



PRELIMINARY REPORT OF FINDINGS  
OF THE  
2008/09 MULTI-SITE TASK FORCE

August 2009

## SANTA ROSA JUNIOR COLLEGE

### **PRELIMINARY REPORT OF THE 2008/09 MULTI-SITE TASK FORCE**

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#### EXECUTIVE SUMMARY

As Santa Rosa Junior College has grown and expanded over the years, the Board of Trustees and College administration have affirmed and reaffirmed the commitment to a single-college, multi-site organizational structure. That commitment is currently expressed as a College Initiative focused on Multi-Site Coordination. In fall 2008, President Agrella called together a Multi-Site Task Force to review and identify the current issues related to SRJC's organizational structure. The specific charge was to "move beyond the primary philosophical basis for SRJC's multi-campus structure to a review of district policies, procedures, and practices that support and/or hinder the future success of SRJC's organizational structure and thus the District as a whole." The Task Force was asked to focus primarily on the identification, but not the resolution of issues.

An online survey of all SRJC employees was administered in spring 2009. Direct input was also solicited from various constituent groups, sites, and select individuals. These included Academic Senate, SEIU/Classified Executive Council, Associated Students Student Senate, Petaluma Faculty Forum, Department Chairs Council/Instructional Managers, Academic Affairs Council, Student Services Council, AFA Executive Council, Petaluma Campus Classified Leadership Team, Classified Senate, Shone Farm, Southwest Santa Rosa Center, and the Public Safety Training Center. Complete surveys were returned by 332 SRJC employees.

The data provided a rich and voluminous source of information regarding the current state of SRJC's organizational evolution and the issues that may need to be addressed to more effectively support the future success of SRJC's one-college, multi-site structure. Along with a summary of respondent demographics, overall findings were reported on participatory governance activities, organizational relationships, access to district services, perceptions of SRJC's organizational structure, organizational consultation and orientation, and issues needing to be addressed. Cross tabulations enabled a deeper exploration of the findings by employee type (i.e., full- or part-time classified or faculty, management, or STNC) and by primary work site (i.e., Santa Rosa, Petaluma, Public Safety Training Center, Shone Farm, Southwest Santa Rosa Center, and other off-site locations).

Conclusions and recommendations identified Communication, Resource Allocation, Organizational Relationships, and Participatory Governance as areas for future exploration and study.

## INTRODUCTION/BACKGROUND

As Santa Rosa Junior College has grown and expanded over the years, the Board of Trustees and college administration have affirmed and reaffirmed the commitment to a single-college, multi-site organizational structure. Administration, faculty and staff were periodically called together to consider the implications and make recommendations at critical points as college centers and campuses began to emerge and expand, and SRJC developed into a larger and increasingly complex organization. The focus of these efforts has always been on maintaining SRJC's standard of excellence as a provider of high quality educational programs and services.

The development of a long-awaited separate site in Petaluma served as the impetus for the first multi-site task force called together by President Agrella in spring 1993, well before the relocation of the 'Petaluma Center' from leased modular buildings on the Sonoma-Marín Fairgrounds to its permanent and current site in January 1995. The *Report to the President of the Multi-Site Task Force, Spring 1994* provided basic principles and implications/recommendations from the perspective of academic affairs, student services, administrative services, and business services. The matrix management structure proposed in the task force recommendations served as the basis for the development of operational procedures that guided the college and the Petaluma Center in its start-up years.

In December 1996, the then Executive Dean of the Petaluma Campus submitted a *Review of 1994 Implications and Recommendations* to President Agrella and the Multi-Site Task Force members. The document provided a reflection and assessment of the matrix management structure after two years of implementation; highlighting successes and challenges, and noting in particular how the complexity of the structure was leading to communication problems and confusion concerning overlapping roles.

In 1999, the SRJC Board of Trustees changed the designation of the Petaluma Center to the Petaluma Campus, thus formally changing SRJC to a two-campus college. That action spawned a second report to President Agrella and the component administrators in February 1999 by the Petaluma Campus chief administrator, entitled *Implications of a Multi-Campus Structure*. The report reviewed earlier documents and provided a series of recommendations informed by the experiences of Petaluma faculty and staff and relevant to the development of a plan for the transition of the Petaluma Center to the Petaluma Campus. In August 1999, a final statement of the *Multi-Campus Structure Philosophy* was issued by the component administrators to the Institutional Planning Council emphasizing five basic philosophical points: (1) Centralized Policy, (2) Decentralized Delivery, (3) Intelligent Flexibility, (4) Multi-Site Task Force Basic Principles, and (5) Component Administrators as Review Committee. For the next nine years,

multi-site organizational issues were addressed by the component administrators under the direction of President Agrella for the purpose of reaching consensus in the best interests of the District.

In academic year 2007/08, Multi-Site Coordination was identified as a major college-wide initiative, with the goal of enhancing communication, organizational alignment, and encouraging development of policies, procedures and practices in support of SRJC's organizational structure.

In January 2008, SRJC opened the Petaluma Campus Phase II facilities, adding seven new buildings and initiating the renovation of all three original buildings. The renovated buildings were reopened in spring 2009. These projects comprised SRJC's largest construction project in its 90-year history, tripling the square footage of the original campus and providing instructional and student services space to accommodate over 12,000 students, nearly double the current enrollment. Additionally, the Board of Trustees approved establishment of a facility in Southwest Santa Rosa which joined Shone Farm, the Public Safety Training Center, Culinary Arts and other facilities in the District. Thus, by the 2008/09 academic year, Santa Rosa Junior College consisted of two campuses, two centers, and numerous off-site facilities located throughout Sonoma County.

In the fall of 2008, President Agrella called for volunteers from across the college to once again form a Multi-Site Task Force to review and identify the current issues related to SRJC's organizational structure. Forty-four classified, faculty, and management team members submitted requests to participate. Twelve, each of whom represented various areas of the college, were selected.

The Task Force was co-chaired by Jane Saldaña-Talley, Vice President/Executive Dean of the Petaluma Campus and Barbara Croteau, Academic Senate President. Additional members included classified staff Debbie Eakins (SEIU representative and Science Lab Instructional Assistant, Life Sciences/Coordinator of Science Labs, Ag and Natural Resources Management), Alicia Jourdain (Administrative Assistant III, Career and Technical Education and Economic Development), Sarah Hopkins (Recruitment Coordinator, Human Resources); faculty members Janet McCulloch (AFA representative and English Faculty), Scott Rosen (CIS Faculty), Filomena Avila (Counseling Department Chair); student Jordan Burns (Student Trustee); and administrators Kimberlee Messina (Dean, Science, Technology, Engineering and Math), Kate Jolley (Director, Fiscal Services), and Tony Ihsan (Dean, Facilities Planning and Operations). KC Greaney (Director, Office of Institutional Research) provided technical advice and assistance with background data, methodological issues, survey development and administration, as well as analysis of the findings. Jill Hunter (Research Technician) provided assistance with survey layout and data analyses.

The specific charge of this task force was to “move beyond the primary philosophical basis for SRJC’s multi-campus structure to a review of district policies, procedures, and practices that support and/or hinder the future success of SRJC’s organizational structure and thus the District as a whole.” The task force was further directed to “consult with SRJC employees and students to assess the degree to which the current organizational structure has met their needs” and to “include input from such groups as the Academic Senate, Department Chair Council, Petaluma Faculty, Forum, Academic Affairs Council, Student Services Council, Classified Senate, Associated Students, and Management Team...” The Task Force was asked to focus primarily on the identification, but not the resolution of issues. Findings were to be summarized in a preliminary report to the President and Board of Trustees including a recommendation, if needed, for follow-up data collection via focus groups and/or one-on-one interviews.

The Multi-Site Task Force met twelve times throughout the major part of the 2008/09 academic year, meeting as a whole or in sub-groups to develop a means to gather and analyze college-wide input regarding the issues surrounding SRJC’s single-college, multi-site organizational structure. Issues explored included, but were not limited to, those related to participatory governance, organizational relationships, human resources, business services, communications, resource allocation, college culture and institutional effectiveness.

## METHODOLOGY

The Task Force developed a plan to obtain input from a broad cross-section of the college community, and to explore the issues from both component and cross-component perspectives. The initial plan included strategies to solicit input from SRJC employees and students to assess the degree to which the current organizational structure met their needs, and included input from all governance bodies and constituent groups, those employees who volunteered but were not selected for the task force, as well as interviews of Vice Presidents, faculty, classified, student and management team leadership. Prior to developing its data collection plan, the Task Force also reviewed and considered other available survey results, including the 2007 Accreditation Self-Study surveys of faculty/staff and students and the 2005 Petaluma Task Force survey of faculty, to explore whether or not the findings from those surveys were relevant to their task. In the end, the findings from those surveys were judged not to be useful and were set aside in favor of developing a means to collect more current input.

The Task Force’s initial plan for input proposed the following three approaches to accomplish the task force’s charge:

1. Survey Employees and Students
  - Develop on-line survey
  - Email a link to the survey to all staff
2. Conduct Focus Groups with key groups
  - Develop a focus group protocol
3. Interview key administrators and academic leaders
  - Develop interview questions
  - Meet with component administrators

The Task Force focused data collection efforts on an identification of the issues in the following major categories:

- Governance
- Organizational Relationships
- Human Resources/Working Conditions/Contractual Matters
- Business Practices
- Communications
- Resource Allocation
- Institutional Effectiveness
- Student Instructional Support (Library, Tutorial Center, English/ESL/Math/Computing labs, in-class instructional aides)
- Student Services (e.g. Financial Aid, Counseling, A&R, Scholarships, Student Health Services, Assessment, DRD)
- Other

To streamline the data collection process, the task force elected to develop a survey of all SRJC employees as the first step in the process. The survey was developed through the use of *Zoomerang* online survey software with assistance from the Office of Institutional Research and distributed electronically via an *Outlook* email to DL.STAFF.ALL in early April 2009. The survey consisted of 22 items designed to collect demographic/background information, and responses to Likert-type and open-ended comment items pertaining to participatory governance activities, organizational relationships, access to district services, and employee perceptions related to SRJC's multi-site organizational structure. An email reminder was sent two days before the surveys were due extending the deadline several additional days. All responses were anonymous.

As an alternative to focus group interviews, the Task Force also solicited direct input from various constituent groups, sites, and select individuals. These included Academic Senate, SEIU/Classified Executive Council, Associated Students Student Senate, Petaluma Faculty Forum, Department Chairs Council/Instructional Managers, Academic Affairs Council, Student Services Council, AFA Executive Council, Petaluma Campus Classified Leadership Team, Classified Senate, Shone Farm, Southwest Santa Rosa Center, and the Public Safety Training Center. At the request of Dr. Agrella, the Multi-Site Task Force also sought direct input from 32 SRJC employees who expressed an interest but were not selected to become a member of the task force. Constituent groups and sites were invited to provide open-ended responses to the issues they felt as a group needed to be addressed in the major category areas listed above. Individuals were provided a similar opportunity or the option of meeting directly with one or two task force members.

Given the scope of the data collected via survey and direct input, the task force chose to delay interviews with key administrators and academic leaders pending a preliminary analysis of the findings and further direction from President Agrella.

## DATA ANALYSES

Data analyses were conducted using only fully completed surveys while surveys that were only partially completed were deleted from the analysis. Numerical data (frequency and percentages) and comments were compiled for all respondents combined, for respondents by primary work site, and for respondents by employee type. Additionally, cross tabulations were computed for selected survey items by employee type (i.e., full- or part-time classified or faculty, management, or STNC) and by work site (i.e., Santa Rosa, Petaluma, Public Safety Training Center, Shone Farm, Southwest Santa Rosa Center, and other off-site locations). For greater ease of analysis, the crosstab results were prepared and are displayed as both tables and graphs. Finally, the input from constituent groups/sites and individuals were compiled, taking care to maintain anonymity and delete references to specific individuals.

## FINDINGS

Surveys were returned by 358 SRJC employees. Of those, 332 were fully completed and 26 were partially completed. Constituent group/site responses were received from the Petaluma Faculty Forum, Petaluma Campus Classified Leadership Team, Southwest Santa Rosa Center, Academic Senate, Department Chairs/Instructional Managers, Academic Affairs Council, and SEIU/Classified Executive Council. Individual responses were received from four employees, all managers, who expressed an interest in volunteering for the task force. Two of those chose to

be interviewed by a two-member Task Force team; the other two submitted summary comments. Several other individuals thanked the Task Force for the opportunity, but felt the online survey provided them sufficient opportunity to respond.

The response rate for the 2008 Multi-Site Task Force survey was modest when compared to that of the 2007 Faculty/Staff Accreditation survey (n=633), but comparable to other special topic surveys administered by the College over the years. The data available to the Task Force was at once a rich and voluminous source of information regarding the current state of SRJC's organizational evolution and the issues that may need to be addressed to more effectively support the future success of SRJC's one-college, multi-site structure. Constituent groups/sites, individuals, and the 332 respondents who completed a full survey were generous and candid in their comments, revealing what are perhaps the most eloquent and useful findings of all, particularly when reviewed from the perspective of primary work site or employee type (i.e., faculty, classified, management, etc.). That said, the work to review and properly analyze a dataset of this magnitude in its entirety was not possible given the Task Force's timeframe. Thus, for this preliminary report, the Task Force chose to focus on overall findings with only an occasional look deeper into the data. The report will conclude with recommendations and suggested direction for future exploration of these data.

### Demographics

Demographic analyses of survey data revealed that respondents were largely veteran employees, either classified or full-time faculty, who had worked for SRJC 10 years or more in the Academic Affairs component area, who more often than not worked on the Santa Rosa campus and perhaps on the original Petaluma campus, and almost never travelled to other district sites.

The greatest number of survey respondents were full-time classified staff (n=112; 34%), followed by full-time (contract) faculty (n=93; 28%), part-time (adjunct) faculty (n=51; 15%), management/administration (n=45; 14%), part-time classified staff (n=23; 7%), and Short Term Non-Continuing (STNC) employees (n=8; 2%). No student workers responded to the survey.

By primary work site, the greatest proportion of respondents were predictably from the Santa Rosa campus (n=233; 70%), followed by the Petaluma campus (n=73; 22%), Public Safety Training Center (n=13; 4%), other off-site locations such as Culinary Café, clinical sites, Pepperwood Preserve (n=6; 2%), Southwest Santa Rosa Center (n=5; 2%), and Shone Farm (n=2; 1%). Respondents who worked at more than one site most frequently indicated they also worked on the Petaluma campus (n=56) or the Santa Rosa Campus (n=50), followed by other off-site locations (n=18), Public Safety Training Center (n=15), Southwest Santa Rosa Center (n=15), and Shone Farm (n=14). When asked at which SRJC site they had worked in the past

(marking all that applied), the vast majority of respondents indicated they had worked on the Santa Rosa campus (n=232; 83%) or the Petaluma campus, either the original Phase I campus (n=122; 44%) or current campus (n=99; 44%). Less than 10% of respondents had worked on the Petaluma fairgrounds site, the Public Safety Training Center sites (Two-Rock/Los Guillicos/Windsor), Shone Farm, Southwest Santa Rosa Center sites (Labor Center or current site), though 13% indicated they had worked at other off-site locations.

By component area, the highest proportion of respondents indicated they worked for Academic Affairs (n=123; 42%), followed by Student Services (n=73; 25%), Petaluma (n=44; 15%); Administrative Services (n=25; 9%), Business Services (n=21; 7%), and the President's Office (n=8; 3%). Given that 73 respondents had previously indicated they worked in Petaluma, the responses suggest at least 40% (n=29) of those who work in Petaluma identify with or actually work for another component.

Results for respondent distribution based on longevity with SRJC was fairly well balanced across categories and revealed over half of all surveys were returned by employees with the most seniority and presumably the most experience with SRJC's organizational structure. The highest proportion of respondents had worked for SRJC 11 to 20 years (n=95; 29%), the next highest had worked for 20+ years (n=74; 22%), followed by those working six to ten years (n=66; 20%), three to five years (n=52; 16%), and zero to two years (n=43; 13%).

When asked how frequently they travel to SRJC sites, most respondents, not unexpectedly, indicated they travelled to the Santa Rosa Campus three times per week or more (n=195; 66%). Respondents were most likely to travel to the Petaluma Campus once per semester (n=65; 23%), once per month (n=54; 19%), or once per year (n=48; 17%). The findings revealed that a large numbers of respondents never travelled to the Public Safety Training Center (n=151; 63%), Southwest Santa Rosa Center (n=192; 80%), or other off-site locations (n=163; 74%). And though 38% (n=95) of respondents had never travelled to Shone Farm, somewhat more (n=97; 39%) had travelled there at least once per year, probably for the Harvey Hansen BBQ or some other event.

### Participatory Governance Activities

To better understand the extent to which participatory governance was affected by SRJC's organizational structure, respondents were asked about their involvement in governance activities and to relate specific problems that prevent them from participation.

Predictably, respondents were most likely to indicate frequent attendance at department/unit meetings (n=218; 67%). Overall, respondents were also most likely to indicate they never attended Academic Senate (n=218; 69%), Petaluma Faculty Forum (n=217; 68%), AFA Executive

Council meetings (n=217; 68%), task forces (n=163; 51%), SEIU's Classified Executive Council (n=245; 78%), and Classified Senate (n=251; 79%). Interestingly, 66% of respondents indicated that they sometimes or frequently attend meetings that include employees from a site other than their own, 75% indicated they sometimes or frequently attended professional development activities, and 54% indicated they sometimes or frequently attended institutional events or activities such as Arts and Lectures. Half of all respondents indicated they sometimes or frequently participated in hiring committees. The data revealed an interesting split between respondents who never participated in College standing committees (n=131; 41%) and those who frequently participated (n=118; 37%).

When asked what (if anything) prevented them from participating in those activities, respondent comments most frequently cited time and location or distance, travel time to Santa Rosa where meetings are most frequently held, work commitments and coverage issues, as well as meetings that are held in Santa Rosa but not teleconferenced.

### Organizational Relationships

To determine the extent to which SRJC employees have a clear understanding of how the organization works and to whom and for what they are responsible, respondents were asked to rate their level of agreement to a series of statements.

Over 90% of respondents agreed or strongly agreed with every statement in this section of the survey. The findings revealed that respondents were extremely clear about how/from whom to get the necessary supplies and equipment to do their job, who schedules their position, who supervises their work, what is expected of them on the job, who evaluates their job performance, who they need to 'keep in the loop' for their day-to-day work, to whom they are accountable, and whom to contact in case of an emergency. That said, when given the opportunity to comment on how day-to-day functioning in those same areas was effected by SRJC's multi-site organizational structure, respondents provided over 200 comments that either indicated no effect whatsoever, or expressed varying levels of frustration, confusion, or misunderstanding over organizational relationships between sites, particularly the Santa Rosa and Petaluma campuses. Of note, is that comments like these emerged in open-ended responses throughout the survey, and suggest an underlying level of unresolved tension on some but not all issues.

When asked about the effectiveness of various forms of communication in working with colleagues located on sites other than their own, those employees who responded to this item overwhelmingly felt e-mail was highly effective (n=247; 76%), followed by in-person interactions (n=230; 69%). The majority of those respondents felt both videoconferencing (n=130; 51%) and fax (n=116; 45%) were only somewhat effective. Respondent comments

revealed a significant degree of skepticism, lack of understanding, or ineffective use of videoconferencing as a means to maintain communication between sites. Other comments suggested communication problems related to lack of proximity, consistency, and the communication behaviors of individuals.

### Access to District Services

This portion of the survey was designed to assess respondent satisfaction with their access to an array of district services, and to determine whether or not satisfaction varied by employee type or work site location. Services included were Academic Computing/Technical Services, Bookstore, Accounting, Graphics Services/Copy Center, Purchasing, Computing Services, District Compliance, District Police, Custodial Services, Environmental Health and Safety, Groundskeeping, Maintenance, Food Services, Employee Relations/Discipline, Hiring/Recruitment, Institutional Research, Media Services, New Employee Orientation, Parking, Payroll, Professional Development, and Public Relations.

Of particular note was the finding that the majority of survey respondents marked that they were satisfied or very satisfied with their access to all district services listed on the survey. Though rating differences between services were largely small, access to Groundskeeping services received the overwhelming proportion of satisfied or very satisfied ratings (98%) regardless of primary work site or employee type, while access to Parking received the highest proportion of dissatisfied or very dissatisfied ratings (32%) largely from employees on the Santa Rosa campus. Other services showing a slightly higher degree of satisfaction based on access included Accounting, Media Services, and Payroll. Those showing a slightly lower degree of satisfaction based on access included Computing Services, Food Services, Employee Relations/Discipline, and New Employee Orientation. When giving the opportunity to comment on access to district services, respondents were both complimentary and critical of various services, providing in many cases very specific feedback regarding their experiences with a given service area.

### Perceptions of SRJC's Organizational Structure

This section of the survey explored employee perceptions in a variety of areas deemed by the Task Force to have relevance in a multi-site organization. These included resource and personnel/staff allocations, consistency of policies and procedures, job complexity and access to supplies/equipment/technology, communication, opportunity for collaboration, as well as variation in campus culture, and the extent to which new employees are oriented to be successful in a multi-site district. Also included was a statement designed to assess the potential will of employees to engage with effort in resolving issues identified by the Task Force as needing to be addressed. Finally, this portion of the survey contained a number of

statements designed to assess the extent to which respondents felt they had the opportunity for job advancement or to provide input and participate in organizational decision-making and participatory governance.

In general, respondents were more likely to agree or strongly agree that they had adequate access to support staff (72%), adequate office supplies and equipment (81%), and adequate access to the technology needed to do their work (80%). Respondents were also more likely to disagree or strongly disagree that the campus culture is the same at all district sites (89%).

Respondents were more closely split over their perceptions that personnel/staff were equitably distributed throughout the district (40% strongly agree/ agree; 60% disagree/strongly disagree), whether their job is made more complex by the number of people they have to work with to get things done (41% strongly agree/ agree; 59% disagree/strongly disagree), SRJC's hiring and orientation practices prepare employees to be successful in a multi-site district (41% strongly agree/agree; 59% disagree/strongly disagree), district policies and procedures were consistent at all sites (46% strongly agree/ agree; 54% disagree/strongly disagree), and there is adequate communication between and among sites within the district (47% strongly agree/ agree; 53% disagree/strongly disagree). Respondents were split 50%/50% on their perception of there being ample opportunity for collaboration between and among sites.

When asked for their perception as to whether or not the Petaluma campus would be its own college someday, respondents were more likely to disagree or strongly disagree (65%), though slightly more than a third (35%) agreed or strongly agreed. Those results were remarkably consistent across respondents on both the Santa Rosa and Petaluma campuses. Results by employee type revealed full-time faculty were fairly evenly split across rating options (strongly agree, agree, disagree, strongly disagree), while full-time classified staff and management were far more likely to disagree or strongly disagree with that statement.

Overall, 59% of respondents agreed or strongly agreed that SRJC functions well as a multi-campus, multi-site college, and 42% disagree or strongly disagree. The highest levels of agreement were expressed by respondents from Santa Rosa (60%) and Petaluma (57%) campuses, Public Safety Training Center (89%), and the Southwest Santa Rosa Center (100%). Part-time (63%) and full-time (63%) classified staff, STNC's (84%), part-time faculty (70%), and management (60%) expressed the highest degree of agreement that the district functions well under its current organizational structure. Full-time faculty (44%) were considerably less likely to agree and far more likely to strongly disagree (23%).

In general, respondents largely agreed or strongly agreed that they have the opportunity for job advancement (59%), to participate in institutional decisions at their site (62%), to be actively involved in the participatory governance process (79%), to participate in institutional decisions

at their department level (78%), and to give input into program development (62%). Respondents were more likely to disagree or strongly disagree that they had the opportunity to participate in institutional decisions at the district level (53%), to give input into facilities planning (58%), to give input into enrollment planning (60%), and to give input into budget development (55%).

Respondent comments regarding the perceptions they expressed, were wide ranging and addressed a variety of multi-site issues. The most common multi-site related criticisms focused on perceived inconsistencies between the Santa Rosa and Petaluma campuses, some favoring Santa Rosa and others favoring Petaluma. Comments from many respondents suggested a need for workplace/worksites orientations for employees whose position requires them to work on more than one site and sensitivity training for those whose work brings them in communication with colleagues from other sites and who may have a workplace reality different than their own.

### Organizational Consultation and Orientation

The final couple of items contained in the survey assessed who respondents consulted for assistance about student concerns and for whom, from their vantage point, they primarily worked.

Respondents were most likely to turn to department chairs (55%), Student Services colleagues (42%) and faculty colleagues (39%) for questions about student concerns, followed by cluster deans (31%) and Petaluma deans (14%). Full-time and part-time faculty were more likely to consult their department chair or faculty colleagues, while management team, as well as full-time and part-time classified staff and STNCs were more likely to consult with Student Services colleagues. Consultation about student concerns was most likely with department chairs (54.1%) and Student Services colleagues (45.9%) for those respondents working on the Santa Rosa campus. Respondents working on the Petaluma Campus were more likely to consult department chairs (55.3%) and faculty colleagues (51.3%). Predictably, cluster deans were more frequently consulted by Santa Rosa campus (33.3%), Public Safety Training Center (53.8%), Shone Farm (50%), and Southwest Santa Rosa Center (20%) respondents, while Petaluma deans were more frequently consulted by Petaluma campus respondents (36.8%), and by less than 8% of respondents from all other sites.

A more interesting and perhaps telling result came from the item asking respondents to indicate for whom they primarily worked. The highest proportion of respondents indicated they worked for the district (n=150; 47%). The next highest proportion indicated they worked for their program/department (n=144; 45%), and the lowest proportion indicated they worked for their site (n=27; 8%). With regard to employee type, part-time employees (both faculty and

classified) were more likely to view their program/department as their primary employer. The majority of management team respondents identified the district as their employer. Full-time faculty respondents were split between district and program/department. Full-time classified respondents were also split between district and program/department, but more often viewed the district as their primary employer. With regard to primary work site, less than 1% of respondents from the Santa Rosa campus indicated they primarily worked for their site, while 23% of respondents from the Petaluma Campus, 50% of respondents from the Public Safety Training Center, and 100% of respondents from Shone Farm indicated they primarily worked for their site. None of the respondents from Southwest Santa Rosa Center indicated they worked for their site.

### Issues Needing to be Addressed

The final item on the survey asked respondents to provide open-ended comments as to what, in their opinion, needed to be addressed to more effectively support the future success of SRJC's organizational structure. Comments were received from 157 respondents who were generous and detailed in their observations and recommendations. Analyses of these responses focused on comments specific to SRJC's multi-site organizational structure. Comments not related to multi-site organizational issues were not considered in this analysis, but rather have been passed along as information and feedback to President Agrella.

Overall, respondent comments implied some improvement in relations between and among SRJC's sites and revealed varying levels of employee frustration, confusion, dissatisfaction, and miscommunication related to SRJC's evolving organizational structure, particularly as between the Santa Rosa and Petaluma campuses. Comments frequently focused on a lack of understanding of administrative authority and reporting structures, perceived or real variations in policies, practices and resources between campuses, as well as communication issues and lack of sensitivity that strain working relationships and exacerbate feelings of separateness and competition. Respondents called for improved intercampus relations and a concerted effort to support and maintain a culture of unity and collaboration. Others urged a reconsideration and redistribution of resources in support of all SRJC facilities and sites.

Constituent group/site and individual comments reflected on nine different categories including governance, organizational relationships, human resources/working conditions/contractual matters, business practices, communications, resource allocation, institutional effectiveness, student instructional support, and student services. Their comments provided thoughtful consideration of the issues and mirrored those provided via the survey, focusing most often on issues related to organizational relationships, communications, and resource allocation.

## CONCLUSIONS AND RECOMMENDATIONS

Respondent comments and ratings provided the Multi-Site Task Force a rich source of information from which to identify and draw conclusions on the current state of SRJC's one-college, multi-site organizational structure. While much of the input was, by design, focused on multi-site issues, it also became clear that some respondent observations were more accurately characterized as broad observations on SRJC as an organization. Consequently, the Task Force took great care to stay focused on those issues and concerns stemming from SRJC's one-college, multi-site organizational structure.

Overall respondent ratings and comments revealed one level of understanding, but it was the cross tabulations (by primary work site and employee type) that provided the most informative and revealing findings. It is these results, in particular, that warrant a deeper level of analysis and interpretation than has been provided in this preliminary report, and the College is urged to make full use of the collective wisdom and insight that a more thorough exploration of these data is certain to afford.

The Multi-Site Task Force has identified the following four major issue areas for further study and consideration: Communication, Resource Allocation, Organizational Relationships, and Participatory Governance. Each area is listed below with a sampling of some concerns for future exploration and study. What is interesting to note is that these issues are not new to Santa Rosa Junior College, but they are growing in their overall impact on the organization. The review of the recommendations for multi-campus college structure and operations proposed over a decade ago reveals a strikingly similar list of concerns coupled with a call for an institutional response and resolution. In the intervening years, the District has successfully transformed the original Petaluma Center into a sizeable campus, and added to the scope and size of the Public Safety Training Center, Shone Farm, Southwest Santa Rosa Center, and other District facilities. Given that these issues have clearly stood the test of time, the Task Force strongly recommends that the District exert its collective will and take the necessary next steps toward resolution.

### **Communication**

- Clarity from departments on activities/deadlines/due dates between sites
- Communication and collaboration should be improved in order for us to operate effectively between and within sites, and across the District
- Need for videoconferencing and proper technology/location/facilities/training/protocols so this technology is available and in use at all District sites
- Need for regular presence of managers and department chairs at all sites that offer programs or courses from their departments

- Need for clarity in the chain of command from component administrators to managers and deans to department chairs and classified support staff
- Better response time to emails, voice messages, and other communications
- Santa Rosa is still viewed as the “main” campus even though the District is multi-site

### **Resource Allocation**

- Need to develop a new model for allocation and/or reallocation of resources across all District sites that does not rely upon enrollment growth and new funding from the state
- Consider ways to rebalance District resources in light of budget reductions and the expectation of a lengthy fiscal recovery
- Opportunities for input to institutional, facilities, enrollment and budgetary decisions should be improved
- Budget for staffing and other operational resources should be allocated more equitably across all sites
- Need to develop an STNC policy and procedure

### **Organizational Relationships**

- Need for transparency of reporting relationships for all District locations
- Should processes, procedures, policies be uniformly applied across sites?
- Department/site policies/practices in conflict
- Managerial structure is confusing
- Responsiveness to concerns, needs, orientation for employees working across district sites
- Campuses have different organizational structures which is confusing to employees
- Organizational culture is not consistent at all sites and may need improvement
- What is the College’s “identity”? Should it vary from campus to campus or site to site?
- Organization needs to be clear in its expectations

### **Participatory Governance**

- Location of meetings/trainings decided with consideration given to employees at all sites in order to increase staff collaboration and effectiveness
- Participation in meetings events are problematic due to:
  - Time
  - Location
  - Travel involved
  - Level of Interest
  - Lack of sufficient coverage/release time for staff to attend
  - Workload issues

The Multi-Site Task Force offers this report to President Agrella and the College and District community as an important first step in understanding and addressing some of the organizational issues, challenges and opportunities inherent in SRJC's one-college, multi-site organizational structure. It is our hope that the work of this Task Force will indeed aid in the College and District's effort to move beyond its clear and long-lasting philosophical basis for this structure toward the development and institutionalization of policies, procedures and practices most likely to preserve Santa Rosa Junior College and the Sonoma County Junior College District's standing as a premier provider of higher education.