

Bakersfield College

2020-2021

Administrative Structure Review

Team

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**BAKERSFIELD
COLLEGE**

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Executive Summary

Starting from the end of 2020 and going into 2021, the Administrative Structure Review team started the normal process of evaluating the administrative structure to make recommendations to College Council and the Executive Management Team. Initially there was the expectation of a significantly lower budget for the college due to COVID but this looks to not be the case. Instead we are seeing at both the federal and state level an increase in budget to help offset the challenges of the pandemic. Therefore, the recommendations of the committee assume the budget will be either typical of a normal year or even improved due to the additional federal and state funding.

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 and then ultimately a vote is taken to prioritize the positions. Page five of this document explains some of the things the committee considers while evaluating the positions in preparation for the final vote.

This year there are five new positions being proposed from Instruction. The positions are Dean of Instruction, Associate Dean, Grant Writer/Developer, Director of Diversity and Equity, and a new Program Manager, Hispanic Service Institution. Instruction also has one proposed title change which is the Program Manager, Adult Education to Program Director, Adult Education.

From the Student Affairs team there were no new proposed positions but there are five proposed title changes. The positions are Director, EOPS, Care, CalWorks to Executive Director, Categorical Funding, the Director of Student Life to Executive Director of Student Life, the Program Manager of Campus Center Programs to Assistant Director, Student Life, the Program Manager, Compliance to Program Director, Compliance, and the last title change is the Site Coordinator (Financial Aid) to Financial Aid Supervisor.

The Admin Services team proposed three new positions. The positions are the Assistant Manager of Food Services, Program Manager of Facilities, and a Budget Analyst position. There were no new title changes proposed by the Admin Services team.

Finally, from the Presidents Leadership team, there is one new proposed position which is the Program Manager, IT. There were no title changes proposed by the Presidents Leadership Team.

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

The budget implications are minimal but it will depend on how many of the positions and title changes actually occur. If all positions were filled and title changes happened it would be about a just over a half of a percent impact on the overall 50% calculation. More information can be found on page eight of this document.

The final ranking by the committee is listed on page seven of this document with the highest ranked position being at the top. In the appendix of this document are each position and the justifications listed by area.

Overview, Analysis, and Recommendations

Process and Timeline

In October 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.

Phase I: October 28 – December 9

October 28th: 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

December 9th: Provide update to College Council

Phase 2: January 16 – February 28

Engage in college-wide discussion and identify areas of need

- Communicate with various college constituencies (such as FCDC, SALT, EAC, CSEA, Academic Senate, etc.) to explain the process, answer questions and gather input
- February 9th: Provide update to College Council

Phase 3: March 1 – March 24

Continue campus engagement and finalize details of proposal

March 24th: Review final proposal with College Council for 1st read

Phase 4: March 9 – March 24

April 14th: College Council vote on final proposal

Considerations

When evaluating the organization structure and reviewing the proposed positions, there are several things the team considers when making a recommendation. The first thing always considered is how can the work be more equitably distributed. This could mean looking at the Instructional Deans and the load they have for managing grants, faculty evaluations, and other work. Or it could mean looking at departments impacted by the many construction projects happening on campus.

A second consideration is compliance type concerns. For example, in Financial Aid, one of the positions is specifically to address compliance issues related to financial aid disbursements. Another example might be state or federal requirements reporting and budget management for grants. Each of these are required activities that have to happen, and in some cases require having additional personnel to get the work completed.

A third consideration might be 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). In the positions brought forward for consideration, there are both general fund and non-general fund positions being considered.

The fourth consideration might be the specific needs of a department. For example, as we start to complete more of the Measure J funded buildings there will be more square footage for custodians to cover. There might be more work for the trades or the grounds people. Also, as we add more staff, this might merit adding additional managers.

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

Finally, several of the positions are existing positions but because of a change or increase in responsibilities the title of the position needs to change to better align with the work being done. Some of the positions being proposed for title changes may be on their second or third year of being requested.

Although this list of considerations covers many things there are things not in this list that may be considered also. The work of the team is to review and discuss the positions and then put forward a recommendation the committee can support moving forward to College Council for final consideration.

Analysis and Recommendations

Beginning with Instruction, there are five new proposed positions and one proposed title change. One of the previous vacated positions was never re-filled with a dean. This is listed as a new position because the position was not funded for this last year. The proposed Associate Dean has been proposed in the past and is a position to augment the dean in the STEM area with the volume of faculty evaluations. The Grant Writer/Developer position has been proposed due to the large quantity of grants BC has and pursues in trying to make our students successful. There are two more proposed positions that are to help focus the college on current issues, those positions are the Director, Diversity and Equity and the Program Manager, Hispanic Serving Institution. The Program Manager position would report to the Director position. Both of these are positions more and more colleges are starting

to embrace as colleges heighten their focus on diversity and equity. Both of these positions would be categorically funded. Finally, there is one title change for the Program Manager, Adult Education to Program Director, Adult Education due to the increase in responsibilities.

In the Student Affairs area, there are no new proposed positions but there are five proposed title changes. The Director, Student Life to Executive Director, Student Life was proposed last year as a dean position but instead is being proposed as an Executive Director this year. The proposal is due to the increase in responsibilities of the position. The Director, EOPS, CARE, CalWORKS to Executive Director, Categorical Funding is due to increased responsibilities from additional programs added. The Program Manager, Campus Center Programs to Assistant Director, Student Life better aligns the title with the work being done. The Program Manager, Compliance to Program Director, Compliance is due to increased responsibilities in the department (Note: The Manager position was previously funded but never filled. This change would be to a Program, Director level position). The Site Coordinator to Financial Aid Supervisor is also due to increased responsibilities and better aligns with the needs of the department.

In Finance and Admin Services there are three new proposed positions. The first position is Assistant Manager, Food Services. With the additional responsibilities of the new cafeteria, new conference center, and catering this position is needed to better support the department. The Program Manager, Facilities is needed due to the growth in new buildings on campus and the management of construction swing space while we continue to move people as we re-model and build new buildings. The Budget Analyst is needed due to the increase in grant management, budgets, and reporting.

Finally, under the President in the Technology department a new Program Manager, IT to help offload some of the work related to IT involvement in the design and build of the new and re-modeled buildings. Also, to help manage the day-to-day operations of the IT department and help oversee the team of student workers employed by the department.

After evaluating all of these positions, the committee voted on the ranking of the positions and the final ranking can be found on the next page of this document.

Additionally, the chart on page 8 shows the budget impact of hiring these positions as well as the proposed title changes. The positions in yellow indicate positions that are categorically funded or funded by some other source than GUI. The positions in green indicate positions that are partially funded by GUI and partially funded by categorical. The chart also shows the 50% impact if all positions were hired, and all title changes were accepted.

Note: Historically, all recommended positions are not hired.

Summary of Positions - Ranked

Committee Recommendations		Rank
Position	Area	
(NEW) Program Manager, IT	IT	1
(TITLE CHANGE) Director, Student Life -> Executive Director, Student Life	Student Affairs	2
(NEW) Director, Diversity and Equity	Instruction	3
(TITLE CHANGE) Program Manager, Compliance -> Program Director, Compliance	Student Affairs	4
(TITLE CHANGE) Site Coordinator -> Financial Aid Supervisor	Student Affairs	4
(NEW) Budget Analyst, Budget Office	Admin Services	5
(NEW) Program Manager, Facilities	Admin Services	6
(NEW) Dean of Instruction	Instruction	7
(NEW) Grant Writer/Developer	Instruction	8
(TITLE CHANGE) Program Manager, Campus Center Programs -> Assistant Director, Student Life	Student Affairs	9
(NEW) Associate Dean	Instruction	10
(TITLE CHANGE) Director EOPS, CARE, CalWORKS -> Executive Director, Categorical Funding	Student Affairs	11
(TITLE CHANGE) Program Manager, Adult Education -> Program Director, Adult Education	Student Affairs	12
(NEW) Assistant Manager, Food Service	Admin Services	13
(NEW) Program Manager, H.S.I.	Instruction	14

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)		
	FY 21/22 Estimated Budget	FY 21/22 Proposed
Subtotal Instruct	\$ 54,025,126	\$ 54,025,126
Subtotal Instruct & Non	\$ 91,972,328	\$ 92,868,708
Subtotal Deductions	\$ 5,442,569	\$ 5,442,569

50% Law: **62.44%** **61.80%**

Recommended NEW Positions	Grade	Salary	Benefits	Total
Program Manager, IT (New- [IT])	D	\$ 67,974	\$ 40,227	\$ 108,201
Director, Diversity and Equity (NEW-[Instruction])	I	\$ 102,704	\$ 40,073	\$ 142,777
Budget Analyst (NEW-FAS [Budget Office Department])	G	\$ 87,440	\$ 46,329	\$ 133,769
Program Manager, Facilities (NEW-FAS [M&O Department])	D	\$ 67,974	\$ 40,227	\$ 108,201
Dean of Instruction (NEW-[Instruction])	K-1	\$ 125,582	\$ 44,785	\$ 170,367
Grant Writer/Developer (NEW- [Instruction])	I	\$ 51,352	\$ 20,036	\$ 71,389
Associate Dean (NEW- [Instruction])	J	\$ 112,657	\$ 42,123	\$ 154,779
Assistant Manager, Food Service (NEW-FAS [Food Services Department])	C	\$ 63,454	\$ 38,785	\$ 102,239
Program Manager ,H.S. I (NEW-Instruction)	D	\$ 67,974	\$ 40,227	\$ 108,201
		\$ 580,952	\$ 273,954	\$ 854,905

Proposed Title changes	Grade	Salary Adjustment	Benefits Adjustment	Net Total
Executive Director, Student Life (Title Change-SA [Student Life])	I	\$ 2,905	\$ 598	\$ 3,503
Program Director, Compliance (Title Change-SA [Financial Aid])	G	\$ 18,992	\$ 12,290	\$ 31,281
Financial Aid Site Supervisor (Title Change-SA [Financial Aid])	A	\$ -	\$ 3,271	\$ 3,271
Assistant Director, Student Life (Title Change-SA [Student Life])	G	\$ 17,334	\$ 5,433	\$ 22,767
Executive Director, Categorical Funding (Title Change-SA [DSPS, EOPS, CALWORKS, etc.])	I	\$ 2,834	\$ 584	\$ 3,418
Program Director, Adult Education (Title Change-Instruction [Adult Education])	G	\$ 15,634	\$ 4,247	\$ 19,882
		\$ 24,731	\$ 16,743	\$ 41,474
		\$ 605,682	\$ 290,697	\$ 896,379

LEGEND
100% Funded by Categoricals/Grants not affecting 50% law
Partially Funded by Categoricals/Grants partial affect to 50% law

Appendix A - Instruction

(NEW) Dean of Instruction

This is the position that was vacated by Cindy Collier but has never been replaced. The position has not been funded, which is why it is listed as a new position.

(NEW) Associate Dean (for Waller)

Currently, the Dean of Instruction responsible for STEM is responsible for about 79 FTEF which is 74% higher than the average dean FTEF load. In addition, 6 FTEF will be added this year. This particular dean needs support in the area of evaluations and operational supervision.

(NEW) Grant writer for BC (level I) GUI/Categorical 50/50 (may be SEAP)

In January 2020, the District Office's Director of Grants and Resource Development moved to Porterville College as an interim dean of instruction. Even before this move, Bakersfield College's growth in grant and categorical funding was outpacing the capacity of this one support position at the District Office. From Fiscal year 2014-15 to 2018-19, the College's grant and categorical funds increased 266% from \$9.4M to \$34.4M. The work needed to submit for these funds can only be sustained if the College has a dedicated position for a Grant Developer. It is clear from the continuing upward trend in grant submissions and funding, that the cost for this new position will quickly be realized. Even if the District Office replaces the Director of Grants and Resources, it is still critical at this time that the College creates this new position or risk losing additional funds that provide needed services and new opportunities for learning and student success.

(NEW) Director, Diversity and Equity (Level I) Categorical

- Continue supporting student success and equity initiatives:
- Student Equity Plan
- Affinity Group Leadership
- Equity Funding Oversight
- Support college-wide DEI work
- Engage with EODAC on racial equity commitments
- Engage with District Wide EEO Advisory Committee
- Respond to CCCCCO call to action on DEI
 - Help develop college wide equity plan.
- Oversee HSI initiatives

Justification: As the CCCCCO enhances its accountability measures around a framework of Diversity, Equity, and Inclusion, it is crucial for BC to have a lead administrator guiding the work at the local level. Existing structures like committees around DEI are doing a good job of getting the conversations going, but will need a full time dedicated leader to ensure DEI objectives are met. Statewide, colleges are establishing positions like this one showing their commitment to social justice in the form of diversity, equity, and inclusion. BC has a strong foundation for this commitment, and now need a dedicated leader to take the work to the next level.

(NEW) Program Manager, Hispanic Serving Institutions (Level D) (will report to Director, Diversity and Equity)

Job Summary:

- The Director of Hispanic Serving Institutions provides leadership, coordination, direction, and vision for the development and implementation of Latinx Student Success Initiatives that provide students the opportunity to complete a degree or certificate and transfer to a four-year university, gain financial literacy, and career awareness.

- Examples of Duties:

Instruction: Serve as liaison to instructional departments; collaborate with deans and department chairs to promote best practices based on local, state, and national trends.

Student Services: Provide planning and leadership for Latinx Student Success Initiatives such as affinity groups and targeted student support programs; Coordinate staff and faculty efforts and provide professional development opportunities; Coordinate outreach efforts and partnerships with local K-12 districts and community based organizations (particularly those that serve Latinx community).

Finance and Operations: Prepare and monitor program budgets, ensure compliance with grant regulations and reporting requirements, administer data regarding participants and program outcomes; Seek out additional funding opportunities (i.e. grants); Stay current on public policy in regard to serving HSI and Latinx community.

Justification/Need:

- The Director of HSI position is becoming more common throughout the California Community College system. Nearly 70% of Bakersfield College’s student population is Latinx, and in the rural portion of the college’s service area, the percentage jumps up to nearly 90%. Latinx students are disproportionately impacted in regard to on time completion and transfer. Although student success initiatives have proven effective in moving the needle on Latinx student success, there is still work to do to move from a Hispanic Enrolling Institution to a Hispanic Serving Institution. Having a dedicated person to oversee efforts to serve the largest segment of the student population would ensure that instruction and student support programs are strategic and intentional to produce desired outcomes.

Funding:

- Title V (HSI Funds)

Recommended Level: Management Salary Schedule I

(TITLE CHANGE) Program Director, Adult Education (Level G)

Job Summary:

- The proposed Program Director position is currently a Program Manager position. The Program Director of Adult Education would oversee all Adult Education Program (AEP) operations including budgets, reporting, staffing, partnerships, and programming. The Program Director would also coordinate other non-AEP funding specific operations, such as other grants and initiatives serving adult learners. The Program Director would also help in the development and implementation of non-credit CDCP programs, including leading of task force, working with

curriculum committee, communicating with deans and department chairs, and maintaining community partnerships.

Justification/Need:

- In the last two years, the Program Manager-Adult Education position has expanded to oversee a broader scope of work including additional funding opportunities. Currently, there are two program managers overseeing two different funding allocations. Each has now taken on additional grants and projects. For example, our South Kern-Adult Education Program Manager who was overseeing our Job Spot and south Kern rural initiatives work is now the lead for Project HireUp program and Workforce Accelerator Grant. Our North Kern- Adult Education Program Manager has doubled his budget and program oversight taking lead on Student Outreach and Academic Re-engagement (SOAR) program. As the college's work on non-credit and CDCPs expands, the workload and scope will increase for both managers.

Funding:

- Adult Education Program Allocation
- Other sources as available: Workforce Accelerator Grant; SOAR Grant

Appendix B – Student Affairs

(TITLE CHANGE) Executive Director, Categorical Funding (level I) Categorical

- (Director of Equity position will not be replaced)
- (Director of EOPS will not be replaced)

Additional responsibilities

- Oversee the DSPS Department
- Oversee SEAP funding

(TITLE CHANGE) Executive Director, Student Life (level I) GUI

Additional responsibilities

- Oversee the Veterans Center
- Oversee Student Center
- Oversee Campus Events

(TITLE CHANGE) Assistant Director, Student Life (Categorical)

(Program Manager for Campus Center Programs and Services to Assistant Director for Student Life)(Level G) Campus Center Fees (TB150) and Student Fee (TA100)

In line with the Officers of A&R, IT, and Fin Aid, Student Life is requesting an Assistant Director position. Currently the position is a categorical funded position as a Program Manager, which would be converted to an Assistant Director position. By changing the position title from Program Manager to an Assistant Director will allow us to recruit talent who is versed in the field versus a new entry level person. Since the increase of office areas and directions, this position demands a lot of specialty soft skills, multi-taking, and strategic planning which only comes from an experienced professional. The Assistant Director will assist the Executive Director of Student Life with the following areas:

- Coordinate and enhance co-curricular student experiences, campus center programs and related initiatives that enhance student learning and success engagement. Ensure co-curricular programs and learning opportunities within a Guided Pathways completion team.
- Support Executive Director the in overall management and reporting of all Campus Center services
- Collaborate with students, faculty, staff, and administrators to Identify student co-curricular activities and student organizational needs. Implement measurable programs and activities to support student learning, development, and success within the Campus Center
- Promote and enhance co-curricular initiatives including experiential activities, student communication, student organizations, student government, campus center programming board, etc.
- Assist the Executive Director of Student Life in development of other student success co-curricular initiatives that incorporate best practices in case management, learning assessments, placement, evaluation, and follow-up.

(TITLE CHANGE) Program Manager, Compliance (Financial Aid) convert to Program Director (level G) Categorical

3rd party HR Consultant suggested a higher level based on the importance of the responsibilities

- 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.

(TITLE CHANGE) Financial Aid Supervisor (Old Title -Site Coordinator) (Financial Aid) (level A) Categorical

- Under general direction of the Director of Financial Aid & Scholarships or assigned Administrator, the Site Supervisor will oversee reconciliation and technology processes with the following major responsibilities: supervise, assign, review, and participate in the work of staff responsible for financial aid processes; maintain fund control records in accordance with funding level limitations; provide insight and leadership regarding various functions of compliance review, communications, systems review, and budget assessment.
- Due to the increase in funds from 75 million to 86 million annually and complexity of the financial aid federal and state regulations the skill level has evolved
- The current open Technician position will be eliminated
- The additional Financial Aid positions will be categorical funded and will not require additional GUI funds.
- According to NASFAA's recommendation, the Financial Aid Office should be staffed accordingly based on the number applications and students:
 - 4 Managers
 - 2 Systems Analyst
 - 1 MIS Analyst
 - 12 Technicians
 - 4 Financial Aid Assistances
- Current Staff :
 - 2 Managers
 - 0 Systems Analyst
 - 0 MIS Analyst
 - 9 Technicians
 - 3 Financial Aid Assistances

Appendix C – Finance and Administrative Services

(NEW) Asst. Manager, Food Services **(catering) GUI/Food Services (New)**

- 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

(NEW) Program Manager, Facilities

- Works on swing space issues related to construction.

(NEW) Budget Analyst - GUI **(New)**

- All the expansions

Appendix D – President Leadership Team

(NEW) Program Manager, IT (Level D) GUI

Justification/Need:

As the Measure J projects ramp up there is an enormous amount of time tied up in construction meetings, coordinating moves, coordinating swing space, working on plans, meeting with vendors, etc. Additionally, there is still a lot of additional work coordinating support as a result of COVID. As we start to transition back to campus, the coordination of support for both on campus and off-campus employees will mean an additional workload. This position to is contingent on funding and will primarily be used for the next 6-8 years to offset the overload with the Measure J projects.