

Bakersfield College

2022-2023 Administrative Structure Review

Team

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Executive Summary

Beginning in March of 2021, the Bakersfield College Administrative Structure Review Team started the normal process of evaluating the administrative structure to make recommendations to College Council and the Executive Management Team. Accreditation standard IV.A.10 says:

“The institution maintains a sufficient number of administrators with appropriate preparation and expertise to provide continuity and effective administrative leadership and services that support the institution’s mission and purposes.”

The Administrative Structure Review taskforce provides the catalyst for recommending a “sufficient number of administrators” as well as making sure the positions are in “support of the institutional mission”.

The final recommendation involves a prioritized list of positions based on a silent vote of the committee. The committee spends time researching and discussing the various positions prior to the silent vote. Page five of this document explains some of the things the committee considers while evaluating the positions in preparation for the final vote.

Related to positions, one of the clarifications needed is the definition of a “new” position. A new position is defined as a position that was not budgeted for in the current budget year. In some cases, this may be a brand-new position, in others, it may be a position that was filled previously then vacated and is now being brought forward for consideration again.

This year there are six new positions being proposed by Instruction. The positions are Associate VP, Instruction, two Program Managers, and three Associate Deans. Of the two Program Managers, one is for branch campuses and the other is to support the new Research Laboratory Technology baccalaureate degree. The three new Associate Deans could be used, for example, in Health Science, Behavioral Science, and Social Science.

From the Student Affairs team there is one new position which is an Associate VP, Student Affairs.

The Finance and Admin Services team proposed two new positions. The positions are the College Safety Officer Supervisor and Director, Finance and Grants.

Finally, from the Presidents Leadership team, there are no proposed positions for this cycle.

Note: The Presidents Leadership team is made up of Institution Research, Marketing, and IT.

The budget situation this year is different than the last few years. Without taking into consideration any of the proposed new positions the district is right at the 50% limit (as a district) which means that all new positions will be need to be evaluated by executive leadership to determine if they can fiscally be supported.

The final ranking by the committee is listed on page six of this document with the highest ranked position being at the top. Listed in the appendix of this document are each position and the justification by area.

Overview, Analysis, and Recommendations

Process and Timeline

In March of 2023, a taskforce was put together which was made up of members from each of the employee groups as follows:

Todd Coston (chair)	Management
Bernadette Martinez (Classified)	Classified
Krista Moreland (Faculty)	Faculty
Jason Stratton (Faculty)	Faculty
Jennifer Achan (Student Affairs)	Management
Sooyeon Kim (Institutional Research)	Management
Rich McCrow (Instruction)	Management
Mike Giacomini (Finance and Admin Services)	Management
Cristal Rios (support, budget analysis)	Budget
Debra Anderson (support, clerical)	Support

The charge of this taskforce is to do a review of the BC Administrative Structure and bring forth recommendations to College Council and ultimately the president of the college.

Workplan:

March 7 – March 13

Initial kick-off meeting of the Administrative Structure Review

- Review of current organizational structure, key institutional documents, and college-wide initiatives
- Review potential org changes for Instruction, Student Affairs, Admin Services, Presidents Team

March 14 – March 21

- First review and discussion of proposed positions
- Communicate with various college constituencies to gather input

March 17th: Provide update to College Council

March 22 – April 7

- Continue campus engagement and finalize details of proposal

March 31st : Review proposal with College Council for 1st read

April 11 – April 21

- Final meeting of Admin Structure Review Team and last minute adjustments to final document

April 21st : College Council second read and vote

Task Force Meetings:

Meeting #1 – March 7 @ 3p

Meeting #2 – March 14 @ 3p

Meeting #3 – March 22 @ 3p

Meeting #4 – April 11 @ 3p

Considerations

When evaluating the organizational structure and reviewing the proposed positions, there are several things the team considers when making a recommendation. The first consideration is how the work can be more equitably distributed. This could mean looking at the Instructional Deans load for managing grants, faculty evaluations, and other work. Or it could mean looking at departments managing large grants or special projects.

A second consideration is compliance concerns. For example, in Financial Aid there might be a position to specifically address compliance issues related to financial aid disbursements. Another example might be state or federal requirements on grant reporting and budget management. Each of these are required activities that must happen and require having additional personnel to get the work completed.

A third consideration is how the position is funded. For example, if a position is funded by categorical money, or from revenue made from catering, that might rank higher than a position being funded by the General Fund (GUI). The positions brought forward for consideration are both general funded and non-general funded positions.

The fourth consideration is the specific needs of a department. For example, as we continue to add sections because of increased enrollment, do we need more management positions in Instruction or Student Affairs? As we continue to apply for more grants, do we need grant managers or budget staff to support?

A fifth consideration is the budgetary impact and 50% law implications of adding the position itself. For example, in the previous year, even if we hired all the positions requested, those hirings did not have a negative impact on the 50% calculation. However, we are reminded that just because it doesn't negatively impact the 50% calculation, this does not mean we have the budget to fund the position, especially over the long term.

The work of the team is to review and discuss the positions, considerations, needs and impacts, and then put forward a recommendation the committee can support for final consideration by College Council.

Analysis and Recommendations

Instruction has proposed six new positions. Even though we are in the post COVID era, Bakersfield College has still opened up large quantity of new sections and has hired a number of new faculty. Although BC hired a new Associate VP of Instruction, a second one has been requested due to the volume of work. The three Associate Dean positions will help to fill in support in various areas, for example Behavioral Science, Social Science and Health Science. The Program Manager for Branch Campuses would assist in rural work, as well as supporting the new site in Arvin. Finally the Program Manager for the new Baccalaureate would mirror the structure setup for the Industrial Automation degree and provide some much needed support to get the program up and running.

In the Student Affairs area, there is only a new Associate VP, Student Affairs proposed. With the increase in enrollment and sections comes additional support for our students. This position would help to distribute the workload and offload some of the work being done by the VP of Student Affairs.

In Finance and Admin Services there are two new proposed positions. The first position is the College Safety Officer Supervisor to assist with managing the college safety staff. With the addition of BC Southwest, a new building in Delano, and a facility being built in Arvin the college safety department needs to grow with the additional responsibilities. The Director, Finance and Grants is proposed to help handle the financial implications of the additional grants and special funds BC has received during the Pandemic. Additionally, the college is pursuing a long list of new grants and special funding so the importance of this position will continue to increase.

After evaluating each of these positions, the committee voted on the ranking of the positions and the final ranking can be found below. The chart on page seven shows the budget impact of hiring these positions and reflects that even without these proposed new positions we are very close to the 50% law limit.

Summary of Positions - Ranked

Committee Recommendations		Rank
Position	Area	
Director, Finance & Grants	FAS	1
College Safety Officer Supervisor	FAS	2
Program Manager, Baccalaureate	Instruction	3
Associate VP, Instruction	Instruction	4
Associate VP, Student Affairs	Student Affairs	5
Associate Dean, Instruction (Health Science)	Instruction	6
Associate Dean, Instruction (Social Science)	Instruction	7
Associate Dean, Instruction (Behavioral Science)	Instruction	8
*Program Manager, Branch Campuses	Instruction	

** After review by the Executive Team, the Program Manager, Branch Campuses was removed from the list.*

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

	FY23		
Academic Salaries			
	ADOPTED_BUDGET	Proposed	FY23 Adopted + Proposed
INSTRUCTIONAL SALARIES	40,607,554.17		40,607,554.17
INSTRUCTIONAL + NON-INST SALARIES	47,237,804.81	609,768.67	47,847,573.48
Classified Salaries			
	ADOPTED_BUDGET	Proposed	FY23 Adopted + Proposed
INSTRUCTIONAL SALARIES	5,685,906.12		5,685,906.12
INSTRUCTIONAL + NON-INST SALARIES	19,859,144.61	284,844.72	20,143,989.33
Other Expenditures			
	ADOPTED_BUDGET	Proposed	FY23 Adopted + Proposed
EMPLOYEE BENEFITS INSTRUCTIONAL	20,258,551.63		20,258,551.63
EMPLOYEE BENEFITS INST + NON-INST	31,604,792.69	429,098.53	32,033,891.22
SUPPLIES & MATERIALS	1,566,898.26		1,566,898.26
OTHER OPERATING EXPENSE & SERVICES (INSTRUCTIONAL)	1,004,400		1,004,400.00
TOTAL OTHER OPERATING EXPENSE INST+ NON-INST	12,106,121.54		12,106,121.54
EQUIPMENT REPLACEMENT			
Less Exclusions			
	ADOPTED_BUDGET	Proposed	FY23 Adopted + Proposed
STUDENT TRAVEL	56,116		56,116.00
RENTAL OF FACILITIES	3,273,544		3,273,544.00
Total Current Instructional Cost			
	ADOPTED_BUDGET	Proposed	FY23 Adopted + Proposed
Total Current Instructional Cost	67,556,411.92		67,556,411.92
Total Current Expense of Education			
	ADOPTED_BUDGET	Proposed	FY23 Adopted + Proposed
Total Current Expense of Education	109,045,101.91		110,368,813.83
Percentage of Instructional Cost			
	ADOPTED_BUDGET	Proposed	FY23 Adopted + Proposed
Percentage of Instructional Cost	61.95%		61.21%

Appendix A - Instruction

(NEW) Associate VP, Instruction (GUI funded)

Educational Administrator – Grade K-1

Succession planning, career trajectory, sheer workload. Reporting to the Vice President of Instruction, the incumbent is responsible for the leadership and management of academic, curriculum, tenure, accreditation processes, Title V compliance, scheduling, attendance, and program development. The Associate Vice President of Academics oversees instructional services and provides support to faculty, staff, and students across campus. This position is a direct report to the Vice President of Instruction as the expert in curriculum and instruction. The Associate Vice President of Instruction supervises the Curriculum Review, Instruction, Professional Development, scheduling activities, academic technology activities, and other leadership responsibilities as determined by the VPI.

(NEW) Associate Dean, Instruction (e.g. Social Science) (GUI funded)

Educational Administrator – Grade J

Career trajectory, more stability, less re-org, more support, if a dean waked away, elevate the associate dean. This position will be established to supplement leadership provided currently assigned deans. Under the direction of a designated Dean of Instruction, the Associate Dean, Instruction, is responsible for developing, coordinating, administrating, and operating assigned instructional programs and campus initiatives. Duties include; Support the Dean of Instruction by administering District policy regarding assigned instructional programs; Provide assistance in the performance evaluation of faculty and classified personnel in assigned areas of responsibility; Assist in the administration of College policy with respect to faculty load and scheduling; Coordinate with faculty chairs in the recruitment, selection, orientation, and evaluation of adjunct faculty; Support the Dean of Instruction by assisting in developing and monitoring the annual budget and expenditures in consultation with faculty chairs; administrative oversight of curriculum maintenance, including development of new curriculum and curricular revisions, accuracy of catalog and course information; Provide specific academic program information and assistance to faculty, administrators, community, and the general public; Serve on the College and District committees as appropriate; Perform other related duties as assigned by the designated Dean of Instruction.

(NEW) Associate Dean, Instruction (e.g. Behavioral Science) (GUI funded)

Educational Administrator – Grade J

Career trajectory, more stability, less re-org, more support, if a dean waked away, elevate the associate dean. This position will be established to supplement leadership provided currently assigned deans. Under the direction of a designated Dean of Instruction, the Associate Dean, Instruction, is responsible for developing, coordinating, administrating, and operating assigned instructional programs and campus initiatives. Duties include; Support the Dean of Instruction by administering District policy regarding assigned instructional programs; Provide assistance in the performance evaluation of faculty and classified personnel in assigned areas of responsibility; Assist in the administration of College policy with respect to faculty load and scheduling; Coordinate with faculty chairs in the recruitment, selection, orientation, and evaluation of adjunct faculty; Support the Dean of Instruction by assisting in developing and monitoring the annual budget and expenditures in consultation with faculty chairs; administrative oversight of curriculum maintenance, including development of new curriculum and curricular revisions,

accuracy of catalog and course information; Provide specific academic program information and assistance to faculty, administrators, community, and the general public; Serve on the College and District committees as appropriate; Perform other related duties as assigned by the designated Dean of Instruction.

[\(NEW\) Associate Dean, Instruction \(e.g. Health Science\) \(GUI funded\)](#)

Educational Administrator – Grade J

Career trajectory, more stability, less re-org, more support, if a dean waked away, elevate the associate dean. This position will be established to supplement leadership provided currently assigned deans. Under the direction of a designated Dean of Instruction, the Associate Dean, Instruction, is responsible for developing, coordinating, administrating, and operating assigned instructional programs and campus initiatives. Duties include; Support the Dean of Instruction by administering District policy regarding assigned instructional programs; Provide assistance in the performance evaluation of faculty and classified personnel in assigned areas of responsibility; Assist in the administration of College policy with respect to faculty load and scheduling; Coordinate with faculty chairs in the recruitment, selection, orientation, and evaluation of adjunct faculty; Support the Dean of Instruction by assisting in developing and monitoring the annual budget and expenditures in consultation with faculty chairs; administrative oversight of curriculum maintenance, including development of new curriculum and curricular revisions, accuracy of catalog and course information; Provide specific academic program information and assistance to faculty, administrators, community, and the general public; Serve on the College and District committees as appropriate; Perform other related duties as assigned by the designated Dean of Instruction.

~~[\(NEW\) Program Manager, Branch Campuses \(Arvin\) \(GUI funded\)](#)~~

~~Classified Administrator – Grade D~~

~~This Program Manager will be utilized to help at our branch campuses as well as with our rural programs. This Program Manager is responsible for overseeing and managing educational programs, services, and operations at the community college's rural campuses. This individual will work closely with faculty, staff, and community leaders to develop and implement programs and initiatives that meet the needs of students and the local community.~~

~~**After review by the Executive Team, this position was removed from the list.*~~

[\(NEW\) Program Manager, Baccalaureate \(Research Laboratory Technology\) \(GUI funded\)](#)

Classified Administrator – Grade D

With the addition of the new baccalaureate degree in Research Laboratory Technology there is a need for Program Manager to help get the program started as well as keep the program running. This is consistent with the strategy we used with the Industrial Automation baccalaureate degree.

Appendix B – Student Affairs

(NEW) Associate VP, Student Affairs (GUI funded)

Educational Administrator – Grade K-1

As post COVID enrollments have continued to grow, and with the growth on the instructional side of the house, this is an additional position needed to support the many student services provided by Bakersfield College. The addition of this position will also create a better growth ladder for succession planning and career trajectory. The Associate Vice President of Student is a senior leadership position responsible for providing strategic direction and oversight for a wide range of student services and programs. This role involves collaborating with other college leaders to create and implement policies that promote student success, equity, and inclusion. The Associate Vice President will supervise a team of professionals in areas such as student engagement, counseling and advising, career services, student life, and athletics. Additionally, the Associate Vice President will represent the college to external partners, build relationships with community organizations, and ensure compliance with relevant laws and regulations.

Appendix C – Finance and Administrative Services

(NEW) Director, Finance and Grants – (GUI funded)

Classified Administrator - Grade I

Reports to: VPFAS

- 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

(NEW) College Safety Officer Supervisor – (50% GUI/50% RP funded)

Classified Administrator – Grade D

Reports to: VPFAS

Bakersfield College Department of Campus Safety (BCDCS) has an Executive Director (ED) and Assistant Director (AD). The ED and AD are currently tasked with managing the only department that operates 24/7/365 in the district. Those responsibilities include daily patrol and safety operations, responding to critical incidents, special events as needed (which are almost daily), training officers which require annual updates, managing the Clery Act responsibilities and reporting, parking and parking enforcement, scheduling, among numerous other responsibilities. In addition to the main Bakersfield College campus, there are currently seven satellite campuses with an additional currently under construction and an on-campus housing unit with 256 beds planned for the near future. BC currently employs 16 officers, 1.5 office staff, 1.5 dispatchers and 20-25 student workers. In addition, we are currently hiring an additional full-time and one part-time officer. In a typical first responder environment the ratio of field supervisor to officer is 1-6/7. BC does not currently employ a field supervisor; the ED and AD respond to the field on an as needed basis.

BC DCS needs one middle manager (field supervisor) to supervise and manage officers on a daily basis. The manager would be responsible for the smooth daily field operations of the department including scheduling, managing conflict, supervising critical incidents on campus in the field, officer evaluations, and roving to satellite campuses on a routine basis which is not currently occurring. This position will be even more critical as BC grows, particularly with the advent of student housing.

Appendix D – President Leadership Team

No positions requested for this cycle.