

Bakersfield College

2019-2020

Administrative Structure Review

Team

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**BAKERSFIELD
COLLEGE**

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Executive Summary

Starting from the end of 2019 and going into 2020, the Administrative Structure Review team started their normal process of evaluating the administrative structure in order to make recommendations to College Council and the Executive Management Team. As the team was wrapping up their work, the world changed dramatically due to the COVID-19 pandemic. As of the writing of this document, there is still a shelter in place order for the state of California and the budget situation is very dynamic. Currently, all hiring is frozen except for absolutely essential positions needed to keep the day-to-day operations running.

It was difficult to determine what information the Administrative Structure Review team could present that would be useful to both College Council and the Executive Management Team. With so much uncertainty, the team agreed to provide a very wide range of possible options. What you will find in this document is what the team deems as the absolute minimal to keep operations running and is labelled as the “COVID 19 Recommendations”. At the other extreme is the original work of the committee labelled as the “Long Term Recommendations”. As a team, we recognize the hiring decisions made could potentially be anywhere within the two ranges but will most likely lean toward the COVID 19 Recommendations.

The final recommendation involves two lists. The first list is what we are referring to as the “COVID-19 Recommendations” and the second list is the “Long-Term Recommendations”. It should be noted that the Long-Term Recommendations assume the COVID-19 Recommendations are already in place.

The COVID-19 Recommendations are the positions the committee deemed absolutely essential for the college to move forward. Even with a hiring freeze, these positions are essential to keep things moving forward. Three of those positions are the instructional deans either being filled with interim candidates or will be the result of a retirement. The Financial Aid position is deemed essential due to the heightened requirements on financial aid related to the pandemic. The position is a compliance position and in the current environment will fill the void because of the increased scrutiny on financial aid. The Measure J position was previously funded 50% by the Marketing department. The Measure J construction has not stopped, or even slowed, due to the coronavirus pandemic. In fact we are coming approaching some of the busiest construction times with multiple projects going on simultaneously. As a result, the committee deemed this position essential to handle the increased amount of Measure J work. It should be noted there is a high likelihood of this position being funded by the bond.

The Long-Term Recommendations are a combination of work the committee did prior to the pandemic and a few new additions added. The justifications were given for each position and then the committee held a vote to determine the ranking of the positions. The final ranking by the committee is listed on page 8 of this document with the top ranked position being at the top.

Finally, the committee has also shared the 50% implications for both the COVID-19 Recommendations scenario and the Long-Term Recommendations. It is good to remember that Bakersfield College must be at a much higher percentage to offset the costs of the district office.

Overview, Analysis, and Recommendations

Process and Timeline

In January of 2020, a taskforce was put together which was made up of members from each of the employee groups.

Todd Coston (chair)	Management
Bernadette Gutierrez	Classified
Krista Moreland	Faculty
Jason Stratton	Faculty
Jennifer Achan (Student Affairs)	Management
Craig Hayward (Institutional Research)	Management
Andrea Thorson (Instruction)	Management
Mike Giacomini (FAS)	Management
Cristal Rios	Budget
Jennifer Serratt	Support

The original charge of this taskforce was to do a review of the BC Administrative Structure and bring forth recommendations to College Council and ultimately the president of the college. The charge then change to respond to the COVID-19 pandemic and the timeline ended up being what follows:

Phase 1: February 7 – February 14

February 7: Provide overview and workplan to College Council

Task Force completes initial work

- Review of current organizational structure, key institutional documents and college-wide initiatives
- Review draft and finalize work plan

Phase 2: February 17 – March 6

Engage in college-wide discussion and identify areas of need

- Communicate with various college constituencies (such as FCDC, SALT, EAC, CSEA, Academic Senate) to explain the process, answer questions and gather input

Phase 3: March 9 – March 27

Continue campus engagement and finalize details of proposal

March 6: Provide update to College Council

**** Late March: Strategy Change to reflect uncertainty with COVID 19 pandemic ****

Phase 4: March 30 – April 30

April 16: Update to College Council with explanation of change in strategy due to pandemic.

Planning Assumptions

There are several assumptions the team made while analyzing the potential positions in light of the coronavirus pandemic:

Enrollments – There are two key influences on the enrollments for the college.

First, when the economy gets bad, displaced workers tend to come back to school to improve their professional skills. Due to the significant downturn in the economy, it's very possible that enrollment could go up as workers look for opportunities to upgrade their skills.

The second influence comes from the bulk of classes now being offered online. There are students that do not do well in online classes and will drop their classes or just absolutely refuse to take online classes. This could cause enrollments to drop.

The two influences are on the opposite ends of the scale and make it difficult to predict what ultimately plays out.

Budget – The California Community Colleges are funded primarily by the state of California. With the pandemic causing a shutdown of large parts of the workforce, it's likely that people may not be able to pay their property taxes. Additionally, they will not purchase as many products which means less sales tax revenue. Finally, the deadline for filing income taxes has been extended by several months so the incoming flow of tax revenue will be lagging for the state. All of these factors can potentially impact the budget of the college.

Analysis and Recommendations

When the team started analyzing the positions, we realized the pandemic would have a significant impact on our budget, organization, and the way we do business. It was clear when the first signal was a hiring freeze across the district, that we needed to be budget conscious with our recommendations. Our discussions and analysis brought us to the conclusion we needed two different lists. The first list were those positions that were crucial in keeping the college running, even in light of the upcoming budget challenges. The second list is the positions we originally were discussing before the pandemic hit. Within the second list, the committee voted on the priority order of the positions if budget allowed us to hire beyond the essential. We also wanted to keep the original list of positions included so we could keep a historical record of all positions requested through our process.

In evaluating the positions, we all agreed that maintaining Instruction was key. There are three **Dean of Instruction** positions that are already funded and need to be continued. Two of those positions are currently filled with interim candidates (Larkin and Wojtysiak) and the third dean position is the result of a retirement (Rodriguez). It was unanimous in the committee that even though there was a hiring freeze, all three of these positions should be continued with interims. When the hiring freeze is lifted, then those positions would be filled permanently.

The next position is the **Program Manager, Operations and Compliance** (Financial Aid). This position was funded but never went through the process of being hired. This is a non-GUI funded position. The Financial Aid department has very strict rules that govern their work including rigorous reporting and follow-up with students. Because the role of this position is primarily compliance, the committee agreed this position should be included in the absolutely necessary column.

Finally, the position for **Program Manager, Measure J**. This position was previously utilized 50% Marketing and 50% Measure J. During the coronavirus pandemic, the construction of the Measure J projects has not stopped or even slowed down. In fact, there is an increase in projects as we continue down the construction timelines and start work on additional buildings. It became clear that this position needed more than 50% but rather this needed to be a full-time position dedicated to Measure J. The committee agreed this was essential to keeping our construction projects moving. In addition, the option is being pursued that this position will be funded by the bond.

All of the remaining positions are part of the second list, which are the positions we originally started with as a committee (pre-coronavirus).

From Instruction, there are only two positions on the list. One is the **Dean of Instruction** that was vacated by Cindy Collier and was never re-filled. The second is a title change for the current Program Manager, Academic Technology and Professional Development to **Program Director, Academic Technology and Professional Development**. The increase in responsibilities for this position have been enormous, especially due to the move to online instruction and supporting students and staff remotely. More justification for these positions can be found in Appendix A.

From Student Affairs there were seven proposed positions. Two of those positions are from the Counseling department. The first position is a title change for the current Director, Counseling to **Dean, Student Success & Counseling**. The second position is a new position which is the **Program Manager, Counseling**. As our student support and student success initiatives have ramped up, so is the need for more Counseling support.

The next two positions in Student Affairs are in Student Life. The first position is the **Dean, Student Life** which is a title change for the existing Director, Student Life to Dean of Student Life. The second position is the **Student Services Coordinator** position. The first position has responsibilities more in line with Dean level work and even with that title change, the second position is still needed to offload some of the work.

The next two positions in Student Affairs are in the Equity and Student Success department. The first position is a title change for the current Director, Student Success and Equity to **Director, Innovation & Development**. The title change is to better describe the work being done by this role. The second position is the **Program Manager, Finish in Four**. This work is now being added to the department and requires a Program Manager to help manage the program.

The last position in Student Affairs is the **Program Manager, Bridge to BC** which is a requested position for the Outreach department. As the Bridge to BC program has grown dramatically, the responsibilities of managing the program have also grown. This position would take on the additional responsibilities and keep the program growing. More justification for all of the Student Affairs positions can be found in Appendix B.

From Finance and Administrative Services, there are only two positions on the list. One is the **Director, Contracts and Finance**. This position is a position that was requested last year but was never approved. The increase in complexity of the BC budget along with the increase of categorical and grants is the driver behind the need for this position. The second position is the **Assistant Manager, Food Service**. The justification for this position is due to the increase in the size and operations of the newly remodeled cafeteria, the increase in workers in this area, and the inclusion of providing support for the new 500 person conference center that is part of the Measure J construction. This position is an

enterprise operation and would be completely funded by non-GUI funding. More justification for these positions can be found in Appendix C.

Finally, from the Presidents Leadership Team is the position **Director, Student Achievement Research** out of the Institutional Research department. This is a re-writing of a vacated position to better fit within the needs of the department. The previous position was funded but due to the hiring freeze has not been re-filled. More information on this position can be found in Appendix D.

After evaluating all of these positions, the committee voted on the ranking of the positions and the final ranking can be found on page 8 of this document. Additionally, the chart on page 10 reflects the Adopted Budget, the cost and 50% law implications of only doing the essential (COVID-19) scenario, and the cost and 50% law implications if we did all of the Long-Term hirings. It should be noted that just because the 50% law numbers may be favorable, that does not mean there is budget to support additional positions.

Summary of Positions

COVID-19 Recommendations		Rank	LONG-TERM Recommendations (includes COVID-19)	
Position	Area		Position	Area
Dean, Instruction (replace, interim)	Instruction (Rodriguez)	1	Director, Contracts and Finance (New)	Budget
Dean, Instruction (continue interim)	Instruction (Larkin)	2	Dean, Student Success & Counseling (Title Change)	Counseling
Dean Instruction (continue interim)	Instruction (Wojtysiak)	3	Dean, Instruction (Collier vacant dean position)	Instruction
*Program Manager, Operations/Compliance	Financial Aid	4	Program Manager, Counseling (New)	Counseling
Program Manager, Measure J (interim, not GUI-funded)	Facilities	5	Program Director, Prof. Dev. (Title Change)	Academic Technology
		6	Director, Student Achievement Research	Institutional Research
		7	Dean, Student Life (Title Change)	Student Life
		8	Director, Innovation & Development (Title Change)	Equity and Student Success
		9	Assistant Manager, Food Service (New)	Food Service
		10	Student Services Coordinator (New)	Student Life
		11	Program Manager, Finish in Four (New)	Equity and Student Success
		12	Program Manager, Bridge to BC (New)	Outreach

**Program Manager, Financial Operations (Financial Aid) was a position approved and funded in fiscal year 2019-20 but was never hired.*

Note: Justifications for each position can be found in the Appendix. Instruction in Appendix A, Student Affairs in Appendix B, Finance and Administrative Services in Appendix C, and the Presidents Leadership Team in Appendix D.

Budget Impact

50% Law (ECS 84362)		COVID-19 Recommendations		LONG-TERM Recommendations	
		FY19/20 Adopted Budget	FY 20/21 Proposed	FY 20/21 Proposed	
Instructional Salaries					
10	\$	35,601,232.73	\$ 35,356,151.69	\$	35,356,151.69
20	\$	2,194,583.33	\$ 2,194,583.33	\$	2,194,583.33
30	\$	13,358,372.86	\$ 13,244,676.66	\$	13,244,676.66
Subtotal Instruct	\$	51,154,188.92	\$ 50,795,411.68	\$	50,795,411.68
Instructional & Non					
10	\$	42,106,748.33	\$ 42,650,009.02	\$	43,333,309.84
20	\$	12,157,248.08	\$ 12,157,248.08	\$	12,157,248.08
30	\$	21,482,548.61	\$ 21,715,536.10	\$	22,084,817.23
40	\$	1,897,105.20	\$ 1,897,105.20	\$	1,897,105.20
50	\$	7,859,319.81	\$ 7,859,319.81	\$	7,859,319.81
Subtotal Instruct & Non	\$	85,502,970.03	\$ 86,279,218.21	\$	87,331,800.16
Deductions					
10	\$	431,324.71	\$ 431,324.71	\$	431,324.71
20	\$	1,436,536.25	\$ 1,436,536.25	\$	1,436,536.25
30	\$	804,907.23	\$ 804,907.23	\$	804,907.23
40	\$	270,775.00	\$ 270,775.00	\$	270,775.00
50	\$	1,153,080.00	\$ 1,153,080.00	\$	1,153,080.00
Subtotal Deductions	\$	4,096,623.19	\$ 4,096,623.19	\$	4,096,623.19

50% Law: 62.84% 61.81% 61.03%

Appendix A - Instruction

Dean of Instruction

This is the position that was vacated by Cindy Collier but has never been replaced.

Dean of Instruction(s) - Interim

There are two Deans of Instruction that are being filled by interim candidates and one Dean of Instruction that will be vacated due to a retirement.

Program Director, Academic Technology and Professional Development (TITLE CHANGE)

The responsibilities and scope of work for the position have grown beyond the scope of what a Program Manager's typical level of responsibility should be. This position is the functional lead for the entire Academic Technology department, all of professional development, including the coordination of work in eLumen and College Catalog. Additionally, this position coordinates support and training, as well as learning platform management for all distance education courses, which is expected to continue at Covid-19 levels for the foreseeable future.

Appendix B – Student Affairs

Student Life

Student Service Coordinator (NEW)

- Provides leadership to students branches of the government
- Provides leadership to student activities and organizations
- Student Production
- Provides leadership to production and co-curricular involvement (Guided Pathways)

Dean, Student Life (Title Change)

Manages – 1 Director, 3 Program Managers, 2 DA's and 55 Staff Members, Professional Experts and Students

- Oversee student health and wellness and veteran services
- Case Manage all student conduct and student of concerns
- Engage with institutional emergency preparedness
- Integrate student services for pathway
- Invest in student retention from year one to year two
- Provides leadership to production and co-curricular involvement (Guided Pathways)
- Provides leadership to production and co-curricular involvement (Guided Pathways)
- Provides leadership with community involvement
- Provides leadership to students branches of the government
- Student Conduct
- Pantry
- Students of Concern
- Assists with Title IX
- Student Code of Conduct Violations
- Basis incident
- Alcohol and Drugs
- Academic Integrity
- Student Production

Counseling Department

Dean, Student Success and Counseling (TITLE CHANGE, GUI funded)

Counseling and Academic Advising – 25 Counselors, 1 Executive Secretary, 1 DA

- Provides leadership student education planning, and other counseling services, with a focus on optimizing the use of technology as a student guidance and success tool
- Provides leadership to the college community with the implementation of the provisions of the Student Success Act
- Assist in the design and assessment of institutional research focusing on student outcomes

Orientation and/or First Year Program- 25 Educational Advisors

- Provides orientation programs that includes purposeful contacts with students through comprehensive and innovative student success coursework delivered in a variety of formats

Guided Pathways

- State leader and presenter

Starfish

- Manages, trains and implementation of technology software

Early Alert & Intervention system

- Provides leadership and designs strategies to identify students experiencing difficulty, efficiently and effectively connect them with appropriate resources, and reduce the numbers of students placed on academic probation/suspension

International Student Programs

Transfer Center

Articulation

Program Manager, Counseling (NEW, GUI funded)

Ability to collaborate and be the liaison for Counseling and Student Success, on both programmatic and administrative issues; Pathways reporting, marketing, outreach, and representation to Campus Community.

Operationalize technical leadership in day-to-day activities and supervision of administrative coordination of Counseling Faculty and Educational Advisors.

Integrate program development, to include program design and planning and establishment and implementation of overall operating plans, policies, procedures, and standards in accordance with established College and Department program objectives.

Oversee and coordinate various Department projects and other strategic initiatives to develop and implement systems and processes to establish methods to track, monitor and maintain data for student success

Outreach Department

Program Manager, Bridge to BC (NEW, GUI funded)

With the Summer Bridge moving to the Outreach department and with the Summer Bridge program expanding, this position will be needed to manage all of the components of the program.

Equity and Student Success Department

Program Manager, Finish in Four (NEW)

This function is part of Equity and Student Success team. The existing team does not have management support for the Finish in Four program. This position would manage the complete Finish in Four program.

Director, Innovation and Development (TITLE CHANGE)

- Originally responsible for \$2.2M in SSSP funding annually and \$1.2 in Equity funding annually with a two annual budgets and narrative reports. I am now responsible for appx. \$12M annually, including 7 new grants and programs with unique reporting requirements such as the integration of SSSP, equity, and BSI, CCCCCO Innovation Award, Guided Pathways funding, and private dollars from organizations like College Futures and MDRC.
- In July, I was assigned formal responsibility for the College Promise Program originally assigned to a [full-time, Grade I, Director of Transfer Pathways](#), increasing direct reports by 3 advisors, 2 managers, and scope of responsibility to cohort of 2,500 students and growing with a target of 4,000. This also includes responsibility for a 5-year research project with MDRC.
- New leadership responsibilities for institutional innovation and development include leadership and/or supervision of:
 - Institutional accreditation reporting
 - Guided Pathways Implementation Team, including 9 faculty leads
 - Writer's Bureau, comprised primarily of BC faculty
 - Achieving the Dream Institutional Lead, including annual reporting
 - Institutional visibility and public advocacy, including Early College, Housing Insecurity, and baccalaureate completion
 - BC grant and award applications across both instruction and student affairs

Appendix C – Finance and Administrative Services

Maintenance and Operations Department

Program Manager, Measure J (NEW, Measure J funded)

- Coordinates messaging, presentations, ceremonies for Measure J projects
- Coordinates with end users to ensure program is set prior to architects moving forward
- Works with Architects and Equipment companies of FF&E delivery and installation
- Attends all Measure J meetings
- Works on special projects related to Measure J, such as shaded walking path, landscape and tree specs, peace gardens, etc...

Budget Department

Director, Contracts and Finance (NEW, RP and GUI funded)

- Increase in Categorical and Grants continues to rise, therefore more budgets, contracts and reporting that needs to be done
- Increase in overall contracts continues to climb and needs a thorough review prior to going to the DO
- More complex projects are being done by BC that need thorough financial analysis prior to and during execution
- Position is over 50% funded by Categorical

Food Services Department

Assistant Manager, Food Service (NEW, Non-GUI funded)

- After moving into the new Campus Center and Dining Commons, the number of classified and student workers will nearly double in the department.
- The food service area will have 3x the number of food outlets than before.
- The new 450 seat conference center will drive a substantial increase in Catering Services.
- This position is 100% funded by its enterprise operation

Appendix D – President Leadership Team

Institutional Research Department

Director, Student Achievement Research (NEW, Strong Workforce and Guided Pathways funded)

Under administrative direction of the Dean of Institutional Effectiveness, the Director of Student Achievement Research (SAR) is responsible for research projects related to student success and learning. The Director of SAR will use District and College data systems to develop and disseminate research reports, analyses, data files, evaluations and planning documents related to student success and learning. The Director of SAR works with key college faculty and managers to develop student success models, interpret, understand and analyze data to guide student success action planning.

Under the direction of the Dean of Institutional Effectiveness, the Director of SAR will also work collaboratively with the District Director of Institutional Research and Reporting and other IR staff district wide in order to develop and promote consistent and effective information districtwide. Monitors and evaluates efficacy of financial aid and other student support programs such as College Promise, using advanced statistical techniques to control for biases (e.g., selection bias) and provide valid, reliable conclusions regarding the effectiveness of programs.