

Bakersfield College

2018-2019

Administrative

Structure Review

Team

Todd Coston (Chair)
Krista Moreland (Faculty)
Jason Stratton (Faculty)
Bernadette Gutierrez (Classified)
Jennifer Achan (Management)
Amber Hroch (Management)
Billie Jo Rice (Management)
Mike Giacomini (Financial Analysis)
Brenda Gamlowski (Financial Analysis)
Jennifer Serratt (Admin Support)

**BAKERSFIELD
COLLEGE**

Contents

Executive Summary	4
Overview	6
Process and Timeline	6
Analysis and Recommendations	6
Key considerations	6
Requested New Positions by area	7
Budget Impact.....	9
New positions as ranked by the committee	10
Title changes as ranked by the committee	10
Additional Recommendations.....	11
Appendix A - Instruction	12
Program Director, BC Southwest (NEW).....	12
Associate Dean for STEM (NEW).....	12
Associate Dean, Instruction #2 (NEW)	12
Associate Dean, Instruction #3 (NEW)	12
CTE Director (TITLE CHANGE).....	12
Program Director, CDC (TITLE CHANGE-COMPLETED).....	12
Executive Director of Rural Initiatives (TITLE CHANGE-COMPLETED).....	12
Appendix B – Student Affairs	14
Outreach Department.....	14
Executive Director, Outreach and Dual Enrollment (TITLE CHANGE)	14
Program Director, High School Outreach (TITLE CHANGE).....	14
Student Life Department	15
Executive Director, Student Life (TITLE CHANGE).....	15
Program Manager Co-Curricular, Organizations and Leadership (NEW)	15
Categorical Programs Department	15
Executive Director, Categorical Programs (TITLE CHANGE).....	15
Financial Aid Department	17
Program Manager of Operations (NEW).....	17
DSPS Department.....	17
Program Manager (NEW).....	17
Athletics and Kinesiology Department	18

Dean, Athletics and Kinesiology (TITLE CHANGE)	18
Associate Dean, Athletics and Kinesiology (TITLE CHANGE)	18
Program Director, Athletics Facilities (NEW)	18
Appendix C – Finance and Administrative Services	19
Public Safety Department	19
Executive Director, College Security and Safety (NEW)	19
Maintenance and Operations Department	19
Executive Director, Facilities, Maintenance and Operations – (TITLE CHANGE)	19
Budget Department	20
Director, Finance and Contracts (NEW)	20
Food Services Department.....	20
Food Service Director (TITLE CHANGE-COMPLETED).....	20
Appendix D – President Leadership Team.....	21
Information Technology Department	21
Executive Director, Information Technology and Planning (TITLE CHANGE).....	21
Institutional Research Department.....	21
Associate Dean of Institutional Effectiveness (TITLE CHANGE)	21
Human Resources Department.....	21
Director, Human Resources (TITLE CHANGE)	21
Appendix E – Anticipated Salary Ranges for new positions	22

Executive Summary

Bakersfield College has grown at an incredible rate over the last couple of years. We've grown in student population, expanded into new locations, grown in new programs, and grown existing programs. The growth is significant enough that it impacts current positions and the responsibilities under the positions. The growth has also revealed some areas where we need additional positions.

Over the last four months of gathering information, there have been requests for ten new positions and eleven potential title changes due to an increase in responsibilities. After considerable review and discussion, the committee sees the need for all of the new positions and supports the proposed title changes. However, the general budget may not allow for all new positions and title changes. The committee ranked the new positions and the proposed positions in priority order. The ranking came as the result of lengthy discussions and then a final vote by the committee.

Proposed new positions ranked in priority order:

1. Executive Director, College Security and Safety
2. Program Manager, Operations (Student Affairs-Financial Aid)
3. Associate Dean, STEM (Instruction)
4. Director, Finance and Contracts (FAS-Budget Office)
5. Associate Dean #2 (Instruction)
6. Program Director, BC Southwest (Instruction)
7. Program Director, Athletic Facilities
8. Associate Dean #3 (Instruction)
9. Program Manager (Student Affairs-DSPS)
10. Program Manager, Co-Curricular, Organizations, and Leadership (Student Affairs-Student Life)

Proposed title changes ranked in priority order:

1. Associate Dean, Institutional Effectiveness (no budget impact)(Presidents Leadership Team)
2. Executive Director, Facilities, Maintenance, and Operations (FAS)
3. Dean, Athletics and Kinesiology (no budget impact)(Student Affairs)
4. Executive Director, Information Technology and Planning
5. Associate Dean, Athletics and Kinesiology (no budget impact)(Student Affairs)
6. Director, Human Resources (DO funded position)
7. Executive Director, Outreach and Dual Enrollment (Student Affairs)
8. CTE Director (Instruction)
9. Program Director, High School Outreach (Student Affairs)
10. Executive Director, Categorical Programs (Student Affairs)
11. Executive Director, Student Life (Student Affairs)

50% impact

Assuming all new positions were hired, we would still be at around 62% of the FOND. This is primarily because we are also hiring 25 new faculty this year. The bigger concern is how many positions the GUI budget can actually afford.

Stipends

The committee also recognized that managers frequently take on projects or responsibilities that are considerably outside their normal job description. The committee unanimously agreed that a stipend was one way of compensating managers for the additional work being done and would support evaluating this as an option.

Overview

Process and Timeline

In November of 2018, 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
Amber Hroch (Institutional Research)	Management
Billie Jo Rice (Instruction)	Management
Mike Giacomini (FAS)	Management
Brenda Gamlowski	Budget
Jennifer Serratt	Support

The charge of this taskforce was to do a comprehensive review of the BC Administrative Structure and bring forth recommendations to College Council and ultimately the president of the college. The timeline was as follows:

Phase 1: November 16-December 7 - Task Force completes initial work.

December 7: Provide overview of work plan to College Council.

Phase 2: December 7-January 18 - Engage in college-wide discussion and identify areas of need.

January 18: Provide update to College Council.

Phase 3: January 18-February 1 - Continue campus engagement and finalize details of proposal.

February 1: Provide update to College Council.

Phase 4: February 1-March 15

March 15: Review final proposal with College Council.

Analysis and Recommendations

Key considerations

There was a myriad of things to consider when evaluating the administrative structure. The committee worked to determine all of the various factors and then used those considerations to make the recommendations in this document. "Equitable" was a word used often when looking at some of the new positions as well as potential title changes for existing positions.

Bakersfield College has grown at an incredible rate over the last 4-5 years. Departments that previously didn't exist or were maybe made up of one person have grown to departments with four, five, or even more staff members. Some examples are Outreach, Dual Enrollment, Inmate Education, and the list goes on. The committee considered the growth in these areas when trying to come up with an equitable workload for each manager.

Another common theme was looking at workload and complexity in comparison to equivalent positions across KCCD. For example, the Technology Director at one of the district colleges has about 3-4 staff members and about less than 400 computers to manage whereas the same position at Bakersfield College has 12 employees to manage and almost 3,000 computers across multiple sites. The job description is the same but the complexity and volume is dramatically different.

College Compliance was a major consideration when looking at creating new positions. The position carried more weight with some of the committee members because the new position would be handling possible compliance issues. Current Compliance issues may be handled by an existing manager, however, by adding another position, Bakersfield College could be more responsive and proactive. Specifically, those positions would serve Financial Aid and DSPS.

Requested New Positions by area

Instructional

Submitted to the committee from the Instructional team came three new Associate Dean positions and one Program Director position. The first position would be to support the current STEM dean. STEM is an area we have grown substantially and now includes a Baccalaureate Industrial Automation degree. The current dean over the STEM area has a disproportionately large quantity of faculty evaluations compared to the other deans. For example, upon the implementation of AB705, the need for math instructors has increased. To help alleviate this workload, the Instructional team is proposing the addition of the Associate Dean of STEM to help make the work distribution more equitable.

The Director of Transfer Pathways is resigning in June and we would like to subsume these job responsibilities into a few associate dean positions. With the establishment of a comprehensive Bakersfield College Southwest site focused on transfer, exponential growth of inmate education, the need for an increased enrollment management structure due to the new SCFF, and instructional needs due to growth in outlying communities, there is a need for two additional associate deans.

Finally, with the major expansion expected at BC Southwest there is a need for a new Program Director for that site. BC currently occupies a space that has 9 classrooms. In Summer 2019, we will be moving to temporary portables that will have 19 classrooms. When we land in the final building it will house approximately 30 classrooms, support services, and offices for faculty, support staff, and administrators.

Instruction also introduced a title change for the CTE Program Director to a CTE Director. This is based on the increase of responsibilities in the CTE area especially with the additional funding coming from the Strong Workforce grants. The additional funding has created a burst of new technology, programs, and employees to support the CTE initiatives. For example, at the Delano campus, the Strong Workforce monies are funding a brand new HVAC program complete with a new outdoor instructional lab along with an indoor classroom and office space for faculty.

Note: The instructional team also shared two additional title changes which have already been approved. The two changes are Program Manager of the Child Development Center to Program Director of the Child Development Center and Director of Rural Initiatives to Executive Director of Rural Initiatives.

Additional position information for Instruction can be found in Appendix A.

Student Affairs

As FTES continues to increase at a dramatic rate at Bakersfield College, the need for a robust student support services is imperative. Each of the positions requested and title changes are in direct response to providing improved student services and support. Financial Aid and DSPS both have key compliance components that have to be addressed as part of the program. As the programs have grown, it takes more management to administer these programs.

The Student Affairs team submitted four new positions. All four positions are in direct response to an increased workload for the various areas with three positions titled Program Managers. The three positions are Program Manager for DSPS, Program Manager of Operations for Financial Aid, and Program Manager of Co-Curriculum for Student Life. The fourth position is a Program Director, Athletic Facilities. This position was called out by a 3rd party review of the athletics department.

The team also submitted six title changes. The first title change is Director of Outreach, and Student Relations change to Executive Director of Outreach and Dual Enrollment. The second title change is the Director of Student Life to the Executive Director of Student Life. The third title change is the Director of EOPS to Executive Director of Categorical Programs. The increase in outreach efforts, students, and categorical programs was the support for requesting these title changes. The fourth and fifth positions are the Dean and Associate Dean of Athletics and Kinesiology. Both positions were suggested title changes from a 3rd party review of the athletics department. The sixth position is the Program Director, High School Outreach in response to the increased responsibilities of the current position and increased outreach to the high schools.

Additional position information for Student Affairs can be found in Appendix B.

Finance and Administrative Services

The FAS team proposes two new positions. The first position is the Executive Director, College Security and Safety. The second position is a Director, Finance and Contracts. Support for the public safety position is due directly to the addition of more sites and growth in student population. Support for the Director of Finance and Contracts position is due to the additional new categorical programs and contracts that need to be reviewed and approved. All which adds to the complexity of the increased Bakersfield College budget.

The FAS team brought forth one position for a title change. The position is the Director of Facilities, Maintenance, and Operations changed to Executive Director of Facilities, Maintenance, and Operations. This position has seen an enormous increase in responsibilities because of Measure J work but also due to the increase in physical locations to manage. Measure J will be adding additional buildings on the main campus and Delano in addition to new sites at Arvin and potentially Shafter. Each of these additional sites increase the workload of the Facilities & Operations department.

Note: The FAS team also shared a title change that is already in complete. The position is the Manager of Food Services to the Director of Food Services. The support for this position is due to the increased complexity of the new food truck, catering responsibilities, and overall increase in size of the operation.

Additional position information for Finance and Administrative Services can be found in Appendix C.

Presidents Leadership Team

The Presidents Leadership Team submitted three suggestions. The first is for a position not funded by Bakersfield College but rather the District Office. The request was for a title change for the Manager of Human Resources to become a Director of Human Resources. The primary support for this request was the volume of work. For example, this year at the other colleges they will each be hiring just a handful of new faculty. The same position at Bakersfield College will be hiring 25 new faculty positions. A bigger campus means more complexity in issues handled by the HR department by both students and employees.

The second suggestion was a title change only but with no salary change. The position is the College Institutional Researcher and is being proposed to become the Associate Dean of Institutional Effectiveness. The support for the request comes from it is more in line with the work being done and is a title more recognized in the industry than College Institutional Researcher.

The final suggestion is the suggestion to move the Director, Information Technology to the Executive Director, Technology and Planning. The support for this suggestion is based on scope and complexity of the position in relation to the equivalent positions at the other campuses. Also, due to the addition of additional sites and responsibilities.

Additional position information for Presidents Leadership Team can be found in Appendix D.

Budget Impact

The 50% impact has been calculated assuming that all new positions were actually hired, bringing the percentage to about 62%. The proposed title changes are not calculated in the table although they would have a very minimal impact on the calculation because four of the eleven positions do not have a budget impact. The other title changes would be small increments vs the cost of hiring a brand new position with benefits.

50% Law (ECS 84362)		
	FY18/19 Adopted Budget	Proposed
Instructional Salaries		
10	\$ 33,916,009.04	\$ 35,865,552.54
20	\$ 2,522,460.68	\$ 2,522,460.68
30	\$ 11,550,208.02	\$ 12,413,678.27
Subtotal Instruct	\$ 47,988,677.74	\$ 50,801,691.49
Instructional & Non		
10	\$ 39,588,371.70	\$ 40,601,780.52
20	\$ 12,796,877.07	\$ 12,796,877.07
30	\$ 19,317,215.70	\$ 19,810,346.78
40	\$ 1,723,135.00	\$ 1,723,135.00

50	\$	9,701,021.18	\$	9,701,021.18
Subtotal Instruct & Non	\$	83,126,620.65	\$	84,633,160.55
Deductions				
10	\$	268,079.94	\$	268,079.94
20	\$	1,180,940.81	\$	1,180,940.81
30	\$	667,982.56	\$	667,982.56
40	\$	97,262.88	\$	97,262.88
50	\$	496,655.00	\$	496,655.00
Subtotal Deductions	\$	2,710,921.19	\$	2,710,921.19

50% Law:	59.68%	62.01%
-----------------	---------------	---------------

[New positions as ranked by the committee](#)

At the completion of our research and analysis the committee voted on the priority order of the proposed new positions. Below are the position in the order ranked by the committee.

1. Executive Director, College Security and Safety
2. Program Manager, Operations (Student Affairs-Financial Aid)
3. Associate Dean, STEM (Instruction)
4. Director, Finance and Contracts (FAS-Budget Office)
5. Associate Dean #2 (Instruction)
6. Program Director, BC Southwest (Instruction)
7. Program Director, Athletic Facilities
8. Associate Dean #3 (Instruction)
9. Program Manager (Student Affairs-DSPS)
10. Program Manager, Co-Curricular, Organizations, and Leadership (Student Affairs-Student Life)

[Title changes as ranked by the committee](#)

At the completion of our research and analysis the committee voted on the priority order of the proposed title changes. Below are the positions in the order ranked by the committee.

Priority order:

1. Associate Dean, Institutional Effectiveness (no salary change)(Presidents Leadership Team)
2. Executive Director, Facilities, Maintenance, and Operations (FAS)
3. Dean, Athletics and Kinesiology (Student Affairs)
4. Executive Director, Information Technology and Planning
5. Associate Dean, Athletics and Kinesiology (Student Affairs)
6. Director, Human Resources (DO funded position)
7. Executive Director, Outreach and Dual Enrollment (Student Affairs)
8. CTE Director (Instruction)

9. Program Director, High School Outreach (Student Affairs)
10. Executive Director, Categorical Programs (Student Affairs)
11. Executive Director, Student Life (Student Affairs)

Additional Recommendations

One of the top discussion items was the idea and recommendation for stipends for managers if these positions are taking on significant workloads beyond their normal role at the college. This is not a new practice at KCCD but something used frequently with faculty who take on additional load or responsibilities. The committee unanimously agreed the same concept should be extended to management. The committee recognizes some work would need to be done to establish a rubric for when a stipend is merited.

Appendix A - Instruction

Program Director, BC Southwest (NEW)

- The site will be growing dramatically as we transition to the permanent building.
- Classrooms will be going from 8 classrooms at the current location, to 19 in the portables and ultimately up to 30 in the new building.

Associate Dean for STEM (NEW)

We are requesting 3 associate dean positions due to the enrollment and programmatic growth at the college. 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.

Associate Dean, Instruction #2 (NEW)

Associate Dean, Instruction #3 (NEW)

The Director of Transfer Pathways is resigning in June and we would like to subsume these job responsibilities into associate dean positions. With the establishment of a comprehensive BCSW site focused on transfer, exponential growth of inmate education, the need for an increased enrollment management structure due to the new SCFF, and instructional needs due to growth in outlying communities, there is a need for two additional associate deans.

CTE Director (TITLE CHANGE)

Current Title: CTE Program Director

- Becomes an Educational Administrator
- Move Apprenticeship under this position

Program Director, CDC (TITLE CHANGE-COMPLETED)

Previous title: Program Manager, CDC

- Completed

Executive Director of Rural Initiatives (TITLE CHANGE-COMPLETED)

Previous Title: Director of Rural Initiatives

- Completed

Note: Although the committee primarily focuses on the Administrative positions, we often recognize the changes that need to accompany Administrative positions for support purposes.

Classified

- Add DAIII – PT to Corny Rodriguez's area

✓ In process

- Add DAIII to Michele Bresso's area
- Add Executive Secretary for additional Dean of Instruction

Appendix B – Student Affairs

Outreach Department

Executive Director, Outreach and Dual Enrollment (TITLE CHANGE)

Current Title: Director, Outreach and School Relations

Outreach and School Relations- 1 Program Manager, 1 DA, 2 Counselors, 4 Educational Advisors

- Provide the leadership and direction for a comprehensive outreach program
- Develop, implement, and evaluate the college-wide outreach plan that includes pre-collegiate student success programming and academic and student success pathway programs
- Develop recruitment material and communication material for the department
- Develop and implement the following components – special events and college fairs, onsite registration events, and campus tours
- Developed and established the BC Welcome Center
- Develop and manage the budget

Early College/Dual Enrollment/Concurrent Enrollment- 2 Program Managers, 1 DA, 2 Counselors

- Provide the leadership and direction for the campus Dual Enrollment and Concurrent Enrollment Programs that produces approximately 700 FTES per/semester
- Provide leadership for the college Early College Program
- Develop and manage the budget

African American Initiatives (AAI)

- Provide leadership for the African American Initiative which are planned interventions and strategies to address the underrepresentation of African American students. These initiatives address student retention, persistence, and student success rates.
- Manage the following areas – Student recruitment, Completion coaching, academic community classes and clubs, Support groups and activities (African American Mentoring Programs), and Community partnerships
- Provide leadership along with a designated faculty member for the Umoja Community African American Success Through Excellence and Persistence Program
- Develop and manage the budget
- Supervise 1 EA

Program Director, High School Outreach (TITLE CHANGE)

Current Title: Program Manager

- The tremendous growth in outreach to our high schools.
- Coordinating the enrollment events on campus.
- Expansion of other duties within the department

Student Life Department

Executive Director, Student Life (TITLE CHANGE)

Current Title: Director, Student Life

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

- Oversees Student Health and Wellness Center
- Provides leadership to student activities and organizations
- 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

Program Manager Co-Curricular, Organizations and Leadership (NEW)

The addition of a new program manager will help focus the energies of the programs. One of the PM will focus on speakers and events on campus. This would lead the PM to work with departments to engage in speakers and community involvement. The new PM would be engaging in student organizations and creating more co-curricular events for student engagement to help our student retain at BC.

- Student Organizations
- Student Production
- Mascot and Spirit
- Off-Campus Housing

Categorical Programs Department

Executive Director, Categorical Programs (TITLE CHANGE)

Current Title: Director, EOPS

Extended Opportunity Programs and Services (EOPS)- 1 Program Manager (shared with CARE), 1 Educational Advisor (shared with CARE), 1 DA III (shared with CARE), 1 DA II, 2 FT Faculty Counselors, 3 Adjunct Counselors, 3 Peer Mentors, 4 Student Assistants

- Develop, implement, and evaluate programming and daily activities that supports student success in alignment with state regulations

- Develop and manage an annual budget
- Develop a high school plan on college readiness and career exploration for potential EOPS students
- Provide targeted college preparation workshops, testing, counseling support with placement and registration while students are still in high school
- Supervise EOPS student development courses for first time freshmen students

Cooperative Agencies Resources for Education (CARE)

- Provide the leadership and direction for a comprehensive support program focused on the completion goals of students who are low-income, first generation, and single parents receiving public assistance (TANF)
- Develop and manage an annual budget
- Partner with Department of Human Services to identify potential and certify current BC CARE students
- Implementation design of student workshops, orientations, mid-meetings, and counseling contacts that is over and above the EOPS services

California Work Opportunity and Responsibility to Kids (CalWORKs)- 1 Program Manager (shared with NextUp), 1 Educational Advisor (shared with NextUp), 1 DA III (shared with NextUp), and 1 FT Faculty Counselor

- Provide the leadership and direction for a comprehensive support program focused on the completion goals of students who are low-income, first generation, and parents receiving public assistance (CalWORKs/TANF)
- Develop and manage an annual budget
- Partner with Department of Human Services to identify potential and certify current BC CalWORKs students
- Provide direction to staff on programming and services procedure to ensure that students are persisting towards college completion

California Student Opportunity and Access Program (Cal-SOAP)- 1 Program Manager, 1 Site Supervisor, 1 DA II, 1 Program Technician, 2 Lead Advisors, and 32 Professional Experts working at various high schools

- Provide the leadership and direction for a comprehensive outreach program focused on increasing college and financial aid applications and college readiness for high school students
- Develop, implement, and evaluate programming and daily activities that supports student success in coordination with the California Student Aid Commission
- Develop and manage an annual budget
- Implementation design of multiple student services designed to increase college and financial aid awareness in the Southern San Joaquin Valley locations

Cooperating Agencies Foster Youth Educational Support (NextUp Program)- 1 Program Manager (shared with CalWORKs), 1 Educational Advisor (shared with CalWORKs), 1 DA III (shared with CalWORKs), and 1 FT Faculty Counselor, 1 Adjunct Faculty Counselor, and 5 Student Assistants

- Provide the leadership and direction for a comprehensive support program focused on the completion goals of students who are current and former foster youth
- Develop and manage an annual budget

- Partner with multiple community foster youth organizations for recruitment and support referral services
- Implementation design of multiple student services, workshops, orientations, mid-meetings, and counseling contacts that is over and above EOPS services

Foster and Kinship Care Education (FKCE) Program- 1 Program Manager (75%)

- Provide the leadership and direction for a comprehensive support program focused on training modules for potential foster youth parents in Kern County
- Develop and manage an annual budget
- Partner with Department of Human Services and community to identify potential and foster parents and to deliver successful training sessions
- Implementation design of multiple trainings to ensure that Kern County's foster youth are placed in a caring home

Monarch or Dream Project for AB540-1 Program Manager (50%), 1 Educational Advisor

- Provide the leadership and direction for a comprehensive support program focused on the completion goals of undocumented/AB540 students
- Develop and manage a temporary budget
- Implement programming and awareness events to support student leadership development of undocumented students at BC

Financial Aid Department

Program Manager of Operations (NEW)

The Program Manger of Operations main responsibility to keep a brisk with federal and state compliance. Conduct training and testing of processes of systems updates and processes. Assists applicants and students with their eligibility for federal financial aid programs by calculating anticipated awards in PELL, SEOG, Stafford and supplementary loans, and other Title IV and non -Title IV programs. The FAO packages and awards all Title IV and non-Title IV aid for each academic year in Banner. All work is performed within the established governmental regulations and institutional procedures.

DSPS Department

Program Manager (NEW)

Under general direction of the Director, Disabled Students Programs and Services (DSPS), the Program Manger assists with the coordination and implementation of disability accommodations and services in accordance with Title 5 regulations, Section 504 of the Rehabilitation Act, the Americans with Disabilities Act (ADA) and other legal precedent. The Program Manager is responsible for coordinating and supervising various retention and completion initiatives, including academic support, and other programs and services for students with disabilities. Assists with the resolution of problems and issues affecting the department and oversees measures to improve the quality of customer service, effectiveness and efficiency of the department. The Program Manger will ensure accessibility of all facets of student services and campus life, and make recommendations for appropriate accommodations for eligible students.

Athletics and Kinesiology Department

In 2018, the athletic department underwent an extensive review working with a consultant from Collegiate Consulting. As a result of the review a 3-year strategic plan has been implemented that includes an athletic mission statement, five goals that are congruent with the goals of the college and a proposed operational reorganization. The consultant's review included meetings with faculty and staff, research of internal data, and an analysis using benchmarking and best practice data.

Recommendation for restructured positions were made to the College, and based on several goals, as outlined below:

Dean, Athletics and Kinesiology (TITLE CHANGE)

Current Title: Athletic Director

- Establish a Dean of Kinesiology & Athletics and eliminate the Athletic Director position (Goal 3: Develop a Culture of Organizational Excellence and Community)
NOTE: Bakersfield College has had a Dean position in past years, and several comparative programs fall within such a dean structure

Associate Dean, Athletics and Kinesiology (TITLE CHANGE)

Current Title: Assistant Athletic Director

- Establish an Associate Dean of Kinesiology & Athletics and eliminate the Associate Athletic Director position (Goal 3: Develop a Culture of Organizational Excellence and Community)

Program Director, Athletics Facilities (NEW)

- Add a Program Director for Athletic Facilities and Operations (Goal 4: Maximize Athletic Facilities and Resources)

Appendix C – Finance and Administrative Services

Public Safety Department

Executive Director, College Security and Safety (NEW)

- Public Safety report
- KCCD board wanting elevated responsibility of public safety department

Currently, the public safety department only has (1) management position, the Director/Chief. The department provides security operations for over 30,000 + students, staff and faculty at four separate locations, the Panorama Campus, Delano Campus, Weill Institute, Southwest Campus and is also responsible to respond to (7) other locations across Kern County in the cities of Bakersfield, Delano, Arvin, Wasco, Shafter and McFarland where classes are held if the need arises. The department currently employs (50) permanent employees and student workers with the Panorama Campus security operations being conducted on a 24/7, 365 day a year basis. Management level functions include but are not limited to mitigation of college liability, overseeing day to day department operations, staffing of and scheduling multi campus sites, provides continuous efforts to enhance the professionalism and effectiveness of college wise public safety operations, planning and development of public safety programs and support services relating to personal protection, facility and property security, crime prevention, parking and traffic management, investigations and emergency preparedness; development of short - and long range goals, objectives and strategies related to continuous improvement of public safety measures throughout Bakersfield College sites. Monitor and analyze college public safety operations, proposes solutions-based initiatives to resolve safety issues, works collaboratively with College Executive Staff to establish public safety operating standards and written public safety procedures; serve as College liaison with state, local and federal public safety agencies; coordinates recruitment efforts for public safety candidate pools; recommends and coordinates public safety professional development programs; directs and maintains accurate equipment and supplies inventory; prepares reports on public safety issues, and all departmental activities, upon request; may serve as special consultant to District and College administrators; analyzes legislation, statutes and regulations; . Provides advice, and leadership as directed in the development of policies and procedures informed by current and applicable theory, legislation, court decisions, and trends for college public safety department and related functions. Establishes a system of training that ensures officer readiness, sensitivity to the campus community, and continuing education to maintain the highest standards and professionalism.

Maintenance and Operations Department

Executive Director, Facilities, Maintenance and Operations – (TITLE CHANGE)

Current Title: Director, Facilities, Maintenance and Operations

Note: Position currently gets a 5% stipend but would recommend elimination of stipend if title change and new pointing happens.

Additional Duties

- Oversight & Execution of the Measure J Bond Program from the College Level

- Expansion of additional sites
- Oversight of the following Departments
 - a. Shipping & Receiving
 - b. Mailroom
 - c. Print Shop
 - d. Events & Scheduling

Budget Department

Director, Finance and Contracts (NEW)

- Department is doing more work with restricted budgets.
- All contracts are now be reviewed by the Budget Department prior to being signed by the VP.

Food Services Department

Food Service Director (TITLE CHANGE-COMPLETED)

Previous Title: Food Services Managers

- Increased complexity of food service operations
- Additional food truck
- Additional classified and student staff
- Support Memorial Stadium
- Catering has increased
- Addition of supporting a 500 person conference center
- Pay is not commiserate with workload. Competition is not just other community colleges but whatever is in town. We lost our previous Food Services Manager to Bakersfield City because of a significant pay difference.

Appendix D – President Leadership Team

Information Technology Department

Executive Director, Information Technology and Planning (TITLE CHANGE)

- Due to volume of work and expansion of additional sites.

Institutional Research Department

Associate Dean of Institutional Effectiveness (TITLE CHANGE)

Current Title: College Institutional Researcher

Due to the volume of research request (internal/external requests and mandated reporting) and size of the college, there is a request to change this title. Further, the request for the title change is to better reflect this role (keeping the salary schedule the same – this is the same salary schedule as other associate deans at BC).

Manages 3 research analysts

- Project manager for the research data warehouse for the Kern Community College District, a \$400,000 project that spans over multiple years
- Provides leadership and direction on evaluating Guided Pathways, working closely on a core team with the President of BC
- Provides leadership and direction for the Data Coaches by developing curriculum and hosting multiple sessions throughout each term
- Provides leadership and institutional research direction for Achieving the Dream work, specifically advising redesign
- Work closely with the Dean of Institutional Effectiveness on strategic initiatives to develop the research mission and portfolio

In close collaboration with the Dean of Institutional Effectiveness, provides creative leadership that promotes growth and innovation for all aspects of BC's research mission

Human Resources Department

Director, Human Resources (TITLE CHANGE)

Current Title: Manager, Human Resources

- Due to volume of work due to size of the college, requesting a possible title change to Director, Human Resources.

Note: This is a district office position but still a recommendation.

Appendix E – Anticipated Salary Ranges for new positions

Note: The pay grades below are only being used for budgetary purposes. These titles are not guaranteed at this pay level. Each position job description would be required to go through a third party company for pointing.

1. Associate Dean, STEM (Instruction) [Step J]
2. Associate Dean #2 (Instruction) [Step J]
3. Associate Dean #3 (Instruction) [Step J]
4. Program Director, BC Southwest (Instruction) [Step G]
5. Program Manager (Student Affairs-DSPS) [Step D]
6. Program Manager, Operations (Student Affairs-Financial Aid) [Step D]
7. Program Manager, Co-Curricular, Organizations, and Leadership (Student Affairs-Student Life) [Step D]
8. Program Director, Athletic Facilities (Student Affairs-Athletics) [Step G]
9. Executive Director, College Security and Safety (FAS-Public Safety) [Step I]
10. Director, Finance and Contracts (FAS-Budget Office) [Step H]