

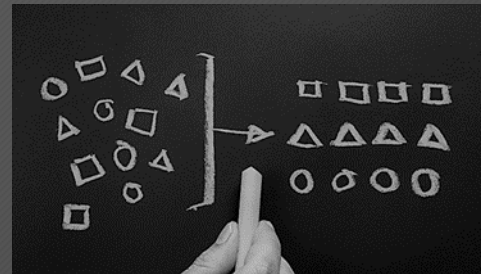
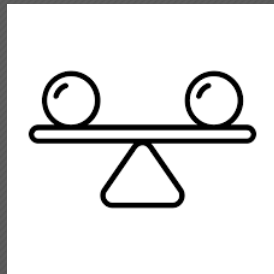
2022-23 College Strategic Priorities



Begin conversations regarding organizational realignment

Assess and align organizational structure and resources

with strategic goals for effectiveness, stability and long-term institutional health



Purpose & Scope



To reassess our organizational structure in light of our:

- Mission, vision, educational master plan, and strategic priorities
- guided pathways implementation
- other institutional goals and priorities

Determine what kind of college we need to be to best serve students

This is not the first time: we will need to establish a feeling of trust about the decisions and provide opportunities to build or rebuild relationships

Purpose & Scope



- This is a long-term vision and full implementation would take place over several years; stability in leadership
- We will be mindful and aware of bandwidth and will remain realistic
- To identify opportunities through our operational structure within our respective divisions/departments to allow for more effectiveness, stability, and capacity to further support student success

Guidelines & Considerations



- Vision for this plan assumes restoration of enrollment/stability of funding
- Consider the opportunity to establish sufficient coordinating levels, where appropriate, before prioritizing additional positions with general funds
- Ensure there is support and investment in our plan by the district office; particularly in regards to technology

Guidelines & Considerations



- Resources needed to implement the plan and the priorities in regards to how we will the implement the plan will be identified once our plan has been developed
- Considerations for existing positions shall be referred to the RAC position request process; positions included as part of this plan will not be required to be submitted through RAC

Guidelines & Considerations



- Structural changes (cost neutral or supported through categorical funding) will become effective, July 1, 2023
- We will utilize our college governance structure (College Council) to assess the cost of each action, determine the priority in which we will proceed, and establish a broad timeframe in which the re-alignment would occur
- We will communicate regularly through Town Meetings, email, and a dedicated webpage to keep the campus community informed of this process and to ensure all groups are invited to participate

College Goals & Priorities



- Consider all, current institutional commitments, initiatives or programs that are aligned with our institutional goals and priorities, but may not be currently supported or reflected within our current operational structure
- Identify the people who are responsible for the strategic thinking of these initiatives, programs, and functions

Potential Challenges



- Through this process, also determine what we want to “let go of”, related to bandwidth and capacity
- Need to consider total cost of initiatives: current lack of infrastructure to maintain effective programs or services
- How do we account for statewide mandates and new legislation? How do we determine who’s involved, who’s providing the labor, who’s following up with checks and balances
- Every process is very time-consuming; we need to be more efficient

Organizational Alignment



PHASE 1:

The following moves do not require additional general fund resources:

shall be effective on or after July 1, 2023

Organizational Alignment

Moves that do not require additional resources to be effective July 1, 2023



The Webmaster moving from Academic Services reporting to the Office of the President

- To align marketing and strategic communication efforts within the institution

Organizational Alignment

Moves that do not require additional resources to be effective July 1, 2023



The Office of Student Life and Leadership moving from the VP Student Services reporting to the Director of Student Equity and Success

- Includes the Student Resources Program Manager (Student Welcome Center) reporting to the Director of Student Equity and Success

Organizational Alignment

Moves that do not require additional resources to be effective July 1, 2023



Honors Program, RAW Center, and Smart Shops moving from A&H reporting to BSSL

- To align Academic Learning Resources under one dean to enhance communication and to better coordinate institutional academic support for students
- Consideration: Moving the RAW center and tutoring into the same division may have the potential of funding and resources competing against one another other

Organizational Alignment

Moves that do not require additional resources to be effective July 1, 2023



The Assessment Specialist moving from the Dean of Student Services to reporting to the Dean of Enrollment Services

- To align enrollment services/matriculation processes (admissions, financial aid, assessment, and the student support center) under one dean
- Responsible for the strategic thinking and initiatives related to the enrollment process

Organizational Alignment

Moves that do not require additional resources to be effective July 1, 2023



Community Education (non-credit/lifelong learning academy) moving from Admissions & Records reporting to Academic Services

- To better support the development of new programs that start through community education and potentially move to non-credit or credit courses

Organizational Alignment



*Potential moves that will require additional resources and/or considerations
to be discussed during the 2023-24 academic year*

Organizational Alignment

Potential moves that will require additional resources and/or considerations



Guided Pathways

- Aligning Academic & Career Pathways with Academic Divisions and for work load considerations

Guidelines & Considerations



- This is a long-term vision and full implementation would take place over several years; stability in leadership
- This plan assumes restoration of enrollment/stability of funding
- Resources needed to implement the plan and the priorities in regards to how we will implement the plan will be identified once our plan has been developed

Next Steps



Determine the next phase in the plan & Seek Recommendation for Support
Prioritize a phased approach with a broad timeline and milestones for implementation

Fall 2023 – Spring 2024

- Exec. Team
- Admin. Team
- College Council
- Town Meeting
- IPEC
- Academic Senate
- Classified Senate
- Student Senate
- College Council