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#### ACCJC Standard IV Evaluation

A.1. I believe Merritt's institutional leaders continue to improve in involving all constituencies of the college to participate in discussion, planning and implementation. The only exception to this would be the business manager as it relates to the budget planning and implementation processes. Having previously served on the budget committee for three years under three different managers, there seems to be no desire from the current manager to do what is essential to seek out the responses of budget committee members.

2.a. Faculty and administrators have clearly defined roles and are players in the process. Students have been a major disappointment in the governance process, choosing not to serve on committees, nor be held accountable by managers in Student Services nor the President to do so.

2.b. Yes, faculty play a critical part in making recommendations regarding student learning programs and services.

3. I absolutely believe and trust the good intentions of our governance participants and their willingness to work for the betterment of the college.

4. Yes, we demonstrate honesty and integrity in our relationships with external agencies.

5. This is an area of growth, now finding implementation by the College Council in providing means for goal-setting and assessment for governance and standing committees and task forces. Those results will be used as a basis for improvement.

B.1. I am not clear on the role or activities of the Board of Trustees for Peralta. I do know that they have ultimate responsibility for the quality of education, legal matters and financial integrity, but the quality of their efforts is not clear to me. I do not know how they are involved in the accreditation process overall, nor do I know how they relate to the Chancellor as expressed in B.1.j.

2.a. The President of Merritt College (Dr. Adams) has enacted a plan for evaluation of administrative managers, but it is still to seen how he will act on the information provided him.

2.b. He is certainly collegial and is working to establish priorities of sorts, but relies on his past professional experience for most decisions, which is quite narrow, as he has worked only at one other college in only one role and for a very long period of time. Some of his responsibilities appear to be shared, if not carried, by the VPI.

2.c. Yes, he does this.

2.d. The jury is still out here as he is now confronted with making difficult decisions around budgetary cuts, and he has a dysfunctional budget committee and weak a business management team. Time will quickly show us if he is up to the charge.

2.e. He communicates effectively with faculty members, classified, administrators and students, and maintains an open door policy in practice. He deliberately circulates around the campus almost daily and engages those he encounters on his outing.

3.a. The district does not clearly delineate nor communicate in general. It is common to get more than one response from key district personnel to serious issues affecting the colleges. What is most clear is that there is ineffective communication among district managers.

3.b&c. The district does poorly in providing the college what we need to succeed in achieving our mission. This is demonstrated by the unilateral decisions of the Chancellor and several Vice Chancellors that effect faculty hiring, essential fund allocations and maintenance requirements on our campus, all of which jeopardize student success.

3.d. The district spends its funds virtually without oversight, as the district budget committee has been ineffectual, managed by the Vice Chancellor of Budget and Finance. Consultants for the district are regularly hired at whimsy of the Chancellor and other district managers; new jobs are constantly posted without any process of shared governance.

3.e. I think this is the case.

3.f. I do not believe that the district acts as a liaison between the college and the governing board. If they do, it is not through any official shared governance process. Communication is almost non-existent at this level. There is no communication whatsoever between district personnel and the Merritt's College Council, the college's pinnacle shared governance body, inclusive of all areas of college personnel. The district does not communicate effectively, often sending memos about decisions made or forms to be executed with deadlines that are too late to ensure positive results. And communication is one-way only, with no expectation of response or encouragement of dialogue.

3.g. I believe the district does not do this, at least not that I can see from my position on different college governance committees. There are no effective decision-making structures formalized by shared governance, with bylaws and a clear and representative delineation of membership. There are instead special committees put in place by the Chancellor, but they meet at his discretion and do not officially represent the other governance structures of the colleges. The district does not communicate the agenda nor minutes of these meetings. I'm not sure there is a fixed agenda or minutes taken, or, more importantly, any desire for such. These groups, SMT, SPPAC and others, appear to be structures that proposals from elsewhere may have to pass, but it is not transparent as to why as they are not legitimized in any official sense. I do not believe that there are bylaws for district committees online or minutes posted. I do believe that the older hierarchical educational model still exists at the district level, they now being the last holdouts. They are being dragged into shared governance, as our colleges were initially, and still not trusting the process.