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Spring 2009 • An Open Forum for Faculty at Santa Rosa Junior College • April 29, 2009

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THE AFA DIALOGUE HAS BEEN CREATED TO AIR CONCERNS OF ALL FACULTY. THE AFA UPDATE WILL CONTINUE TO BE THE FACTUAL VOICE OF THE AFA, WHILE THE AFA DIALOGUE WILL ENCOURAGE CONVERSATION AND PUBLISH PERSONAL OPINIONS ABOUT WORKPLACE ISSUES AND POLITICAL CONCERNS. WE INVITE ANY FACULTY MEMBER TO SUBMIT LETTERS, ARTICLES, OR OPINION PIECES. AFA RESERVES EDITORIAL PREROGATIVES.

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## ANCHORS “AWAY”<sup>1</sup> . . . OR GIVE THEM PAY

by Cheryl Dunn., Regular Faculty, College Skills/Tutorial Department, Petaluma Campus

*The following commentary reflects my perspective and experience as the only regular faculty member in my department assigned to the Petaluma campus. I am aware that there are many other faculty teaching at other District sites who are not designated as coordinators or “anchors” who are not represented in this Dialogue. I’m sure they would have more to add to this commentary, but for the purpose of this essay, my comments reflect my experience in Petaluma only.*

Many of you have probably heard the term, “anchor” in

reference to full-time faculty assigned to the Petaluma campus who anchor the department’s presence in Petaluma. An anchor faculty member is often the only regular faculty member of a given department who may or may not work with several of the department’s adjunct faculty in Petaluma. Some departments have more than one regular faculty member, and one of them may be considered the anchor, or maybe not. It’s often not very clear, for no two departments are ever alike. The actual job responsibilities that anchor faculty perform are not clearly defined or outlined;

however, the fact remains that there are nearly 40 regular faculty assigned to the Petaluma campus, and many are performing the kind of work that is outlined in the department chair job description *as well as* the work outlined in the faculty job description. (See AFA Article 17.01.A and 17.03. A, B, and C.)

Of particular note is that the position of “anchor” doesn’t officially exist in the District. In fact, if you look in the AFA contract for a description of this position, it doesn’t exist. However, there *is* a job *definition* in the AFA contract titled “Location Coordinator.”

(see “Away or Pay” on page 2)

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## FACULTY WORK OUTCOMES: BUILDING ON A LEGACY OF EXHAUSTION

by Reneé Lo Pilato, Regular Faculty, Work Experience Department

As we contemplate the hard and complex choices before us about our salaries, benefits and workload, I would like to suggest that we, as faculty, need to stop the slide towards becoming managers. The latest straw for me was wanting to participate on a hiring committee for a dean at the Petaluma Campus, but after inquiring, found out that serving on the committee might require working into the summer. It struck me that this is volunteering. This important work, along with all the other expectations of evening work, weekend work, the uncompensated hours of our department chairs, unofficial program coordinators, serving on emergency hiring committees in the summer, summer class preparations, traveling to multiple sites, back-to-back scheduling of classes and committee meetings, has led me to conclude that, for whatever myriad of reasons, we have become quasi-deans.

In the interest of full disclosure, I was a dean at the Petaluma Campus and also a dean at the Santa Rosa Campus so I am quite familiar with the demands of an administrative workload. Currently I am a Career & Technical Education faculty working with collaborative and visionary colleagues so these comments are not reflective of my situation but rather what I observe outside my area.

So my premise of fairness and transparency of work assignments is simple: if the District expects faculty to work like administrators, then they should pay us like deans. In looking at the salary schedule of deans, it’s apparent that most of our faculty would receive a significant pay increase if they were paid for the actual hours they work. We can then officially alter our current contract, including our salary ranges, so it more accurately reflects the reality of

our workload. Otherwise, it appears we are working out of class and in violation of a number of articles.

Here’s my primary suggestion: let’s work together to stop the current culture of acceptance. Next time you feel pressured to take on one more work assignment, say, “Thanks for the interesting offer, I’ll get back to you.” And then don’t. Know your contractual obligations and make decisions based on what is reasonable for your workload. Working in a state of frenetic exhaustion does not allow many of us the time to collaborate, reflect and plan effectively; considering the challenges of the next couple of years, those are the qualities we will need most. We especially owe it to our newer colleagues to act as responsible role models and encourage them to call AFA when there is a question about how much is too much.

Article 17.04 of the AFA contract includes definitions for three types of coordinators: Program, Project, and Location (refer to the box below for the three definitions). Two of these positions *do* exist: 17.04.A, Program Coordinator, and 17.04.B, Project Coordinator. The third, “Location Coordinator,” is defined as:

*A position that **does not currently exist** [my emphasis added]. However, both AFA and the District have agreed to analyze the need for better coordination and administration of Department operations at sites where programs are offered without a resident Department Chair and to determine a means to provide support of Department faculty and programs at all District locations.*

These definitions were negotiated and agreed upon in the spring semester of 2005 and went into effect July 1, 2005. It is now spring 2009—four years later—and nothing further has taken place to create the position of Location Coordinator. To date there has been much talk and agreement that these faculty members work without recognition or compensation, but no action has been taken. And in these difficult financial times, we will very likely continue to hear little or no talk and see no action [compensation]. One thing that *is* very likely to continue: faculty filling the shoes of these anchor “positions” will continue to be undervalued, unrecognized,

and uncompensated while they function as “co-department chairs” and carry on the important business of their departments and the District. And now that Phase II and Phase R are complete and the Petaluma campus matures, there is no doubt anchor faculty will be working harder. Isn’t this another situation of faculty working without pay—something that AFA discourages for both adjunct and regular faculty?

When the Petaluma Center opened in 1995, “anchor” was the unofficial title given to faculty hired for this new site as a way to inform and identify them as the persons who would act as liaisons to their departments in Santa Rosa and who would work closely with the Petaluma administration in matters related to the departments on the Petaluma campus. A few years later, a number of anchor faculty were given release time to compensate them for the extra work they performed. They met regularly with the Petaluma administration (their own Petaluma DCC group) and, at the direction of the Executive Dean, collaborated in writing a “job description” that detailed the responsibilities and departmental tasks they performed. This document was given to the Petaluma administration and to the AFA, but it went nowhere. When the budget crisis in 2002 hit, this release time was eliminated, yet the work remained and, of course, these individuals continued to do the essential work of their departments and the District.

And so it went...and so it goes. The release time anchor faculty previously received has never been restored, yet there are other faculty in the District who do receive release time for work performed outside their regular faculty responsibilities. How this release time is determined and who makes the decisions is neither consistent nor transparent. It is time for the District to reveal how these decisions are made.

We’ve all heard the saying, “You get what you pay for.” The reality is that the District is getting *far more* than what it pays for. There are faculty functioning as “Location Coordinators,” (a position that doesn’t exist), who are, in many ways, “co-department chairs” and are not being paid or even recognized by the District. Regardless of the dire budget we are currently facing, the fact remains that the Petaluma campus continues to expand, hire new faculty, add more classes and programs, and increase FTES. All of this happens because anchor faculty continue to step up to do the work of “Location Coordinators.” If the District truly values the work anchor faculty perform, the District should recognize them, support them, and pay them.

Endnote

<sup>1</sup> “**Anchors Aweigh**” is the song of the United States Navy, composed in 1906 by Charles A. Zimmerman with lyrics by Alfred Hart Miles. The word “weigh” in this sense comes from the archaic word meaning to heave, hoist or raise. “Aweigh” means that that action has been completed. The anchor is *aweight* when it is pulled from the bottom.

ARTICLE 17: JOB DESCRIPTIONS  
17.04. COORDINATORS: DEFINITIONS

- 17.04.A. “PROGRAM COORDINATOR”** means a faculty member who assists a Department Chair/Supervising Administrator in the coordination and administration of a specific program of study. Duties vary and may include: preparing/reviewing/revising curriculum, preparing the schedule of classes, advising students, administering program budget, preparing the PEP [PRPP], acting as liaison to the Department Chair, and/or Dean, advocating for program needs, organizing an Advisory Committee (for vocational programs), organizing and holding Advisory Committee meetings at least twice a year, and acting as liaison to the College for the program, for example for PR.
- 17.04.B. “PROJECT COORDINATOR”** means a faculty member who assists a Department Chair/Supervising Administrator in the coordination and administration of a specific project, for example the SEED project or Scholar Athletes program. Duties vary and may include: recruiting and advising participants in the project, acting as liaison to and from District faculty as needed, coordinating project activities at all District locations, acting as liaison to the Department Chair, and/or Dean, advocating for project needs, and acting as liaison to the College for the program, for example for PR.
- 17.04.C. “LOCATION COORDINATOR”** is a position that does not currently exist. However, both AFA and the District have agreed to analyze the need for better coordination and administration of Department operations at sites where programs are offered without a resident Department Chair and to determine a means to provide support of Department faculty and programs at all District locations.