

## Resolution in Support of Improving Employee Retention and Recruitment through Flexible Work Scheduling Practices

Whereas, unclear processes, top-down decision making, and blanket policy making and punitive measures erode trust in the District;

Whereas, as the lowest paid district in the area, Grossmont-Cuyamaca Community College District (GCCCD) already faces challenges with employee recruitment, morale, and retention, and these challenges are further exacerbated by chronic turnover, understaffed and under-resourced departments, and archaic systems that put the weight of manual processes on employees;

Whereas, GCCCD has publicly committed to furthering efforts to improve employee retention and recruitment, and the lack of transparency in decision-making and the current shift in culture toward an employee-policing model is corroding employee morale and trust in the District;

Whereas, by implementing flexible work scheduling, GCCCD has the opportunity to set itself apart as an innovative, employee-friendly institution that prioritizes both faculty well-being and student success;

Whereas, faculty, and counseling faculty in particular, are facing tremendously increased demands due to state initiatives, diverse student needs, under-resourced and understaffed departments, and unstable economic conditions;

Whereas, there are major benefits of flexible work schedules that center and meet the needs of both programs and employees, such as improved program operational effectiveness, individual productivity, employee recruitment and retention, and employee health and wellness, as well as reduced absenteeism.<sup>1</sup>

Resolved, that the Academic Senate of Cuyamaca College continue supporting and advocating for the needs of all faculty and colleagues as they seek to support student success and create and maintain a welcoming, hospitable, and effective work culture;

---

<sup>1</sup> [“The Future of Flexible Work in Higher Ed: A Compilation.”](#) This booklet by *Inside Higher Ed* explores how limited remote work options have become a driver of staff turnover in higher education.

Resolved, that the Academic Senate of Cuyamaca College urges the Grossmont-Cuyamaca Community College District to put in the work of building a productive, supportive, and effective work culture and earn the trust of employees by actively and meaningfully listening to and considering employee, student, and program needs;

Resolved, that the Academic Senate of Cuyamaca College demands GCCCD leadership take immediate and transparent action to the needs of faculty as they work to serve students, and act in the best interest of our mission, vision, and values by centering the needs of programs, students, and employees when considering how to approach flexible work schedules; and

Resolved, that the Academic Senate of Cuyamaca College urges Grossmont-Cuyamaca Community College District leadership to commit to policies that explicitly account for the socioeconomic and cultural context and impact of their decisions around flexible work schedules.

Cuyamaca College Academic Senate First Read: