Recommended Behavioral Objectives

Requested of Board of Trustees, Administration, and Senates By West Valley Mission District Academic Senate 7/11/06

Issues of Concern from DAS resolution 2/7/06, and Associated Behavioral Objectives:

A. Shared Governance Issues

A1. Failure of the District and the Board to recognize the areas of responsibility of the Academic Senate in accordance with Title 5.

Objective: The Board, Administration and Senate's participation in a training on shared governance by the State Academic Senate and the Community College League of California.

A2. March 15, 2003 Layoff Notices w/o Consultation.

Objective: The Board and Administration's use of existing shared governance processes to create a protocol for issuing layoff notices.

A3. Reduction in Class Offerings w/o Consultation w Academic Senates.

Objective: Compliance with existing Senate approved college policies and ACE negotiated agreements to consult with the Performance Goals Committees and the Division Chair Councils.

A4. Kuwait Proposal – Initiated and progressed w/o consultation.

China Initiative – Initiated and progressed the concept w/o consultation using public funds for travel.

Objectives:

- 1. Compliance with existing Senate approved college policies on creating new programs.
- 2. Involvement of full Senates in initial discussion and planning of all initiatives.
- 3. Collaborative creation (between the District Academic Senate and the Administration) of strategic plan for development of all college initiatives.

A5. Development of Classified and Management Hiring procedures that do not provide for adequate participation by faculty.

Objective: Ensure appropriate required participation of Classified and Academic Senates on procedures for hiring classified and management

positions given that educational managers are de facto faculty (have faculty retreat rights).

B. Negotiation Process Issues

B1. Insufficient frequency of meeting schedule for negotiations.

Objectives:

- 1. Participation by the Board, Administration and ACE in FCMAT mediation and adherence to recommendations.
- 2. The Board of Trustees provide sufficient support to its negotiating team for it to respond quickly in negotiations and to attend required meetings.
- 3. The Board empower and provide parameters for its negotiating team to bargain in good faith and make decisions at the table.

B2. Frequent cancellation of meetings by the District negotiators.

Objectives:

- 1. The Board of Trustees provide sufficient support to its negotiating team for it to respond quickly in negotiations and to attend required meetings.
- 2. The Board empower and provide parameters for its negotiating team to bargain in good faith and make decisions at the table.

B3. Inability of District negotiators to make decisions at the bargaining table.

Objectives: The Board empower and provide parameters for its negotiating team to bargain in good faith and make decisions at the table.

C. Lack of Respect Issues

C1. Failure to keep faculty informed of District-wide initiatives that will ultimately affect the academic programs at each college.

Objectives:

- 1. Compliance with existing Senate approved college policies on creating new programs.
- 2. Collaborative creation of strategic plan for international programs and creation of protocol for all college initiatives.
- 3. Involvement of full Senates in initial discussion and planning of all initiatives.
- 3. Collaborative creation (between the District Academic Senate and the Administration) of strategic plan for development of all college initiatives.
- C2. The decision to abandon achieving the District FTE base for this year w/o consultation.

- Objective: Compliance with existing Senate approved college policies and ACE negotiated agreements to consult with the Performance Goals Committees and the Division Chair Councils.
- C3. Lack of sufficient communication (stay in touch) to keep the Senate apprised of pertinent activities.
- Objective: Creation of MOU between DAS and the Chancellor to outline the areas which require timely communication.
- C4. The violation of the 50% law for three years in a row.
- Objective: Training for Board and Administration on the 50% law and creation of protocol involving the Senates and ACE to avoid violation in the future.
- C5. Lack of respect, professionalism, and collegiality among all levels of the District.
- Objective: Create an ongoing institutional development program in which the Board of Trustees, Administration, Faculty and Staff can interact and build a functioning team based upon mutual respect and adherence to shared governance.

D. Organizational Climate & Faculty Morale Issues

D1. Loss of faculty within their first two years for various reasons, including the state of negotiations, the fact that benefits are in jeopardy or they have found positions with higher salaries and better benefits elsewhere. Faculty and administrators being considered for hire took positions in other Districts for the reasons just listed.

Objectives:

- 1. Board of Trustees explore all sources of revenue, including the Land Corporation, to provide competitive salaries and benefits sufficient to attract and retain good faculty, staff and administrators.
- 2. Development and implementation of strategic plan to improve appeal of District to potential and existing employees.
- D2. Faculty are demoralized and feel undervalued.
- Objective: Create an institutional climate of respect, safety, and support for innovation and creativity and incorporate this as a part of the broader strategic plan to improve the appeal of the District to existing and potential employees.
- D3. Failure to offer a good working environment that has led to an excessive turnover within the administrative ranks and the consequent increase in interim appointments, leading to inconsistent and poor policymaking.

Objectives:

- 1. Board of Trustees explore all sources of revenue, including the Land Corporation, to provide competitive salaries and benefits sufficient to attract and retain good administrators.
- 2. Development and implementation of strategic plan to improve appeal of District to potential and existing administrators.

Created by Task Force members: Angelica Buendia-Bangle, Jim Wilczak, Tim Kelly, Betti Cogswell, Dianne McKay and Stephanie Kashima (July 10, 2006) Accepted by unanimous vote of the Mission College Academic Senate August 10, 2006

Under consideration by the West Valley College Academic Senate