



SAN DIEGO COMMUNITY COLLEGE DISTRICT

CITY COLLEGE • MESA COLLEGE • MIRAMAR COLLEGE • COLLEGE OF CONTINUING EDUCATION

District Office Reorganization

Presentation to the Board of Trustees

August 25, 2022

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Vice Chancellor of Human Resources

Context

- Periodic reviews of operations, organizational structures, and assignment of management duties are important to ensure the ongoing effective, efficient, and equitable operations of public organizations
- Executive leadership changes provide ideal opportunities to reassess current organizational structures and ensure alignment with strategic goals and objectives
- Significant disruptions to normal operations often require a reassessment of organizational structures as institutions adjust to meet new demands and environmental conditions

Strategic Planning

The development and completion of the SDCCD 2023-2030 Strategic Plan highlighted areas where current District operations will require realignment and expansion to meet key goals and objectives:

- Student success and well being – primary services in this area are being provided through restricted funds; meeting the full needs of our students will require more financial resources than are being provided through state funding (e.g. mental health, basic needs, veterans services, foster youth services)

Strategic Planning

- Academic excellence – COVID-19 has fundamentally changed demand for instruction and services; post-pandemic, the District and its Colleges will rely more heavily on educational technologies and software applications to meet the demand for distance education and maintain academic excellence in many in-person courses
- Workforce development – Expanding the District’s entrepreneurship, fundraising, and industry partnership programs to achieve its workforce development goals requires more robust operations and resource investments

Strategic Planning

- Financial health – Financial management in public education is increasingly complex and expanding non-traditional revenues through entrepreneurship, fundraising, and other programs will further increase the demands on executive managers. Successfully developing and sustaining non-traditional revenue sources will require dedicated staff and operations
- Institutional Resiliency – District operations are increasingly reliant on technology platforms which require significant support, security, and collaboration across divisions

Guiding Principles

- Create organizational structures capable of meeting the District's strategic goals and objectives efficiently, effectively, and equitably
- Create conditions in which classified professionals, supervisors, and managers in District operations can excel
- Create operational efficiencies by aligning connected functions
- More evenly distribute responsibilities and workload among executive managers
- Capitalize on areas of knowledge, experience, and expertise among executive managers to promote effective operations

Process

- Strategic planning discussions between Chancellor and Vice Chancellors
- Discussion of potential organizational changes with College Presidents
- Presentation of draft reorganization at Chancellor's Cabinet
- Discussions of draft reorganization with division and department managers and supervisors

Process

- Discussion of draft reorganization with impacted classified professionals
- Final review of proposed reorganization at Cabinet Retreat
- Presentation of proposed reorganization to District Governance Council
- Reorganization presented to Board of Trustees for approval

Proposed Reorganization

- Create a new Institutional Innovation and Effectiveness (new title) Division to expand the District's institutional research, accreditation, strategic planning, and educational technology planning and support functions
- Create a new Development and Entrepreneurship Division to implement comprehensive, districtwide fundraising and entrepreneurial education programs

Proposed Reorganization

- Align the District's EEO, harassment, and non-discrimination policy enforcement by moving Title IX investigative functions to Human Resources
- Align the District's risk management functions with contracts and purchasing where insurance programs, contract compliance, and claims can be processed more efficiently by moving the Risk Manager to the Business Services department

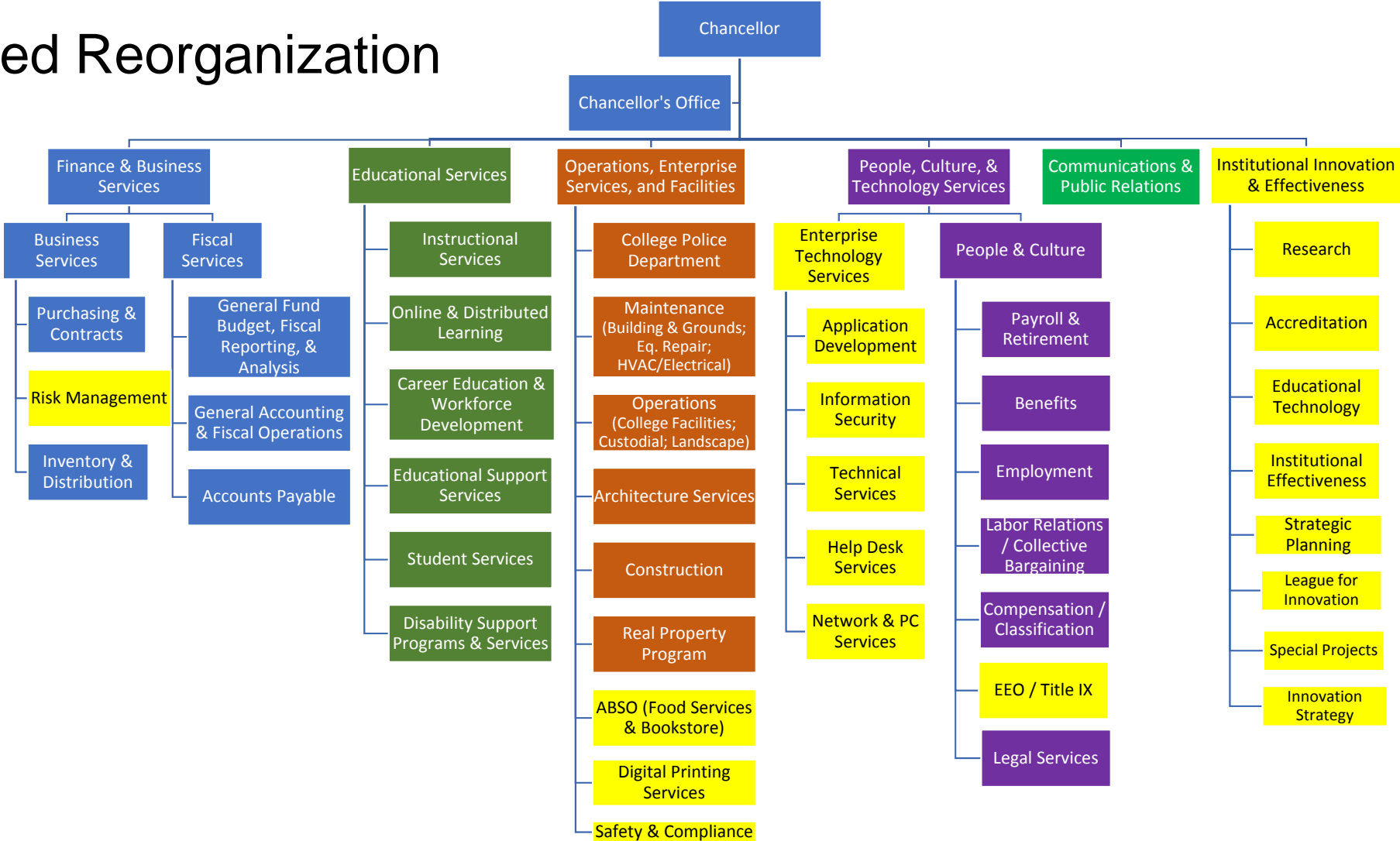
Proposed Reorganization

- Combine the District's Technology Services department (IT) and Human Resources department to create operational efficiencies in the implementation, management, and use of PeopleSoft to administer the District's comprehensive employment, campus solutions, and finance pillars
- Align the District's enterprise services by moving the bookstore and food services operations to the Facilities Management division where parking services are administered

Proposed Reorganization

- Expand the District's occupational health and safety functions by creating a District safety committee and moving the occupational and environmental safety position to the Facilities Management division
- Align districtwide service functions by moving the Digital Reprographics and Inventory and Distribution departments to the Facilities Management division

Proposed Reorganization



Timelines and Next Steps

- Host a districtwide informational session with the Chancellor and VCHR to present the reorganization and address questions
- On or about September 1st – HR/IT realignment; Digital Reprographics and Inventory & Distribution realignment
- On or about November 1st – Bookstore and Food Services realignment
- Fall 2022 – Title IX investigative function realignment when the vacant Title IX Coordinator position is filled
- Fall 2022 – Institutional Research, accreditation, and strategic planning functions realignment with the VC of Institutional Innovation and Effectiveness position is filled
- Spring 2023 – Risk Management function realignment when the vacant Business Services Manager position is filled