



July 21, 2016

Dear Colleagues:

You all have my letter about reorganization. Thank you again for the many meetings, the very positive feedback, and the openness to considering reorganization to improve our effectiveness. No reorganization element is planned based on any current chair, no evaluation of the effectiveness of any chair, no consideration of any chair personally. West's overall and discipline-specific effectiveness was a key factor. West is working to increase its outcome measures that indicate effectiveness: such factors as enrollments, retention, persistence, certificates, degrees, and transfers are a part of our daily evaluation of effectiveness. The next five-to-ten years are also a major consideration where West needs to integrate (1) Career and Technical Education with (2) General and Transfer Education to meet students' needs for degrees, certificates, and transfers; where all divisions need to consider the (3) transitional education needs of their students; where certificates are increasingly leading to degrees and transfer now or in the near future; where general education and career and technical education courses are combined in one degree pathway in most of West's majors. West's faculty and staff also have to keep in mind the scheduling priorities given over to the courses that are required for transitional education, career and technical education, and degree and transfer education. Stand alone courses, special interest courses, courses that are not required for these three primary purposes are being reduced, and they are being scrutinized by public, federal and state, organizations that fund West's programs.

To reconfirm, during the Spring 2016, I was able to discuss this reorganization plan with every chair (save one, whose schedule did not allow for a consultation meeting; after several tries, I felt it was unjustified to delay releasing the plan any further) and with all the faculty who are directors of programs. In many cases, I met with a chair or a faculty program director more than once, which I very much appreciated. This consultation process ended up being more than two dozen meetings; they were very useful meetings, and I thank all of you for your interest and ideas.

In addition to these meetings, I met with the Academic Senate twice and Divisional Council to discuss this issue in general or specific terms—depending upon the discussion. Last, I consulted, in accordance with the CBA, with the leadership of the AFT and the Academic Senate. But I also met with administration and with classified staff who are affected and who have ideas about how to improve and increase effectiveness. This is the second phase of reorganization that was started in 2014-15.

In July, I have had the chance to discuss the reorganization with one division as a whole, and I would welcome any other divisions whose members would like to discuss reorganization or ask questions about it. By the end of July, I'll close off these discussions in order to focus on implementation. Nevertheless, I remain open to continuous and on-going conversation with any and all division members—in July and even later after implementing this reorganization.

Timeline: The academic year starts with Flex Day, on 8/25/16.

The reorganization changes will be in place on 8/24/16, "before the start of the academic year." On this day, the chairs and the deans may be meeting, as well as interested division members—both full time and adjunct—who choose to meet, and a list of all the reorganized disciplines under each academic division will be available. But these lists will also be sent out prior to the 24<sup>th</sup> of August for any and all who have an interest. Of course, no one without an assignment has any responsibility prior to FLEX day, so faculty without assignments are invited, but are in no way obligated, to engage until FLEX day. I am sending out this information in this way because many faculty, both full time and adjunct, are interested and are asking—reasonably so. But to repeat, faculty who do not have assignments have no responsibility for this reorganization information or responsibility for any action connected to the reorganization until the semester starts.

If, as a result of the reorganization, it is necessary to conduct elections for new division chairs, these elections should be conducted as soon as possible in September. These elections will be scheduled based on mutual agreement between the AFT leadership and the administration in accordance with the CBA, with the divisions' calendar in mind—and in September 2016.

West works continuously to improve effectiveness and to increase our students' successes. This second phase of a reorganization started last year is a key component of that effort to enhance students' pursuits at West. Thank you all for your unity, engagement, and support. Please keep in mind that if or when you may have thoughts and ideas about reorganization, please call on me. In my role, I will meet faculty in divisions, College Council, Academic Senate, AFT classified and certificated to ensure that we as a college are united and doing whatever we can to assure students' successes.

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Interim President