



College Coordinating Council Meeting

January 26, 2022
 9:30 a.m. – 10:30 a.m.
 SSV 151 – Board Room

Type of Meeting: Regular
Note Taker: Patty McClure, Megan Aceves
Please Review/Bring: Agenda, Minutes

Committee Members:
 Van Rider, Academic Senate
 Nhe’Zhem Peoples, ASO
 Pamela Ford, Classified Union
 Michelle Hernandez, Confidential/Management/Supervisory/Administrators
 LaDonna Trimble, Deans
 Dr. Aurora Burd, Faculty Union
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 Shami Brar, Vice President of Administrative Services - **CHAIR**  
 Bridget Cook, General Counsel  
 VACANT, Vice President of Academic Affairs  
 Laura Benson, Consultant - Vice President of Human Resources  
 VACANT, Vice President of Student Services

## MEETING

| Items                                       | Person(s) Responsible | Time       | Action |
|---------------------------------------------|-----------------------|------------|--------|
| <b>INFORMATION/DISCUSSION/ACTION ITEMS:</b> |                       |            |        |
| I. Administrative Reorganization            | All                   | 60 minutes |        |
| <b>FUTURE AGENDA ITEMS:</b>                 |                       |            |        |
| <b>NEXT MEETING DATE: February 9, 2022</b>  |                       |            |        |

Date: January 10, 2022

Executive Council  
College Coordinating Council

RE: Administrative Reorganization 2022

In July, after a lengthy internal discussion, the Student Services Division came to the Office of the President requesting a reorganization review of the Division. The Vice-Presidents were then asked to come together to perform an analysis of not only the Student Services area, but how the whole administrative structure of the college was organized:

- How did work flow through the organization?
- Did it support the required initiatives of the college system?
- Did it provide for career growth for employees?
- Is it efficient?

The Vice-Presidents analyzed student contacts with the college, how we met the needs of students and how all services were delivered to the college faculty and staff, the community, and vendors. Further, they examined how the college will support the requirements of the initiatives of Student Success, Student Equity, Guided Pathways, the Vision for Success, outreach, student enrollment and onboarding, implementing EduNAV, and effective student completion.

The demands of the foregoing and the analysis of the Vice-Presidents requires a greater integration of functions and supports between the academic affairs and student services functions at the campus. Moreover, the analysis revealed the need for realigning some management job descriptions due to the accretion of duties and responsibilities over time, and to bring parity to job alignment and authority.

Given the nature of this reorganization, some employees will be promoted to positions, some will have their job descriptions updated, and some positions will be recruited. The analysis also identified the costs of the reorganization, including the recommendation to amend the administrative salary schedule to bring in the new positions, eliminate columns that are no longer relevant, and to add to steps for growth from Step 8 to Step 10. (The salary schedules of classified staff and faculty do not peak until Step 26.)

The authority for the reorganization is found in Board Policy 3100. This notification is the first step in adhering to Administrative Procedure 3100. The first date of notification is Wednesday, January 5, 2022.

The statutory authority to conduct the reorganization without creating a recruitable vacancy is:

***Title 5 Section 53021***

***(c) For purposes of this section, a vacancy is not created, and the requirements of subdivisions (a) and (b) do not apply, when:***

***(1) there is a reorganization that does not result in a net increase in the number of employees;***

***(2) one or more lateral transfers are made and there is no net increase in the number of employees;***

**(3) a position which is currently occupied by an incumbent is upgraded, reclassified, or renamed without significantly altering the duties being performed by the individual;**

*(4) the faculty in a division or department elect one faculty member to serve as a chairperson for a prescribed limited term;*

*(5) the position is filled by a temporary, short-term, or substitute employee appointed pursuant to Education Code sections 87422, 87480, 87482.5(b), 88003, 88106 or 88109;*

*(6) a part-time faculty member is assigned to teach the same or fewer hours he or she has previously taught in the same discipline without a substantial break in service. For purposes of this section, "a substantial break in service" means more than one calendar year or such different period as may be defined by a collective bargaining agreement: or*

**(7) an individual not currently employed by the district, who is specially trained, experienced, and competent to serve as an administrator, and who satisfies the minimum qualifications applicable to the position, is engaged to serve as an administrator through a professional services contract. No appointment or series of appointments pursuant to this provision may exceed a period of two years.**

This reorganization will add seven new positions, remove seven positions, and will restore two positions. As mentioned previously, because of the accretion of duties and responsibilities and to bring parity within administrative assignments, six CMS positions will be elevated. Additionally, interim appointments will be made in some areas to allow the succeeding Superintendent/President to fill those positions with recruitments in building their team.

Added positions:

- Interim Executive Vice-President
- Associate Dean (4)
- Registrar - (New) will be recruited
- Grant Writer (New) will be recruited

Removed positions:

- Vice-President Academic Affairs
- Vice-President Student Services
- Dean, CTE
- Director(4)
- Theater Manager
- Executive Director of General Services

Upgraded Existing Positions

- Director of Maintenance and Operations (vacant and being recruited)
- Director, Procurement
- Director, Auxiliary Services
- Director, Fiscal and Financial
- Director, Instructional Technology and Media
- Director, Board and Executive Services

## **RATIONALE for REORGANIZATION**

As outlined earlier, there are several initiatives and circumstances which are the predicate for this change.

1. Guided Pathways: This initiative which is now nearing full implementation as mandated by the state system and legislation, demands:
  - a. Fully integrated areas of study including counseling, career counseling, data collection and analysis, and efficient course scheduling and curriculum design. This engages Academic Affairs, Student Services and Research simultaneously.
  - b. Emphasis on student completion and transfer to 4-year or workplace employment.
2. Vision for Success requirements have an emphasis on completion rates for students which also require close coordination and integration of Academic Affairs, Student Services and Research.
3. Student Success and Student Equity achievement gaps are closed through fully integrated instructional and wrap-around support service.
4. The pandemic response and its effect on our students and their families have had a dramatic impact on our enrollment levels and student success. Enrollment management and service supports demand full integration of these supports and targeted academic programs.
5. The role of the Associate Dean is to allow for greater direct supervision in delivering student support and wrap around services; efficient student onboarding and matriculation; and administration of the requirements of the categorical programs.

The position of **Interim, Executive Vice-President** is to facilitate the complete integration of Academic Affairs and Student Services in the immediate, to address needs left by the departures of the Vice-Presidents of Academic affairs and Student Services.

The position **Registrar** is a new position that will be recruited and assigned to the Dean of Enrollment Services. With the assignment of Financial Aid services to the Dean of Enrollment Services, the focus of student onboarding and matriculation will be focused.

The position of **Associate Dean of Outreach Services** will be assigned to the Dean of Student Life and will provide expanded supervision of enrollment management, onboarding, and wraparound services. This position will also oversee community activities for the Challenger project.

The position of **Associate Dean of Student Life** will be assigned to the Dean of Student Life and provides expanded supervision to student life activities, clubs, on campus life, and the coordination of student life activities for the Challenger project.

The Dean of Student Life will be heading up the partnerships for housing, mental health, and basic needs in addition to the supervision of the Associate Deans.

The position of **Associate Dean of Categorical Programs** is assigned to the Dean of Counseling and Matriculation and will oversee the programs of CalWORKs, EOPS, DSPS and STAR. The separate Director positions of the program will be eliminated; however, all classified staff will remain.

The position of **Associate Dean of Health Sciences** will report to the Dean for Career and Technical Education. The Dean's position is the consolidation of the Dean positions of Public Safety and CTE. The Associate Dean will oversee the health services programs of the division and serve as Director of Nursing.

The position of **Grant Writer** will be assigned to the Dean of Institutional Effectiveness, Research Planning and Library. This is a new position is needed to explore and develop alternative funding streams for instructional and services programs in concert with program faculty and staff.

### **Position Upgrades/Changes**

Unless otherwise indicated, the incumbents in the current positions will be promoted.

- Interim Dean, Counseling and Matriculation, incumbent will be made permanent.
- Interim Director, Palmdale Center incumbent will be made permanent.
- Executive Director of General Services removed and incumbent is moved to Executive Director of Facilities
- Director, Learning Center is a restored position from the Manager of Basic Skills
- Director, Maintenance and Operations
  - This is upgraded from Manager of Maintenance and Operations due to the accretion of duties and responsibilities with the expansion of facilities at Palmdale and Fox Field, and the advent of the Challenger repurpose project in partnership with the County of Los Angeles.
- Director, Procurement
  - This is upgraded from Manager of Purchasing and with the movement from the Executive Director of General Services to Executive Director of Facilities created an expansion of duties in purchasing.
- Director, Auxiliary Services
  - This is upgraded with the elimination of the position of the Theater Manager position and the ongoing requirement to manage the contracts for food services, bookstore and theater operations.
- Director, Fiscal and Financial
  - This position is a result of the elimination of the Comptroller position and the combination with accounting services
- Director, Instructional Technology and Media
  - The requirements of the move to remote learning and the ongoing need to maintain this new level of access to technology, instructional support, and design necessitates the upgrade
- Director, Board and Executive Services
  - This position upgrade is patterned after a job description from Mt. San Jacinto College. The duties are and have been performed over the course of several years. With the retirement of the Senior Administrative Assistant assigned to the President's office in 2015, the latter position was never replaced.
- Administrative Coordinator, working out-of-class in the PIO office is made permanent

The attached is the cost analysis of this reorganization. Please note that where an incumbent is promoted or moved, the cost associated is the incremental cost of the difference between the current salary and benefits and the new salary and benefits. This is because the duties and current positions are not removed from the incumbent, but rather expanded.



| <b>Reorganziation 2022 Cost Analysis</b>     |                      |                       |                 |                   |                     |                           |
|----------------------------------------------|----------------------|-----------------------|-----------------|-------------------|---------------------|---------------------------|
| <b>Position (Added or Upgraded)</b>          |                      | <b>Current Salary</b> | <b>Benefits</b> | <b>New Salary</b> | <b>New Benefits</b> | <b>Incremental Change</b> |
| Interim Executive Vice President (added)     |                      | \$ -                  | \$ -            | \$ 193,199.00     | \$ 67,619.65        | \$ 260,818.65             |
| Associate Dean (added)                       |                      | \$ 116,213.00         | \$ 40,674.55    | \$ 137,061.14     | \$ 47,971.40        | \$ 28,144.99              |
| Associate Dean (added)                       |                      | \$ 111,189.30         | \$ 38,916.26    | \$ 137,061.14     | \$ 47,971.40        | \$ 34,926.98              |
| Associate Dean (added)                       |                      | \$ 111,189.30         | \$ 38,916.26    | \$ 137,061.14     | \$ 47,971.40        | \$ 34,926.98              |
| Associate Dean (added)                       |                      | \$ 111,276.06         | \$ 38,946.62    | \$ 137,061.14     | \$ 47,971.40        | \$ 34,809.86              |
| Registrar (New)                              |                      |                       | \$ -            | \$ 103,463.60     | \$ 36,212.26        | \$ 139,675.86             |
| Director, Palmdale Center (restored)         |                      | \$ 72,181.15          | \$ 25,263.40    | \$ 103,463.60     | \$ 36,212.26        | \$ 42,231.31              |
| Director, Learning Center (restored)         |                      |                       | \$ -            | \$ 103,463.20     | \$ 36,212.12        | \$ 139,675.32             |
| Director, Maintenance & Operations           |                      | \$ 103,463.20         | \$ 36,212.12    | \$ 103,463.20     | \$ 36,212.12        | \$ -                      |
| Director, Fiscal and Financial               |                      | \$ 103,463.60         | \$ 36,212.26    | \$ 111,189.30     | \$ 38,916.26        | \$ 10,429.70              |
| Director, Instructional Technology and Media |                      | \$ 93,844.20          | \$ 32,845.47    | \$ 111,189.30     | \$ 38,916.26        | \$ 23,415.89              |
| Director, Auxiliary Services                 |                      | \$ 96,274.95          | \$ 33,696.23    | \$ 103,463.60     | \$ 36,212.26        | \$ 9,704.68               |
| Director, Board and Executive Services       |                      | \$ 89,586.79          | \$ 31,355.38    | \$ 103,463.90     | \$ 36,212.37        | \$ 18,734.10              |
| Grant Writer (New)                           |                      |                       | \$ -            | \$ 103,463.90     | \$ 36,212.37        | \$ 139,676.27             |
| <b>Sub-Total Increase</b>                    |                      |                       |                 |                   |                     | <b>\$ 917,170.57</b>      |
| <b>Positions (Removed)</b>                   |                      |                       |                 |                   |                     |                           |
| Asst Supt/Vice-Pres Academic Affairs         | Isabelle Saber       | \$ 175,586.35         | \$ 61,455.22    |                   |                     | \$ 237,041.57             |
| Asst Supt/Vice-Pres, Student Services        | Erin Vines           | \$ 190,873.73         | \$ 66,805.81    |                   |                     | \$ 257,679.54             |
| Dean, CTE (consolidate)                      | Maria Clinton        | \$ 151,357.39         | \$ 52,975.09    |                   |                     | \$ 204,332.48             |
| Director, EOPS                               | Rashitta Brown-Elize | \$ 128,006.20         | \$ 44,802.17    |                   |                     | \$ 172,808.37             |
| Director, CalWORKS                           | Tim Wiley            | \$ 133,177.56         | \$ 46,612.15    |                   |                     | \$ 179,789.71             |
| Director, STAR                               | Saundra Cooley       | \$ 118,528.37         | \$ 41,484.93    |                   |                     | \$ 160,013.30             |
| Director, Job Placement                      | Ann Steinberg        | \$ 103,463.60         | \$ 36,212.26    |                   |                     | \$ 139,675.86             |
| Theater Manager                              | Michael White        | \$ 96,274.95          | \$ 33,696.23    |                   |                     | \$ 129,971.18             |
| <b>Sub-Total Decrease</b>                    |                      |                       |                 |                   |                     | <b>\$ 1,481,312.00</b>    |
| <b>Total Cost Change</b>                     |                      |                       |                 |                   |                     | <b>\$ (564,141.43)</b>    |