

Guidelines and Schedule for College Restructure

To Be Completed by 2007 September 1

*From the President's Leadership Team
Reviewed by College Council February 20 and Budget Committee February 21*

2007 February 26

The president and the President's Leadership Team (PLT) will undertake the task of evaluating Shoreline Community College's current organizational structure and recommend changes to this structure for the coming year. There are two primary goals as the college engages in this process: (1) to pare down the size of the organization in response to our shifting enrollment patterns and (2) to improve the effectiveness of our staff in providing services to our students in accordance with the college's mission. More specifically, the goal of the restructure is to improve the effectiveness and efficiency of our administrative organization through

- Improved communications
- Closer collaboration
- Streamlined decision-making
- Greater accountability that expands the responsibility of decision-makers
- Improved succession planning

Throughout the restructure process, the PLT will take into consideration the core requirements and criteria from the document "Criteria and Schedule for Budget Reduction Due to Rebasement of State Funding," set forth by the PLT in consultation with the Budget Committee, dated 2006 December 8, a copy of which is attached to this document

At this time the college has not finalized its strategic plan. When completed, this plan will lay the foundation for the future vision of the college, and we expect to receive a final plan from the Strategic Planning Committee by the end of this academic year. In the interim, we must begin to shape an organization that responds to and carries forward a general vision for the college, and yet remains flexible for adjustments over the next year.

The college will attempt to avoid doing what "we've always done in the past" or "protecting turf" (i.e., areas of current responsibility) and to be open-minded to suggestions.

Process Guidelines for Evaluation

1. Review campus input, including (but not limited to) the reorganization recommendations related to the Workforce and Economic Development (WED) and Academic Affairs ("instruction") areas developed by task forces in 2006.
2. Assess administrative positions and their functions, required skill sets, and required specialized knowledge and experience, not individual performance issues.
3. Analyze supervisor-to-staff ratios and determine whether there is appropriate workload equity across administrators.
4. Identify specific regulations being monitored by administrators and associated penalties for noncompliance.

5. Identify positions in business and industry (including government and nonprofit) that provide similar functions, and determine appropriateness of comparability.
6. Identify positions at peer institutions that provide similar functions, and determine appropriateness of comparability.
7. Analyze the characteristics of the budgets for which administrators are responsible, including salaries and benefits, goods and services, grants, and capital budgets, and determine appropriateness of comparability.
8. Determine which external relationships are required (e.g., accreditation, certification) to maintain the viability of the program that an administrator oversees.

Schedule

Currently occurring	<p><u>General survey</u>: Comments are received from the campus community regarding the restructuring process and ideas for the restructure itself. An anonymous online survey was created to allow people to submit their ideas, and the ideas have been collected and collated. The PLT will review these ideas as it begins its evaluation.</p> <p><u>Directors survey</u>: A survey of director responsibilities has been issued to all directors. The information will be consolidated, and the PLT will review this information as it begins its evaluation.</p>
February 20 and 21	Meetings with the College Council and the Budget Committee to review the "Guidelines and Schedule for College Restructure" (this document) as developed by the PLT, and to ask for additional input
February 22 – March 8	PLT develops three proposals for review by the college
March 9 (Friday)	All-campus meeting to present restructuring proposals developed by the PLT
March 9–23	PLT receives feedback from campus on the proposals by various appropriate means (e.g., online survey, departmental discussions, group discussions)
March 27 – April 6	PLT considers feedback from campus and prepares final restructure model
April 6 (Friday)	All-campus meeting to present final restructure model from the PLT

Criteria and Schedule for Budget Reduction Due to Rebasing of State Funding

For Fiscal Year 2007/08 (Beginning 2007 July 1) and Beyond

*From the President's Leadership Team
in Consultation with the Budget Committee*

2006 December 8

Criteria

NOTE: These criteria have been used successfully for other purposes on campus (e.g., restructuring of the Workforce and Economic Development area, 2005/06 budget reductions, and the 2006/07 budget processes).

A. Core requirements

- Follows the terms of the classified and faculty staff contracts.
- Ensures operational and reporting compliance with the terms set forth in grants and contracts, by regulatory agencies, or by the state (e.g. student follow-up or assessment as required).
- Treats people with respect and dignity; attempts to minimize impacts on people's lives (e.g. early notification from the president, confidentiality, focus on positions rather than performance or persons, data-driven decisions).

B. Criteria (prioritized)

1. Maintains teaching/learning and academic excellence to support student success while maintaining student services, student retention, and student access.
2. Assigns appropriate leadership for work group function; taking into consideration expertise and qualifications.
3. Holds self-supporting programs financially accountable/fiscally responsible.
4. Maintains and/or improves diversity on campus; improves the retention and fosters positive interaction among our diverse students and staff.
5. Coordinates resources (personnel, money, information, equipment) to improve functions, reduces unnecessary duplication of services in other departments or divisions; utilizes technology to automate processes as appropriate; maintains or improves communications; builds toward equity of workload among all employees.
6. Aligns organizational changes with the College mission and values.
7. Considers how other colleges or institutions organize similar areas.
8. Maintains relationships with key stakeholders of Shoreline Community College including students, the community, industry, government, legislators, donors, etc.
9. Builds on strengths of existing infrastructure and personnel.
10. Decentralizes decision making so that decision making authority resides at the lowest levels and empowers managers to be accountable for these decisions (e.g. student recruitment, budget management, etc.)

Schedule

December 8 (Friday)	All-campus meeting (open forum)
December 11 – January 12	President's Leadership Team considers budget adjustments and prepares scenarios to address different levels of reduction (in coordination with deans, directors, and other members of the campus community)
January 16 (Tuesday)	Joint meeting of Budget Committee and President's Leadership team to review recommended adjustments
January 19 (Friday)	All-campus meeting to present recommended adjustments in general terms (not naming specific positions)
January 22–26	President meets with persons and areas potentially affected by budget adjustments
January 29 – June 29	Campus prepares for adjustments (monitoring of rebasing amounts is ongoing); communication continues
July 2 (Monday)	Fiscal Year 2007/08 budget (at rebased level) takes effect