of system would reduce workload district wide for the departments that utilize these types of classifications, eliminate confusion amongst candidates for these positions and the departments that are hiring them, reduce training time, and increase efficiency in general.

To add, anytime policy changes (i.e., during the pandemic onset with vaccination requirements or even now as we change policies) often the Coordinator, Workforce Development was not made aware of changes until reading them in the district email or via social media which meant often supervisors was behind on requirements or changes from the start. This position often had to follow up with their supervising admin. who then would attempt to find the right Vice President for the answer and would often be shuffled between four before getting a clarifying response (if we were able to get one at all). Often these changes impacted workload and the individual was not brought into the conversation which could have reduced inefficiencies had they been included from the start but given the uniqueness of this individual working in Academic Affairs, it was often overlooked. Moving to one individual who oversees onboarding could eliminate this delay and allow for less confusion district wide about current district policies and perhaps include this individual in these decisions. | How does the event/program/process, etc. align with the Strategic Plan and its Mission, Vision and Values?

For many of our students that apply to On Campus Student Employment, PALS, and some of the STNC positions these are their first paid and employed positions in any capacity. These positions allow international students to work within our community. These positions allow the supervisors of these roles to foster many of our mission statements including the following: 1. Improving students' foundational skills, support the economic vitality, social equity and environmental stewardship of our region 2. Promote personal and professional growth and cultivate joy at work and in lifelong learning 3. Foster critical and reflective civic engagement and thoughtful participation in diverse local and global communities 4. Self-reflect, adapt, and continuously improve.

Does the program or service duplicate other SRJC programs or services?

Currently employees in each of the differing types of temporary employee categories are on boarded differently than one another which requires multiple individuals doing similar work. PALs / STNCs go through Human Resources Technicians and Student Employees are processed through Workforce Development/Career Hub via the Coordinator, Workforce Development.

Has the program or service become out-of-date or obsolete in its current form?

Yes, discussed in initial response.

Should this be continued, eliminated or restructured/reimagined and done another way?

Yes. These tasks should be consolidated into one centralized onboarding process overseen the same individual/department. | Yes | | Work is underway to streamline STNC hiring and requires position description in NEOED - a timeconsuming task. |
| 112 Human Resources | Due to HR staffing shortages, I question the required frequency and mode of delivery for the required orientation for hiring committee members. Unless there are critical changes that can't be capture in training update video, ppt, or email message, I suggest a recency requirment of 2 years.

Also, to ensure fair hiring, HR staff must oversee the distribution of pre-interview assessment tools and interview questions. If HR is not able to do this, it negates the practice that HR must prescreen all interview questions. | | Yes | | Board Policy on hiring would need to be changed |

#	Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
	My recommendation is for the Administrative Area of ...			Is it doable?		
113	Human Resources	homegrown systems for things like absences and timesheet/hours reporting. it causes room for error and misinformation. Our NOA program was created by IT and works, but is not user friendly on the front, or back processing side. Our timesheet reporting for STNC and i think students, is still a handwritten - or electronic copy of a timesheet. then emailed to a supervisor, information transferred to an excel spreadsheet, emailed to and processed by Payroll, then HR waits for the information to be available for a manual, sometimes estimated, count of STNC days. these systems are just not practical, nor efficient.	the programs are not efficient and out of date. i think i explained this in the prior box	Yes		We are exploring options.
114	Human Resources	Processes •Improve efficiencies to evaluation tracking processes •Vacancies take too long to fill. What processes can we streamline to fill positions within a reasonable timeframe Technology •Automate the following: oPerformance evaluation and tracking oBenefits enrollment oNew hire process needs to be simplified	see previous	Yes		Assessing if Perform module in NEOGOV would work for all employee group evaluations, exploring benefit admin software,
115	Human Resources	Many classified staff in student services are "working out of class" and have been for several semesters (I have been for 8 semesters now). I was told after 2 semesters of working out of class that I would be promoted to the new position. Then I was told I couldn't be promoted because SRJC is in the middle of another re-classification review. I am being paid less to work out of class than I would be if I were in the new position. This leads me to have the experience of being taken advantage of by the college. I thought about not continuing to work out of class but am pretty confident that our program would be even more chaotic, and the students would be the ones to suffer most. I have since heard of more classified staff in my department who are working out of class, meaning, people are retiring or leaving, and they are not being replaced. Current staff are just taking on more duties for less pay. I hope we will put an end to this practice of taking advantage of classified staff at the expense of both your staff and the students.		Yes		The reorg is set to sunset In June 2024, the classification review study is ongoing
116	Human Resources	If everyone who worked for the SRJC did their jobs the way they are supposed to, it would eliminate burn out from other staff members who pick up their slack! The hard working employees are working harder than ever and those who skate by doing minimal work continue doing the bare minimum.	We need to ensure all employees are working hard and supporting the District equally.	No	This is not an example of something we are not going to do anymore	
117	Human Resources	We need a central location for information like PAFs. Currently, we have to rely on either archiving them ourselves or reaching out to someone in HR or Scheduling to get copies of past PAFs. We need to have a central, accessible location for this type of paperwork that we can easily access instead of having it stored inconsistently all over the place. It's an unnecessary duplication of efforts and wastes time and space.		Yes		Exploring either Escape or NEOED process for requisiton and hiring approval as well as initiating a unified document management system
118	Human Resources	We need systems that talk to each other. Currently, to complete a PAF you have to access multiple different systems and spreadsheets just to get all of the basic information like EIDs, pay rates, step and grade levels, etc. We need one central location that is accurate, up to date/dynamic, and has all of the information we need. Better yet, we need forms that auto-populate with that information so we don't have to look it up at all.		Yes		Exploring either Escape or NEOED process for requisiton and hiring approval as well as initiating a unified document management system
119	Human Resources	Why are we still printing evaluations? Is it because of contract language? Do the auditors really require that we print everything, or are we being overly cautious in our interpretation of the requirements? Do we need to overhaul our electronic filing systems to make it easier to respond to auditor requests?		Yes		Assessing if Perform module in NEOGOV would work for all employee group evaluations, exploring benefit admin software
120	Human Resources	Beyond NeoGov, our hiring processes are largely administered over email. This requires a great deal of staff time and repetition of information. I recommend HR investigate software that can serve as a "hiring hub" and be used to manage all aspects of the hiring process, such as: -Development and approval of job announcements -Forming of hiring committees -Training for hiring committee members -Communication system with HR staff that is not "person dependent" (ex: HR staff person is assigned to hiring, then HR staff person is out sick/on vacation, everything stops until that person returns as communication regarding the hiring is tied to that individuals personal email and is not accessible to others during their absence) -Hiring committee questions and supporting docs -Scheduling of interviews -Technology and facility requests for interviews -Forwarding of final candidates -Communications with candidates Such a system would also provide a historical record of hirings and associated docs which would be very helpful for new department chairs and deans. Right now, again, this information is scattered across multiple employees' email and file storage systems.	Please see previous text box.	No	While we could explore a hiring hub, the process is very hands-on and requires a high level or service from HR to be effective and to ensure processes are followed	
121	Human Resources	evaluation system is outdated. Notices are emailed to supervisors, based on dates scheduled manually in the HR system. Tracking is done manually by canned Escape reports and past due notices are emailed. This being such a manual process allows for mistakes to happen.	program has become outdated being such a manual process Employees, supervisors and HR techs are impacted by the manual process and outdated forms and system Program should be restructured for efficiency	Yes		Assessing if Perform module in NEOGOV would work for all employee group evaluations, exploring benefit admin software
122	Human Resources	Evaluations still required to be printed		Yes		Assessing if Perform module in NEOGOV would work for all employee group evaluations, exploring benefit admin software
123	Human Resources	I don't really know what the issue is and maybe this process can't help with it, but I don't know how else to communicate the message. HR is a mess. The structure, communication, follow-through, support, everything. I hoped it would get better once a new VP was hired but it seems to have gotten worse.	The HR department greatly impacts every other department on campus, prospective employees, and the community. There are some great people in HR who intend well but it is so difficult to get answers, clarity, support...	No	Uncollegial, not constructive, not actionable	This is not an example of something we are not going to do anymore
124	Human Resources	I regularly serve on hiring committees for both faculty and classified staff. I strongly disagree with the recommendation that we interview everyone rather than screening if there are fewer than 10 applicants for a position. I understand that its coming from a good place, but this is a waste of time for both the hiring committee and the applicants who would be screened out.	I would only repeat what I wrote in the previous answer. Hiring committees work hard at screening applications. Interviewing everyone who meets the minimum qualifications is a waste of time for both the hiring committee and the applicants.	Yes		Can be implemented
125	Human Resources	old paper personnel files. are they still required? many years ago we were told we were going to digital personnel files and would be scanning the ones we had on file. Nothing was ever done, nor mentioned again. Seems the time it takes our student workers to file information to paper files now, could be used to begin creating a digital file system.	Just seems paper versions of personnel files is outdated and not safe with the recent fires in Sonoma County. Anything can happen to paper, including water damage, etc. Digital file system would be safer and long term.	Yes		We are exploring currently
126	Human Resources	Student Helath Services is putting on hold providing CPR classes for District employees. We have not done it recently and do not have the bandwidth or personnel to restart.	Employees who are required to have a CPR certificate can go to an outside provider and be reimbursed.	no	This is not an example of something we are not going to do anymore	
127	Human Resources	The entire Covid protocol process is obsolete and quite honestly useless. This is demonstrated by the fact that despite required vaccination, ongoing testing, and screening there are still daily emails coming out with long lists of exposures. Additionally, people should not be required to sacrifice bodily autonomy (by being required to take experimental medical treatments/procedures) to access higher learning or a job/career. It is quite clear by now that vaccination means nothing at this point which is made even more obvious by the percent of vaccinated individuals in our hospitals with covid - nearly 100%. As a health care professional, I have followed this debacle quite closely and what the college has done is far from science based. Now, should an individual be at high risk or highly concerned about covid, they may take their own precautions (without imposing restrictions on everyone else) by using properly fitted N95 masks, ongoing vaccinations, hand sanitizing, etc. Eliminating this entire procedure from the campus will save money by reducing the hours HR personnel and others waste on tracking and enforcement and eliminating the costly check in tables, wrist bands, etc. Many students (as demonstrated by declining enrollment) do not want to comply with these rules either because individual medical choices should not be relevant to higher education and really should not even need to be disclosed to anyone other than their physician or just coming on campus is a giant pain because of all the hoops to jump through.	Constibutes to declining enrollment, encourages segregation and discrimination due to medical choice and bodily autonomy, causes students of certain groups to not continue their education, and causes employees and professors to be of only one mindset and eliminates opposing viewpoints creating a hostile environment for expressing opinion and debating true science using logic, reason, and evidence rather than just using "group-think" and	Yes		Mandate being lifted 5.28.23
128	Human Resources	Since we implemented ERI we have seen a steady decline in staffing levels. With the implementation of the vaccine mandate we lost staff. As employees reach retirement age they are retiring as soon as they reach that benchmark. In the last 5 years we have lost a lot of key leadership positions and classified staff that have been here 10+ years. That is a lot of job knowledge walking out the door. As a cost savings positions were eliminated, restructured and the duties were redistributed to those left in the department. Staff across campus took on this additional workload thinking it was temporary until the college got the budget back on track. Unfortunately the budget situation continues to be challenging. Our list of job vacancies are growing. However the workload that has been asked of classified staff, faculty and management is unmanageable and unsustainable. Employees are burning the candle at both ends and it still isn't enough. As a college we aren't going to continue to do more with less staff. We have lost so much history and job knowledge as we have lost so many staff. The work those people did didn't simply go away. I would guess if we surveyed employees right now on their level of job satisfaction I fear that despite having excellent compensation, benefits, vacation time and holiday time we have a high level of employees that are very unhappy. They are burnt out. They are feeling frustrated. They are feeling unsupported. The workload is too much. When we have someone go out unexpectedly we scramble. We don't have a backup plan to cover. The college has virtually no cross training in job duties. So if someone goes on vacation or is ill, that work literally stacks up and is there waiting for them when they return. We have had to rely on retirees to return to help us through a crunch or unplanned situation that left us short handed. As staff retire/resign no matter how much notice they have given the college simply does not have the budget or staff time available to cross train. The replacement is not in place before the exiting employee leaves. So a newly hired employee can come into a position that has been vacant for 3-6 months. The supervisors are busy and often don't know all the intricacies of the employees day to day work. So newly hired employees are left to navigate and figure it out on their own. Someone told me when I got hired on that it takes a full year to learn a job due to the cyclical nature of the job duties. I shrugged it off and I said I am a quick learner. They were right, actually it is probably two years for an employee to do all the duties that are specific to a given semester. We as a college need to invest in our future. We need to invest in our current employees and future employees. We need to plan for a retiring workforce. We need to embrace technology and find ways to automate. Invest in retention and training our employees so they feel supported and valued. Standardized processes and provide coverage for each other. We need to invest in ways that we can preserve the legacy of a position. We need a way to document this is how we do the job and this is why these steps are taken. We want employees to feel at the end of the day they did a good job and are appreciated for making the college a wonderful place to work and study. We want them to stay! We as a college need to stop asking so much of less staff. Not all positions are 24/7 on campus. I see emails come in all night and weekends. So you leave on Friday afternoon feeling pretty good only to come into a full email box on Monday since so many people have had to work the weekend to just get caught up. We look at statistics of those employees that could potentially retire in 5 years or 10 years...However we don't plan for it. We know that recruiting is expensive. The cost to conduct interviews is very expensive. Not just money, but time. So how can we fix this? I don't have the answers. But we can't continue the current business model. We need to be proactive and plan. We know eventually everyone will retire. We need to plan, train, and staff up! When the students come back we want to be ready for them. We want their experience to be positive. We need to have the staffing levels to make that a reality. Thanks!		no	This is not an example of something we are not going to do anymore	
129	Human Resources	We need to have two websites, a public-facing website for students and the community and an internal website/intranet for employees (that requires a login). Our current website is trying to be everything to everyone which is just not possible. Employees use the website very differently than students do and we need to acknowledge that. American River College is a good example, arc.losrios.edu and inside.arc.losrios.edu. Having two sites would make it easier to organize information in a way that faculty/staff needs aren't conflicting with student needs.		Yes		Multiple years. This would take significant funding for development and commitment to growing the IT Web team. It will effectively double the web team's workload, which is already substantial for the current size of the team.
130	President's Office	be more judicious in which grants we pursue and accept	see previous	Yes		A grant process is being created in Planning and Budget Council

#	My recommendation is for the Administrative Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
131	President's Office	Petaluma no longer a separate entity with more support than other campuses.	Shone farm, South West and the Academy sites all have a Dean that is not on site all day and they all oversee many departments. Petaluma does not need its own Academic Dean the site should be integrated with other departments.	No		1) The academic program and support services at this campus are large, and require overall cohesiveness and site strategy. This is a south county full campus and the college is well-served by having (the very few) managers at the site coordinate the services and program in order to serve the needs of the entire south county. The other sites are very specialized in offerings and program. The SWC is the closest to becoming a more comprehensive site, and it does in fact have a site manager. I am certain it will have more management as it grows. The District has been well-served by having even more robust capacity at the campus. Many of our District's great ideas and innovations have come from this site and its dedicated employees. 2) The Academic Dean position also oversees 45 full-time faculty who depend on this Dean position. If you spoke to those faculty, you would hear how important this position is to the faculty on site. 3) Both Dean positions manage an incredible amount of projects that are happening on site. 4) Managers with split duties between SR and Petaluma do not work. Petaluma has experienced this over and over, and the needs of SR pull those positions to that campus no matter the best intentions of those in the position. The result is Petaluma does not receive the attention it needs to operate. 5) This campus has already reduced is management to incredibly low levels, with very few left to uphold campus leadership. This comment supposes there is no need for campus leadership, and this is inaccurate.
132	President's Office	The separation of Petaluma from the rest of the District is confusing, disorganized, and duplicative. Whether it's budget codes, knowing who oversees which programs, or administrative structure, this system was clearly not setup with the best interest of District efficiency and equity in mind. The Petaluma location should be treated the same as other centers in the District instead of being a "campus" - for example, we don't have a Dean and Executive Dean at PSTC, Southwest, or Shone...those sites don't even have a Dean devoted to just them. This is a waste of funds and sends an unfair message to people at other sites that are doing similar work.	This question answered in previous narrative	No		1) The academic program and support services at this campus are large, and require overall cohesiveness and site strategy. This is a south county full campus and the college is well-served by having (the very few) managers at the site coordinate the services and program in order to serve the needs of the entire south county. The other sites are very specialized in offerings and program. The SWC is the closest to becoming a more comprehensive site, and it does in fact have a site manager. I am certain it will have more management as it grows. The District has been well-served by having even more robust capacity at the campus. Many of our District's great ideas and innovations have come from this site and its dedicated employees. 2) The Academic Dean position also oversees 45 full-time faculty who depend on this Dean position. If you spoke to those faculty, you would hear how important this position is to the faculty on site. 3) Both Dean positions manage an incredible amount of projects that are happening on site. 4) Managers with split duties between SR and Petaluma do not work. Petaluma has experienced this over and over, and the needs of SR pull those positions to that campus no matter the best intentions of those in the position. The result is Petaluma does not receive the attention it needs to operate. 5) This campus has already reduced is management to incredibly low levels, with very few left to uphold campus leadership. This comment supposes there is no need for campus leadership, and this is inaccurate.
133	President's Office	We need more marketing in more social media areas, and we need wayward signs!!!		Yes		Upon completion of enrollment management plan and subsequent updated and aligned enrollment marketing plan. Currently marketing (including social media marketing) is supplemented by the state enrollment & retention funds and is sufficient for our needs through June 2024. I recommend adjusting the marketing budget ongoing once the enrollment management plan is complete and an updated, aligned marketing plan is in place that reflects the enrollment management plan priorities. The wayfinding suggestion can be implemented and is already in the plans.
134	President's Office	Prevent giving away district/management rights in making operational decisions: some recent decisions focused on particular constituent groups rather than students, such as vaccine mandate and clearing process. That resulted in added work for managers and put up barriers for students to enroll and access services.	Addressed in previous box together with the issues.	no	This is not an example of something we are not going to do anymore	
135	President's Office	Change the culture of wearing overworking as a badge of honor. It leads to burnout.	Addressed in previous box together with the issues.	No	This is not an example of something we are not going to do anymore	
136	President's Office	As we become a smaller college, we need to become more efficient and our processes need to be streamlined. AA's make up approximately 17% of classified and need to be an instrumental part of this conversation as we are the ones doing the work.		No	This is not an example of something we are not going to do anymore	
137	President's Office	Create an "efficiency team" - A small group of people (AA's, IT, etc.) that can go to various departments and help them identify inefficient processes and procedures, suggest potential solutions, and help them implement those solutions.		Yes		Would need to create a team with the correct skillset and willing to do it and find resources to backfill
138	President's Office	Although he is a friendly fellow, please have retire now.

He has not followed the innovative recommendations to increase enrollment given to him at faculty meetings five years ago. Instead he has done all he can to close the college when it was not necessary due to fires, Covid, etc., when he could have been expanding our enrollment via online classes, better outreach to high schools, more partnerships with businesses, more career classes and programs, etc. He has not show the vision to bring about growth and to create an institution that expects students to have a rigorous program which leads to good jobs or places in universities. He says the 'right' things, but action is a bit wanting.

By the way, SRJC got rid of its dorms 25 years ago for a good reason. It just leads to new headaches (drugs, harassment, funding issues, lack of security, etc.) without increasing enrollment-unless it is sole for the purpose of attracting well behaved Chinese students, in which case it could be a huge cash cow, although in that case it will bring in out of area students who will leave little room for local students who need to take Stem courses. | | No | This is not an example of something we are not going to do anymore | |
| 139 | President's Office | Eliminate some committees and restructure the committee calendar | There are too many committees in the district, we need to streamline and eliminate some. There is a lot of committees that meet and just discuss the same things over and over, discuss the same thing in different committees, or are doing work that should be done at the departmental level. Alos, if the committee calendar could be reworked to only have committee meetings on certain days, this could help people that are participating consolidate hours to get work done instead of constant interruptions to run here or there | Yes | | College Council is doing an assessment and redesign of shared governance structure |
| 140 | President's Office | I recommend eliminating the President's Consultation Council. As Dr. Chong is transitioning to retirement, it would be an opportune time to eliminate this council and allow the next president to determine what, if any, type of shared governance advisory council they would like to implement. While I understand and acknowledge the importance of the council during the time period in which it was created, it has now ceased to provide value or input on matters of importance to the college. Instead, the meetings are more of a report-out by Cabinet to the constituent groups, or an opportunity for representatives to complain or posture. Each constituent group already meets individually with the President or other members of Cabinet regularly and can air those specific concerns or grievances then. Additionally, with the focus on streamlining the shared governance structure, this body sits outside of the structure and already provides a confusing sense of importance or decision making. Between College Council and the Planning and Budget Council, there are already two very important bodies responsible for decision making at the college within the shared governance structure. PCC is no longer needed. | | Yes | | This will be a decision of the incoming President |
| 141 | President's Office | I recommend the elimination of the Scholarship Committee, a standing committee of SRJC.

The committee's stated function is the responsibility of the SRJC Foundation and the Foundation Board of Directors. As the fiscal agent for all scholarships and funds, the SRJC Foundation is responsible for guiding the administration of the scholarship funds and working with donors to determine the criteria for their scholarships. At no time are individuals other than the donor or the fiscal agent able to make changes to scholarship criteria or awards. This ultimately means this committee does not have a purpose as the committee does not set eligibility standards, amounts of awards, or procedures for implementation. These functions are all the responsibility of the Foundation in line with the donor intent for each scholarship, in cooperation with the Scholarship Program staff.

The elimination of this committee would streamline the shared governance structure, reduce the amount of work faculty, administrators, students and classified are undertaking, eliminate unnecessary meetings, and reaffirm the responsibility of the Foundation to manage all matters related to scholarships. These responsibilities are already undertaken by the Foundation and the Board of Directors so there would be no additional workload created on other staff or volunteers. | The standing committee duplicates other SRJC services undertaken by the SRJC Foundation. It is not operating in an efficient manner as the committee has no responsibility or work function that supports any need by the District. The constituents that are impacted are the constituent representatives that are assigned to the committee. This would be a workload reduction for them to eliminate their participation on an unnecessary committee. | Yes | | This will be looked at as part of the shared governance redesign |
| 142 | President's Office | I support a limited PR directed district-wide social media use (facebook, twitter, instragram and yes...TikTok. Do not expect departments, programs, student services, peer advisors (the list goes on) to hire, train, support and pay staff, student, and STNC employees to manage social media accounts. Additionally, each post starts an communication string that should be representative of the District. Set in place a district process where by input is vetted through PR and PR posts. | | Yes | | |

#	Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
143	President's Office	I support the Foundation's efforts to eliminate three committees of the Foundation - the Bear Cub Athletic Trust, the AgTrust, and the Friends of Petaluma Campus Trust.

The three committees' primary purpose are to fundraise for their respective areas of the college. Over time, however, they have moved away from fundraising to governance and fiscal oversight of their respective funds. Those are areas not within their purview, as they are committees of the Foundation and the Foundation provides governance and fiscal oversight for all funds. Additionally, managing this group of volunteers has become a burden on time and resources for Foundation staff and the Academic Deans of those areas.

Instead, under the new leadership of J Mullineaux, the Foundation has taken a renewed focus on direct fundraising for those areas (Petaluma, Athletics, and Ag) through individual, organization, and foundation fundraising approaches. This has led to significant success and has been largely done without the Trusts. Through this new approach, individuals interested in raising money for their areas are encouraged to work directly with Foundation staff to identify prospects and establish relationships.

The Foundation remains committed to supporting events in those areas on an as needed basis to build relationships with donors and prospects. | These Trusts create a significant workload for the Academic Deans in their respective areas to manage the volunteers, manage the events, and manage the multitude of requests they make on their Dean. The Trusts are not an efficient way to raise funds for the College areas.

The external constituents affected will still be encouraged to be supporters of the college, attend events, provide donations, and interact with Foundation staff to support the fundraising goals of the area. | Yes | | A restructuring of these Standing Committees is currently in process and is being guided by the Foundation Board of Directors. |
| 144 | President's Office | Please consider eliminating the verbal reports from the constituent groups at the Board of Trustees meetings and transitioning to a published written report that accompanies the agenda. The reports are already pre-written by all constituent groups and generally submitted after reading. They would still be available for the Board and others to read as part of the Board packet. This would streamline the BOT meetings, reduce unnecessary time to read a report that is already submitted to the Board and general public, and allow the meetings to be more efficient. (It also would eliminate unnecessary posturing by the constituent groups, but that's my two cents). | Verbal reports are unnecessary at the Board of Trustees meetings. A written report is easier for most constituents to access pre and post meeting. Since the reports are already written by the representatives, this would streamline the meetings and allow for Trustee comments or questions on the reports instead of listening to us read them. | Yes | | This will be forwarded as a recommendation to the Board of Trustees |
| 145 | President's Office | Please recognize National Law Enforcement week and month in May every year. This is also Emergency Services month to be recognized. We owe it to the community, SRJC and our students, that everyone should be included. As we have an entire public safety training center dedicated to those running to extremely dangerous events. | Recognize National Law Enforcement and emergency services in May of every year. | No | This is not an example of something we are not going to do anymore | |
| 146 | President's Office | Public Relations should be have a wider umbrella that includes the Web Tea (Leila and Terri).

Public Relations should change name to
District Relations or College Relations or Community Relations

And should over see:
Communications
Marketing/Advertising
Design & Branding
News
Community/State Relations
Web Design and Maintenance | Web development is a marketing function, not an IT function. | Yes | | Would require substantial discussion with IT, VP, Finance & Administrative Services and the web team in particular to determine if this makes sense from all sides of the discussion andif it will benefit streamlining and efficacy. |
| 147 | President's Office | Read the book "Subtract, The Untapped Science of Less" by Leidy Klotz. | This book explains why it is so difficult for us to see the benefits of reducing/doing less and gives some strategies for how to reframe reductions to make them more appealing. | No | This is not an example of something we are not going to do anymore | |
| 148 | President's Office | Review the service hours of the college. Do we really need to be open M-F 8-5? Our students are not coming back to us in the same way they did pre-pandemic and appreciate the remote support options. It may be time to look at a M-Th service model or M-Th 9-4/Friday 9-noon or some other variation (outside of peak periods). Employees are more productive when they have focus time and fewer interruptions | reassess service options to students and other customers | Yes | | Needs District wide review |
| 149 | President's Office | Vaccine Mandate | Let's please eliminate the vaccine mandate. Vaccines from 1-2 years ago are no longer protecting our students or staff. We don't have an easy way to enforce it. And it is hurting enrollment.

Let's focus on personal responsibility and encourage mask wearing for anyone exposed to COVID, or immunocompromised. | Yes | | Mandate will be lifted May 28, 2023 |
| 150 | President's Office | The Vaccine Mandate needs to be completely lifted. | It is understood that the vaccine mandate is being negotiated with the bargaining units, and that it is a necessary process. Thank you. However, this needs to be stated for the record:

The vaccine mandate does not align with the Strategic Plan. It prevents students from achieving their educational goals - students are blocked from enrolling and dropped from classes because of the mandate. The mandate inhibits our DEIAA initiatives because it disproportionally impacts people of color. The mandate is out of date and obsolete with the current CDC and county guidelines of treating unvaccinated people the same as vaccinated people. The current hospitalization rates do not warrant a mandate. The mandate does not support Sonoma County students because it prevents hundreds of them from going to college. The vaccine mandate should be eliminated. | Yes | | Mandate will be lifted May 28, 2023 |
| 151 | President's Office | Grants
•Review grants that were applied for and started 4+ years ago, see if they still align with where we are as an intuition and see what it would take to say "no" if they no longer align.
•Establish criteria to determine whether the District has resources to support and impacts on other areas.
•ITG and IELM funds have unintended consequences on support departments like Facilities. Departments buy equipment and then put it on Facilities to install, maintain, repair. Involve Facilities in the pre-approval process before funds can be spent. | see previous | Yes | | A grant process is being created in Planning and Budget Council |
152	President's Office	Eliminate the vaccine mandate. It is obviously harming our enrollment and is going beyond the direction of California and the rest of the nation. Also, so the District can adapt more quickly to changing conditions, eliminate any future mandates from being a negotiated item. This topic should never be on the negotiating table.	Reasons were given with the suggestions.	Yes		Mandate will be lifted May 28, 2023. Any items that are in the mandatory scope of bargaining will always go tot he negotiations tables.
70	Student Services	Graduation and CTE ceremonies should be held on normal workdays because its currently held on memorial weekend which not well attended or supported by staff. It also contributes to the District's out of control liability of overtime. If it was held during the week, all staff could be enlisted to help with these events.	Reasons were given with the suggestions.	Yes		We are currently planning May 2023 graduation and will consider some of these ideas; the process of moving graduation to Friday is a negotiated item.
153	Student Services	-Reduce the amount of graduations at the JC	It will streamline and save money in our budget crisis/low enrollment situation and allow staff to focus on other projects and possibly not have to fill vacant positions such as custodial set up etc.	Yes		We are currently planning May 2023 graduation and are exploring options for graduations.
154	Student Services	Day Under The Oaks

Yes, it's a lot of work, and a lot of money.....

But it's also the best community event we offer - the best marketing tool we have to build awareness of SRJC offerings | | yes | | This event has been postponed for spring 2023; Discussions are on-going about the future of this event and other events that have similar purposes. It may be that we re-imagine this event so that we can accomplish similar outreach and open house functions but use fewer resources. |
| 155 | Student Services | no more day under the oaks | day under the oaks costs a lot of money and resources, especially staff resources considering how busy everyone is right now | Yes | | Duplicate |
| 156 | Student Services | Please permanently eliminate Day Under the Oaks.

The purpose of the event was to showcase the college departments and services and to support enrollment growth. Prior to the pandemic, the attendance at this event was declining. Over the past decade, the attendees predominantly were family and friends of college staff. There were few prospective students and it seemed most attendees were already familiar and connected with the college. Additionally, it seemed attendees were rather disappointed with the number of interactions that charged a fee. It was used as a fundraising event for clubs and departments, but that was often off-putting to attendees who were forced to spend money to engage and connect with the College.

The event involves significant time, workload, and financial resources from the college. Planning usually began at least 9 months prior and involved nearly every department, program, service, and constituent group at the District. The event was usually held in May too, during Facilities and Custodial staff's busiest time, with the focus on graduations and ceremonies.

While the event once served a wonderful purpose, it should be time to honestly examine the amount of work it requires to put on and the number of attendees who actually attended (and NOT count in the staff/volunteers) and determine if there is an actual return on this kind of investment.

As it has been 3 years since it was last offered, there has not been interest in the community or requests to hold it. This indicates the community did not attend, and does not miss the event. It can be hard to let go of our traditions, but this is one that does not serve a purpose anymore. | This event does not address student enrollment or student demand. Unfortunately, these types of large events do not draw students, but rather individuals already connected with the college. Additionally, this workload was unmanageable for many at the District prior to the pandemic and ERI. With the reduction in staff over the past five years, the idea of bringing back this large event is unfathomable. | Yes | | This event has been postponed for spring 2023; Discussions are on-going about the future of this event and other events that have similar purposes. It may be that we re-imagine this event so that we can accomplish similar outreach and open house functions but use fewer resources. |
| 157 | Student Services | Call students who drop out to get them plugged into other classes. This needs to be a priority and shouldn't be done by faculty. If the college really wants to see increased enrollment, do something about it by providing administrative support.

Ensure students are placed in the correct classes. Again, placement, especially at sites such as the Southwest Center, needs to happen with faculty input. Noncredit ESL assessments need to be approved by the Chancellor's Office, but assessment folks need to be proactive to get the approval process going. Counselors working with students need to be familiar with classes to ensure students can be successful in the classes that they are placed into.

Outreach: again, this needs to happen to increase enrollment. It should not be up to individual programs and departments to pay people to do outreach. There needs to be accountability to ensure that underserved student populations are not ignored. Our college is more than just 9 to 5, full-time, transfer-level students. Services and resources need to be available to ALL students and the college needs to support the staffing of services that are essential for student success. | ENROLLMENT/ED GOALS: Call students who drop out to get them plugged into other classes. This needs to be a priority and shouldn't be done by faculty. If the college really wants to see increased enrollment, do something about it by providing administrative support.

ENROLLMENT/ED GOALS/DEIAA/MISSION: Ensure students are placed in the correct classes. Placement, especially at sites such as the Southwest Center, needs to happen with faculty input. Noncredit ESL assessments need to be approved by the Chancellor's Office, but assessment folks need to be proactive to get the approval process going. Counselors working with students need to be familiar with classes to ensure students can be successful in the classes that they are placed into.

ENROLLMENT/ED GOALS/DEIAA/MISSION: Outreach: again, this needs to happen to increase enrollment. It should not be up to individual programs and departments to pay people to do outreach. There needs to be accountability to ensure that underserved student populations are not ignored. Our college is more than just 9 to 5, full-time, transfer-level students. Services and resources need to be available to ALL students and the college needs to support the staffing of services that are essential for student success.

Example: Students who have questions are turned away at the Southwest Center even though there are people in the office, and its hours do not meet the needs of the students. Another example: very few services are available to students on the main campus in the evenings.

You have to be kidding me with this survey. The middle slide didn't even make sense with the Yes/No responses to answer questions that begin with How. Our number one priority should be enrollment. | No | This is not an example of something we are not going to do anymore | |
| 158 | Student Services | -combine forces with various programs such as child development is doing a food drive and so is student services and various other departments and they should team up to streamline and minimize costs so they are on the same page | It will streamline and save money in our budget crisis/low enrollment situation and allow staff to focus on other projects and possibly not have to fill vacant positions such as custodial set up etc. | No | This is not an example of something we are not going to do anymore | |

#	My recommendation is for the Administrative Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
159	Student Services	Hello- I work at the Petaluma campus, and therefore the number of staff on campus in comparison to the main Santa Rosa campus is much smaller in number. The Petaluma campus has always had a smaller headcount of students, and proportionally, a smaller percentage of students than the main campus. This has caused a perception around the district that staff that work at the Petaluma campus are not busy, and more importantly - that the offering of services for Petaluma students does not need to be as big/frequent as those that are offered to students at the Santa Rosa campus. Because of this, staff at the Petaluma campus have to fill in the gaps, or and again more importantly, the students at the Petaluma campus are not getting the same level of service as their counterparts at the Santa Rosa campus. If you have 1 person who is covering the jobs of 4 individuals at the Santa Rosa campus, there is no way that they can cover all of these roles in an adequate manner. A specific example would be that nurse practitioner health services are only available on the Petaluma campus on Tuesdays - while available Mon-Fri at the Santa Rosa campus. Another would be that the Career Hub is in Petaluma on Mondays for part of the day, but not present in person the rest of the week. This is not to single out either of these departments, as I'd like to believe that they are doing all they can to provide equitable service to both campuses. I say all this to caution against "doing less", but only having the impact of that felt at the Santa Rosa campus, since nothing will change at the Petaluma campus since we are already covering everything with less folks. Additionally I am asking for the availability of student services to be equitable at both the Santa Rosa and Petaluma campuses. Petaluma students do not deserve any less just because they happen to decide to attend the Petaluma campus, or happen to live in South county, so the Petaluma campus is easier to access services from. As services/duties are potentially lessened, I want to advocate for the days/time taken away is not taken away from the Petaluma campus. I often hear that "nobody is here" when services come down to the Petaluma campus, and then use this as a way to argue that they should not provide services in Petaluma because students don't utilize them. The students that attend all of our campuses are all entitled to the same services. I can understand less time being devoted to covering the Petaluma campus because of the lesser number of students, but also want to remind that with more and more students attending classes and receiving services online, I don't know if there is the same discrepancy of number of students between campuses as there once was/there is perceived to be. Lastly, as we as a district still need to cut budgets, I feel that budget cuts will happen, and the work will fall to those positions and people that are left, leaving us in the same place in the aggregate, even if we do decide as a district to do a few less things.	My suggestion is advocating for the needs of our students at all of our campuses.	No	This is not an example of something we are not going to do anymore	
160	Student Services	Regarding the hosting of events, there are many departments and groups that host events - and though there are fewer than before, many are scheduled annually. Some departments have the ability to plan and host events, others, such as Sustainability Committee or a student group or club, have a more difficult time putting it all together with limited resources. In addition, having random dates for and late additions for events put a strain on already busy departments such as media, custodial, warehouse. Perhaps events can get a bit more of annual plan. It would be a lot of work for Javier's position to piece together but easier during the year. September picnics at the Graduation lawn could be grouped together so tables would be left up. Oct Bertolini events as well. Burbank has fabulous theaters that could have 10 dates per semester available then booked for use - planned around the Theater Dept. Regarding student involvement; giving professors an early look at what is happening, can provide them the ability to tie their curriculum to some events/lectures and involve students more. The District could work as a whole - including PR Dept, to provide smaller groups with dates, venues, setups, and publicity.	My idea does not address many of the parameters - simply provides a streamlined and expanded system.	Yes		We are currently developing new event planning and implementation guidelines in order to improve efficiencies and to work with resource capacity. Ideas include: •Events Planning Workgroup for greater collaboration between key stakeholders (i. e. Student Life, Student Services departments, Javier team, media, District Police, custodial, Public Relations) •More advanced planning with deadlines for future semester events calendar •Use of a master calendar so we spread out events •Using the Event Management System to full potential •Attempt to plan events that don't use support services •Use event application to better provide comprehensive information when getting approvals •Develop plan for more refined event approval process •Develop event planning handbook that contains the guidelines for risk management, liability, etc. •Event stacking of similar events such as end of year recognition ceremonies •greater collaboration between academic affairs and student services for efficiencies. •Ensuring our event planning aligns with both our strategic and enrollment management plans. •Being mindful and strategic in our planning and collaboration. •Each department head planning events within human and fiscal resources while considering event support services like media, custodial, District Police, etc.
161	Student Services	What I've personally noticed that worked really well with state organizations such as job corps, and liberal schools, they don't conform to allowing their students to lose focus of their destined purpose. I've gone to alternative communities like in Oregon. And the structure of the way schools teach are organic and based on nature and reconnecting with it. I've had observed that when a mass of people gather the same information, they get something different from it. If a structured society is based on politics and obstruction then the students will learn about war, and world problems. Some of the ways this can be discussed properly is to announce it at once in some way but mandatory rally's to help engage the students more in connecting back to their communities. Rally's have helped students for many years collect spirit and open opportunities for discussions. It gives a room for special conversations that tackle the problem directly instead of in angles and in curves. I agree that time for people are different than others, getting them to all join would be a different standing issue. But that will always be sub sequential because throughout the weeks more and more people will catch on that they would need to hear what is needed to be heard. as a community it is a duty to grow and prosper altogether. that's why a lot of us are divided today and continue to have a biased mind set towards humanity. So the solution to this is a rally.	In terms of serving students with the right information. this is not a class but an open discussion and voluntary structure that analyzes where students are currently. activities to engage students to understand what it means to be united as a community and as a school. There will be speakers, guests, and even games and different ways to encourage showing spirit. What we want is to tackle the attitude of how students interact with the college program. Their mindset implements the success that arranges from state to state. imagine if we can change a community from the structure within the college and out into the real world. we'd have successful students that know how to manage life. These rally's are not like the BYO days, or club days. but instead an organized way to get students more involved. They will have the option to attend but it will also be advised for their future potential. I also option to suggest that this can be held in the conference rooms at the library as a hybrid event.	No	This is not an example of something we are not going to do anymore	
162	Student Services	For a couple years leading up to our Covid "shelter-in-place," the college had been working on implementing Event Management System (EMS) as its internal and external booking system. The project changed hands and departments, and because of that, there hasn't been any singularity in our approach to its usage, and much of its application has been a mess. Now, after two years of inactivity due to Covid, users now face another uphill battle in learning the program, as well as updating its many, many settings that affect almost every department in the District. At its core, it's a program that has a lot of potential, but it can also be confusing and cumbersome to the end user. It COULD be a one-stop place for event coordination, but as it exists right now, it's a headache. My proposal is an either/or suggestion. Either, we start to take the program seriously District-wide and bring in additional resources, or re-assign current employees to the program with the intention of helping to grow it District-wide OR We scrap the program and start again with something new, with a clear directive and input from the people who are scheduling popular locations on campus, handling event coordination, and managing the inventory at the college's disposal. As it exists right now, I believe we're doing a disservice to not only the internal booking needs of the college staff and faculty, but also short-changing the revenue opportunity that comes with desirable meeting spaces that could serve the greater community.	The most important aspect of my suggestion is to streamline the processes surrounding space reservations and event support. So much of what takes place on campus is managed around different calendar systems, and the need for a centralized, reliable program could do wonders for efficiency. Maximizing the usage of our spaces helps provided an underlying measure of organization and the aforementioned efficiency. There are so many variables outside of the classroom that affect student learning and organizational effectiveness, and I feel that this internal system requires attention.	Yes		Yes, we are currently working on how to use EMS more efficiently and to make sure that it is used across departments/components. See item 160 above for more information on event planning.
163	Student Services	Stop doing separate summer/fall registration and combine them as the college did for a few years prior to the pandemic: Combined summer/fall registration will benefit high school students and counselors to catch them prior to high school year ends. The combined registration had resulted in higher high school enrollment yield, which helped offset the overall decline in high school graduation.	Addressed in previous box together with the issues.	Yes		This will be happening for summer/fall 2024 registration.
164	Student Services	Why are there two completely separate bookstore websites? The bookstore site should be like the schedule and allow you to sort by campus/site but be one cohesive website. Having two separate sites creates extra work for classified behind the scenes and is unnecessarily confusing for students.		Yes		This has been addressed and there is now one landing page with a link to both sites.
165	Student Services	Events! Too many events. We need a good process for vetting events and being able to say "no" if they are not mission critical. We need to shift the culture from "you can do any event you want whenever you want it" to "you have to provide significant advance notice and your event can only fall on one of the pre-approved days." Events put enormous workload on all staff-Academic, Student Servces, Fac Ops, Custodial, Police.	Events! Too many events. We need a good process for vetting events and being able to say "no" if they are not mission critical. We need to shift the culture from "you can do any event you want whenever you want it" to "you have to provide significant advance notice and your event can only fall on one of the pre-approved days." Events put enormous workload on all staff-Academic, Student Servces, Fac Ops, Custodial, Police.	Yes		We are currently developing new event planning and implementation guidelines in order to improve efficiencies and to work with resource capacity. Ideas include: •Events Planning Workgroup for greater collaboration between key stakeholders (i. e. Student Life, Student Services departments, Javier team, media, District Police, custodial, Public Relations) •More advanced planning with deadlines for future semester events calendar •Use of a master calendar so we spread out events •Using the Event Management System to full potential •Attempt to plan events that don't use support services •Use event application to better provide comprehensive information when getting approvals •Develop plan for more refined event approval process •Develop event planning handbook that contains the guidelines for risk management, liability, etc. •Event stacking of similar events such as end of year recognition ceremonies •greater collaboration between academic affairs and student services for efficiencies. •Ensuring our event planning aligns with both our strategic and enrollment management plans. •Being mindful and strategic in our planning and collaboration. •Each department head planning events within human and fiscal resources while considering event support services like media, custodial, District Police, etc.

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166	Student Services	Graduation: Reflecting on the S22 graduation: 1. I think only the President and 2 student speakers should speak. The speeches went on as long as the graduation itself. Or really cut it down to these 3 plus 1-2 people, 3 mins each. 2. Have the graduation on Friday which is a work day for everyone. 3. All management team should be working by 7 am. Some showed up right at start of graduation. It should NOT be mostly classified who are there at 7 am.		Yes		We are currently planning May 2023 graduation and will consider some of these ideas; the process of moving graduation to Friday is a negotiated item.
167	Student Services	I don't understand why we have both an outreach department and student financial services has their own outreach staff. Isn't this duplication of efforts?	Staff in two departments doing same thing.	No	This is not an example of something we are not going to do anymore	
168	Student Services	I think that student services have done so much to improve over the recent years but I think that the food services have not evolved. In fact they have declined. The central area of the campus has declined due to these reduced services and it is making it hard for new students to use the campus to its full capabilities since everyone has to leave campus for fulfilling food options. I hope this changes soon. When the food services open more fully it would be nice to see healthy options appealing to all students' dietary needs.		Yes		We are slowly reintroducing food services in Santa Rosa and Petaluma; as demand increases, so will open hours and locations. Also, the new food service contract RFP will be released in spring 2023.
169	Student Services	This will not only impact Student Services, but all other components as well. Commencement needs to be held on Friday rather than Saturday. Holding Commencement on Friday rather Saturday rationale: DAY OF EVENT STAFFING. It isn't fair to expect Classified and Management employees to continually work on the Saturday of a holiday weekend. At least 150 people are needed to make the event a success and getting enough people to commit to the time on a Saturday during a holiday weekend is really an obstacle. Moving the event to the Friday before Memorial Day would allow us to have all staff work on Commencement unless they submit an NOA for a day off. This would make staffing support of this district wide event much easier to coordinate. FACULTY. The faculty are paid to be at Commencement as part of their contract, but lets be real...very few of the small number who do show up are happy about it; the rest of them grumble and complain and don't like giving up their Saturday of the holiday weekend either. Maybe if we held the event on the Friday prior to the holiday weekend, more faculty will actually show up. That remains to be seen, but it at least gives some hope to have faculty at the event for their students. BUDGET SAVINGS. Holding the event during a regular working day eliminates the need to pay OT/CTO. With our constant budget issues, it seems that paying overtime to grounds crews, Media Services, custodial crews, and other staff who work that day is the wrong idea. CTO accruals also means that staff needing to take time off to spend down their accruals of time off cuts in to their regular work calendar. I'm sure all of these folks would love a 3 day weekend for Memorial Day. WELLNESS. This is long overdue. I personally haven't had a full Memorial Day weekend in ten years, and I'm sure there are staff in Custodial, Grounds, Media Services, other staff in Student Services, and others, who haven't had the opportunity to have the long weekend off in a much longer time. Management and Classified staff in certain areas don't have an option of submitting an NOA form to get the day off. Commencement must go on, and if you aren't a faculty member or unless you work in an area that isn't touched by the commencement event, then you are out of luck to enjoy that long weekend. At the end of May everyone is burned out after a long academic year. The 3 day weekend is needed for ALL staff to refresh and recharge. Moving the CE Celebration would need to happen, and that should not be a problem if there is time to plan for it.	Holding Commencement on the Saturday of Memorial Day Weekend is not an efficient way to operate this event. As previously mentioned it is extremely effortful to get staff and managers to WORK on this day. It is not a volunteer event. It is work. Over the years, I have spent too much of my time on emails to make sure that everything was covered for the day...exactly 596 emails for the 2022 Commencement to be exact. Multiply that over several years and you may understand a little about my frustration about this. It's a ridiculous amount of communication and I know it would be greatly reduced if the event was held on a regular work day and it if was communicated to all employees from the President's Cabinet level, not the Executive Assistant level, across all component groups that EVERYONE will participate in staffing the event. I wish you all well in getting the faculty to agree to change their contract to allow this. It seems odd that they wouldn't agree to this because they don't want to come to campus after finals either, and I hope that they don't block this just because it is a recommended change. This does impact all constituent groups because it will require all employees to work on the event in some capacity. Restructuring this event in this way, leads to budget savings and will hopefully make the staffing of Commencement less effortful for the Executive Assistant of Student Services, who still has regular work duties to perform along with the coordination of Graduation.	Yes		We are currently planning May 2023 graduation and will consider some of these ideas; the process of moving graduation to Friday is a negotiated item.
170	Student Services	Streamline important student graduation and program completion celebrations by dedicating two District days, planning for one set up and media support, and assign traditional events to shifts over those two days. Ideally, the days would leverage the past practice of CE, but use that set up to allow for smaller programs join such as EOPS, LFSA, Departments, Programs.	The previous page is not supportive of input. I do not understand how a narrative response can be answered with a limited yes or no response. This screen does not allow me to review content from the previous page. Yikes.	Yes		We are currently developing new event planning and implementation guidelines in order to improve efficiences and to work with resource capacity. Ideas include: •Events Planning Workgroup for greater collaboration between key stakeholders (i. e. Student Life, Student Services departments, Javier team, media, District Police, custodial, Public Relations) •More advanced planning with deadlines for future semester events calendar •Use of a master calendar so we spread out events •Using the Event Management System to full potential •Attempt to plan events that don't use support services •Use event application to better provide comprehensive information when getting approvals •Develop plan for more refined event approval process •Develop event planning handbook that contains the guidelines for risk management, liability, etc. •Event stacking of similar events such as end of year recognition ceremonies •greater collaboration between academic affairs and student services for efficiencies. •Ensuring our event planning aligns with both our strategic and enrollment management plans. •Being more mindful and strategic in our planning and collaboration. •Each department head planning events within human and fiscal resources while considering event support services like media, custodial, District Police, etc.
171	Student Services	Streamline activities by coordinating with various program areas District-wide. Too many stand-alone events and activities are created without the guidance of a master schedule or master plan. Collaboration and piggybacking make better use of staff time and focuses student attention. Collaboration also reduces the impact on facilities and other service area operations.		Yes		We are currently developing new event planning and implementation guidelines in order to improve efficiences and to work with resource capacity. Ideas include: •Events Planning Workgroup for greater collaboration between key stakeholders (i. e. Student Life, Student Services departments, Javier team, media, District Police, custodial, Public Relations) •More advanced planning with deadlines for future semester events calendar •Use of a master calendar so we spread out events •Using the Event Management System to full potential •Attempt to plan events that don't use support services •Use event application to better provide comprehensive information when getting approvals •Develop plan for more refined event approval process •Develop event planning handbook that contains the guidelines for risk management, liability, etc. •Event stacking of similar events such as end of year recognition ceremonies •greater collaboration between academic affairs and student services for efficiencies. •Ensuring our event planning aligns with both our strategic and enrollment management plans. •Being more mindful and strategic in our planning and collaboration. •Each department head planning events within human and fiscal resources while considering event support services like media, custodial, District Police, etc.
172	Student Services	Streamlining the application process will be a great help for outreach purposes. Based on personal experience, SRJC s application process is one of the most cumbersome and complex I have ever come across. This is not just an issue with just high school students but also with adults ~ specifically, older adults. I, someone with some level of expertise in the application process, sometimes have difficulties assisting students who need this and that to apply or register. For example, A&R tells a student to send a form to make a change when the student is trying to make the change in person with his/her SID# and form of ID. If I have difficulties, imagine students trying to figure it out by themselves.		Yes		The application process is governed by the state so we have limited ability to change it at the local level; however, our Equity Plan 2.0 has identified this as a barrier to student success for our first generation students and will be developing a plan to address this at the local level.
173	Student Services	Super Saturday is not well attended or supported by staff. It contributes to the District's out of control liability of overtime. It should be done away with since it has an ROI next to zero.	Reasons were given with the suggestions.	No	We recently evaluated our spring semester Super Saturday Services and have determined that the value to our students was great enough to justify hosting it again for fall semester 2023.	
174	Student Services	The revised set-up for Student Health Services (SHS) and Student Psychological Services (SPS) with a shared reception has the potential be be (has proved at times to be) very problematic for students who come in with certain psych needs (such as being suicidal). There needs to be a private reception for SPS, not shared with SHS.	for the privacy, comfort, and safety of students	No	Student Health Services (SHS) works to ensure confidentiality in the shared space of the waiting room and hallways of our facility. Our policy is for a distressed student presenting at the front desk to be brought back to a private location for assessment of their care needs. We have recently done a retraining on this issue. We agree that trying to discuss suicidal ideation, etc in the public waiting room is not appropriate. Having Student Psych Services in the same location as SHS has provided many benefits such as warm handoffs between the nurses and the therapists.	

#	My recommendation is for the Administrative Area of ...	Please provide detail regarding your "what we are not going to do anymore" suggestion.	Please explain in detail why your suggestion addresses the parameter(s) selected in the previous question.	Is it doable?	If no, why not?	Comments
175	Student Services	We are no longer going to send students across campus to get help with things that "aren't our job". We need to become more student centered in action, not just in word. Our district Welcome & Connect Centers have become "one stop shops" of sorts, where students can get help with admissions applications for college, financial aid assistance, registration, COVID 19 mandate assistance, technology assistance, and much more. This has offloaded the work from many other depts which are more than capable of also helping students with many of these various steps. If we can cross train other student services depts. on some of the above processes including dept admins, student workers, and other staff, then each dept can more fully help students across the range of issues they face, and we can avoid sending students from one place to the next to accomplish a single task.	This form needs to be restructured in a way that makes it meaningful. The previous parameters given do not make sense answering in a Yes/No fashion. Consider revising the form and resending out for district wide input and clarifying the edits or revisions.	Yes		The Student Services team agrees that we can do a better job providing comprehensive matriculation services and other student support at multiple locations on campus. We also agree that the college must become more student-centered and customer-service oriented. We are partnering with Caring Campus to better support this effort.
176	Student Services	We are not going to make students go through horrible hoops just to see a counselor. Pre-pandemic, students were sent to the counseling department and had to sit and hope to get an appointment with a counselor. Many students gave up and some took less units just to avoid the counseling department. With SARS and other innovative appointment technology, the customer service at this college could be transformed.	This affects almost all areas of enrollment and retention. Students need help with choosing classes and must see a counselor to enroll in more than 9 units. The customer service of the counseling department has a poor rating among many students I speak with. They are discouraged by not being able to get an appointment and many take less than 9 units to avoid the counseling department. This does not help with FTEs. It should not be difficult for anyone to see a counselor.	yes		Counseling has been offering remote services via zoom and phone since fall 2019. Students can now get counseling services in-person, zoom, phone, and chat. Most of the counseling time is drop-in for same-day service, but students can also book appointments. Starting spring 2023, Counseling is offering evening services 5-7pm, M-TH, to accommodate more students who cannot see counselors during the day. Also, most students don't need counselor approval to enroll in more than 9 units. Only those who are on probation or in dismissal need to do so. Counseling is working on ways to reach out to these students more proactively so they don't wait until the last minute.
177	Student Services	We should do a much better job in providing accurate demographic date regarding our students ethnic and demographic population and improve our commitment to DEIAA.	According to the last accreditation report, SRJC needs to do a better job in updating and accurately reporting the ethnic population of our students, which will indicate our commitment to improving our DEIAA and ultimately increase student enrollments.	No	This is not an example of something we are not going to do anymore	
178	Student Services	We shouldn't make assumptions anymore about why our students are here and then base the services we emphasize on our assumptions. Students are increasingly reporting being here now to explore and take classes and for personal reasons and we should respect that or risk alienating them. We have spent a long time focused on career-minded and transfer students who needed classes to graduate and there are less of those students now. We need to shift gears and move towards an idea that we can ALSO offer students personal growth, better understanding of the world, and practical skills. In particular, the popularity of learning 'old-fashioned' skills and developing talents and personal knowledge through art, music, philosophy, literature, and practical hands-on classes should be explored. Right now, social media is filling that niche but it doesn't have to. We can offer students those learning experiences and support services for those kinds of learning experiences coming from people who are experts so students know they can trust the content they are interacting with.	We are an educational institution so this certainly supports that aspect of our mission and values. Many of our students coming from communities impacted by lack of access and support in higher education only get to experience the overwhelming emphasis on career development in college rather than the personal edification aspects of higher education. This is inequitable. Most of our students are Sonoma County residents and both they personally and our county benefits from having an educated citizenry who have unique skills and interests that they can contribute to making our community a better place, which doesn't even begin to touch on the ways in which such an informed and enriched citizenry contribute to the political and social systems of our community. Support programs geared at allowing students to be personally enriched, rather than only supporting basic needs and those with transfer and career goals seems timely and of vital importance to the health of our college. Right now, we are more likely to attract students with personal goals than those whose sole goal is immediate career development or 2 year transfer, especially since most of our students are part-time.	No	This is not an example of something we are not going to do anymore	
179	Student Services	Events: •Overall consensus: events stretch bandwidth and energies. General request to reduce events. •Event process improvement: oCreate and staff an events department that just handles events. oStreamline room reservations to ensure departments can see what/when spaces are reserved, and to minimize impact on Facilities Operations, Custodial Services and Media Services oHave consistent criteria for event approval (e.g. consider whether Custodial Services can accommodate multiple events at the same time) and who has authority to deny. Require Cabinet approval. oUpdate fees that include staff work. •Specific event discussion: oDetermine whether the multiple graduations can be more coordinated oConsider whether the District should continue DUO oMove away from individually siloed outreach – take all the smaller outreach events and shift them to 2-3 larger events per semester. •Focus on events that impact student retention and community relations. oStudent outreach should focus on those who are likely to enroll in 1-3 years. Reduce middle school and elementary school visits. oRethink campus tours program. oSuggestions: cap on daily events, rubric for assessing requests (student, community, equity plan, soft costs), foundation has found less impact on fundraising by reducing events. oLook at the data – what events are actually getting students to enroll or are retaining students? •Add a public calendar of all events to help track number of events and for people to piggyback off each other – rather than creating another event on another day, could we start to tag on to other people's events to achieve the same thing/target the same audience/reduce impact on staff? •Facility rentals do not always recoup funds or make money for the college. You have to invest to earn revenue. •Big idea: shift the college culture from 'I can do whatever I want when I want" in relation to scheduling and planning events to "You must seek approval for your event in a reasonable timeframe and it must fall on select dates/times/locations and utilize existing logistics to minimize impact on support departments." oSet 'event days' on campus. If you want to have an event it can only be held on these days/times in the semester. oEmpower departments to say no to event support outside of those days. Chargeback department budgets for staff time if they decide to have an event outside the designated times. oShift all smaller events to one larger event/day.	see previous	yes		See items 155 and 160 above.
180	Student Services	Stop having all student services front counters open 8-5 Monday through Friday. Instead, create a central front desk hub that handles all Student Services requests. Over time, this model could help reduce staffing needs while also supporting remote work. Lets face it, many offices staff their front counters primarily with student workers as tier 1 level of support. This could be done as a central hub with less staff and with support from each office.	Reasons were given with the suggestions.	Yes		Conversations about staffing of service counters and information desks is on-going.
181	Student Services	Eliminate the paper application for Older Adult and ISA. While this may have been convenient for these programs in the past, the chancellor's office is saying that all students MUST have a CCCID by fall 2023. Perhaps, staff who need to be re-engineered can be reassigned to support these programs with CCCApply. Reference: https://digitalfutures.cccco.edu/Newsletter/February-2022/System-Use-of-the-CCCID	Reasons were given with the suggestions.	yes		Currently exploring options.
182	Student Services	Eliminate the requirement for middle school students to have to petition to enroll as a special admit student. Legally, middle school students can take up to 11 units like any other high school student. Unfortunately, it is the District that has decided to put up this barrier.	Reasons were given with the suggestions.	No	The current practice is that we go through each Department Chair to allow a middle school student to enroll.	
183	Student Services	Eliminate (or at least scrutinize) outreach events that have low ROI.	Reasons were given with the suggestions.	Yes		The student outreach program is currently being evaluated and re-imagined for post-covid efficiencies and effectiveness, and to align with the Strategic Enrollment Management Plan.