



**To:** Faculty and Staff

**From:** Steve Kinslow

**Date:** July 22, 2005

**Subject: DISTRICT-LEVEL REORGANIZATION**

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As shared in previous communications, reorganization of the College will occur in two phases – (1) district-level reorganization to take effect August 1 and (2) campus-based reorganization to be determined in September (to take effect after Fall classes are underway and before Spring registration begins). I am announcing the district-level reorganization today and providing the following:

- **Attachment A: Organization Chart** - Included are:
  - **Chart A1**, reflecting only the direct-reports to the President
  - **Chart A2**, reflecting the units reporting to the direct-reports
- **Attachment B: Comparison of senior administrative positions**  
Demonstrating that while expanding the senior leadership team of ACC, the College is not administratively “top-heavy” in comparison to other similar Texas community colleges and demonstrating a cost savings.
- **Attachment C: Calendar of Primary Meetings for FY06**  
I’ve provided a schedule of key (not all) meeting groups. Note the effort to avoid scheduling conflicts among these, to keep Wednesdays “meeting free” to the extent possible, and to avoid scheduling meetings during peak times (beginning and ending weeks of semesters). Also included is a suggested template to be used for recording and posting *Minutes* to the web. This becomes increasingly important as the THECB conducts desk audits and for SACS compliance reviews. In the Fall, we will also revisit all shared governance committee structures to see if we can improve committee/council structures by combining some groups, clarifying purposes, etc.
- **Attachment D: Signature Authorization Guidelines for FY06**  
These are based on Phase 1 of reorganization; additional changes may occur for Spring pending decisions related to Phase 2 of reorganization.

## **GOALS**

Input received from many of you was helpful in formulating the following goals:

- Maintain the One-College philosophy, and expand the ability of campus-based departments and units to operate and to serve students, faculty and staff efficiently and effectively (this will entail more discussion in Fall, for Phase 2);
- Enhance ACC's Closing the Gaps efforts;
- Expand the senior-level administrative team to provide more focused leadership in critical areas of our diverse college mission;
- Better align core functions and operations of the district, and capitalize on strengths of existing administrators;
- Minimize disruptions to College operations.

## **SUMMARY OF PHASE I CHANGES**

- Expansion of the senior administrative team, from three to five vice presidents, will better serve ACC and reflect organizational structure more typical of similar urban districts. This will allow more focused attention in key areas which are critical to achieving the complex mission of the College, and be accomplished without increasing administrative costs.
- Elimination of the position of Associate Vice President, Facilities and Operations (this function has been addressed in FY05 via an earlier upgrade of a Project Manager position to Director of Facilities and Operations).
- Elimination of the position of Dean of IRT (the former position occupied by Richard Smith, who now serves as AVP of IRT).
- Conversion of the position of Executive Vice President for Academic, Student and Campus Affairs to Vice President Workforce Education and Business Development. This will provide higher-level focus on one of the most complex program areas of the College, and one which will continue to grow in complexities as ACC responds to growing workforce, adult, and continuing education needs throughout its Service Area.

I intend for ACC's role in economic development to be emphasized, and this change in title and organizational status will help advance that goal. There is no salary increase with this change.

- Conversion of the position of Vice President Instructional Affairs (vacant for some time while I served as EVP) to Vice President College Support Systems and ISD Relations. This will continue the excellent district infrastructure services provided to all credit and non-credit units of the College, and enhance them by including IRT (Instructional Resources and Technology) and IT (Information Technology). It also recognizes the tremendous growth and expansion of ISD partnerships, which have not only brought positive local, state, and national recognition to ACC, but which, more importantly, are critical to ACC's Closing the Gaps initiatives. There is no salary increase with this change.
- While Board policy and SACS principles are clear that the president is responsible for the organization of the College, ACC policy requires board approval of the creation of additional vice president positions. I will be requesting that the Board of Trustees approve two additional Vice President positions by converting the two Associate Vice President positions noted below:
  - Associate Vice President Academic Transfer to Vice President Academic Transfer and General & Developmental Education. Goals for this position will include an enhanced focus on General Education and Developmental Education, programs which will receive additional focus via the Texas Higher Education Coordinating Board in the coming year. I also think the title, while extended, communicates more clearly an institutional commitment to General Education and Developmental Education, two of our most important mission areas. There is no salary increase with this change.
  - Associate Vice President Retention and Student Services to Vice President Student Support and Success Systems. ACC will continue to enhance its Closing the Gaps efforts to attract more students, particularly from under-served populations. The title change reflects the intent that ACC focus on systems which serve and promote student success. This title change will be associated with a small salary increase (\$3,000) to bring the incumbent's salary in line with other senior administrators.

These two changes will be placed before the Board in August (first reading) and September (action). Absent board approval, the titles for these two positions will remain Associate Vice President.

- To enhance our focus on Closing the Gaps, a new position titled Associate Vice President for Student Success will be posted for a national search, and provide the opportunity for additional diversity within the administration. This position will oversee all Student and Community Outreach and Recruiting, as well as work with the African-American Cultural Center and the Latin

American Cultural Center (El Centro), both of which will receive additional funding to support outreach efforts. It also will have additional responsibilities related to broad institutional efforts to attract a more diverse student body and workforce. This will create additional focus on the College's outreach and retention efforts, and provide additional resources to existing efforts to attract and retain a more diverse student body reflective of our local demographics. The current Director of Recruiting position will report directly to this AVP level position, and will be focused exclusively on student recruitment (with former support service areas being moved to the Provost). The funding of this new AVP position is not new money, but will be from reallocation of salary for the former Executive Vice President position.

- The Provost, Campus Operations position will report directly to the President, and will supervise all campus-based support services within broad, consistent guidelines established for campus support areas of Learning Labs, Testing Centers, Duplication, Bookstore contract, and Campus Advisory Committees. This reporting change will allow the President to have more immediate and consistent awareness of campus-based services and issues.
- Via internal department reorganization, creation of a new Director of Personnel Services position, to be posted, to oversee daily personnel services operations. In addition, Professional Development and Faculty Evaluation are being moved to this area and will report to the AVP. The Director's position will be funded by the vacant Manager of Employee Benefits position, augmented with funds (up to \$10,000) from the FY06 budget approved President's Initiatives.
- To expand and systematize efforts to transition students from ABE, GED, and ESL into college credit and certificate programs, I am creating two Advising Specialist-level positions. One will be based at HBC and will also have some responsibilities for Continuing Education students. The other will be based at EVC with a focus on ABE, ESL, and GED transitions. Both positions will have outreach responsibilities for off-campus courses in these program areas, and will have a "mini College Connection" focus. Funding of these two positions is from the FY06 President's Initiatives, and will be around \$70,392.
- Funding of two additional Financial Aid Specialist positions in response to our growing College Connection program and the need to increase our financial aid processing time (again in response to increased awards). Funding of these two positions is from the FY06 President's Initiatives, and also will be around \$70,392.
- Enough with the "interims" already! "Interim" titles for Mike Midgley, Richard Smith, Hazel Ward, and Linda Smarzik are removed in recognition of their extended service in these roles, and good evaluations of their performance.
- Title change from Dean to Executive Dean Health Sciences for Yvonne Van

Dyke, in recognition of the size and program complexities within this instructional area. A salary adjustment of \$3,000 is provided.

- Title changes from Dean to Executive Dean for Sandy Gaskin (Continuing Education) in recognition of size and complexities of the programs within this area. There is no salary adjustment associated with this change.
- Academic Deans, like Student Services Deans, will have some college-wide “process ownership” assigned to them to expand leadership development among the instructional deans and to assist in integrating certain functions across the instructional departments of the district. This will be more clearly determined in early Fall, but will include such things as Honors Program, Learning Communities, Service Learning/Civic Engagement, Weekend College, and possibly other areas as well.
- Title change from Associate Vice President, Institutional Effectiveness to Associate Vice President, Effectiveness and Accountability. This position will have increased responsibilities for SACS/THECB and other external reporting, as well as for district-wide master planning. There is no salary adjustment associated with this change.
- Title Change from Director, Early College Start to Executive Director, Early College Start/College Connection. There is no salary change associated with this.
- Title change from Executive Director, Public Information to Executive Director, Public Information and College Marketing. There is no salary change associated with this.

I believe that these changes will lead to a stronger district-wide administration, and provide improved programs and services to students, faculty, and staff.

**DIVERSITY**

I support the goal of increasing diversity of our faculty, staff, and students to reflect the rich diversity of the constituencies we serve. This Phase I reorganization creates additional diversity within the senior administration, and the opportunity for a national search for an AVP of Student Success as well as for the Director of Personnel Services.

An overview of the new ACC administrative structure reflects the following:

<b>Year/Total</b>	<b>Male</b>	<b>Female</b>	<b>Anglo</b>	<b>African-American</b>	<b>Hispanic</b>	<b>Asian-American</b>
FY 06 = 35	14=40%	21=60%	21=60%	7=20%	6=17%	1=3%

FY 05 = 36    14=39%            22=61%            21= 58%            7=19%            7=19%            1=3%  
Vacancies 3  
              39

## **COST**

The cost of this administrative reorganization is minor – there is a decreased total cost of administration and a small cost increase in professional-technical level positions which are directly related to additional student support (two new Advising Specialists and two new Financial Aid Specialists). While titles are changed for several administrators, there are only two administrators receiving salary adjustments. See summary of cost outlined on Attachment B.

## **NEXT STEPS**

### **Ad-Hoc Advisory Committee for Phase 2 Reorganization**

I am appointing an ad-hoc committee to work with me on Phase 2 of reorganization, which will focus on how to improve efficiencies and effectiveness at the department level, with a particular focus on instruction (credit and non-credit). This group will be available to receive any suggestions from faculty and staff, and I will also share suggestions which many of you have already provided me (and which I appreciate very much – the quality of the input was very good). This committee will include: The President or designee of each employee organization and affiliate organization; Deans Gary Hampton, Linda Smarzik, Hazel Ward, and Rex Peebles; Department Heads Joe Lostracco and Steve Bradley; and professors Sibyl Noack and Tom Gingras. I will then use recommendations from this group in review with the president's leadership team prior to finalizing Phase 2 district reorganization.

### **Revision of all Administrative Job Descriptions**

We will also be revising job descriptions for department heads, deans, associate vice presidents and vice presidents. The intent is to eliminate overlapping responsibilities and to clarify leadership expectations for these positions.

### **Required Supervisory Training Program**

In the Fall we will begin to organize and implement a Servant Leadership training program for all supervisors of the College. Servant Leadership is based on the primary philosophy that administration is a privilege and obligation, not a perk. Its rooted in the belief that a primary role of leadership is to provide the resources that professionals need to do their job well. It includes a strong commitment to accountability to our broad and various constituencies.

## **OTHER**

I appreciate the input regarding reorganization which I've received from many of you, and look forward to focusing FY06 efforts on institutional efficiencies and enhancing student success efforts. Recognizing that no one structure is "best," I have tried to focus on changes which I think are good matches for the individuals in these roles, and that offer us the opportunity to clarify job responsibilities and accountability measures. I ask for your support in helping to make our organizational transitions successful.

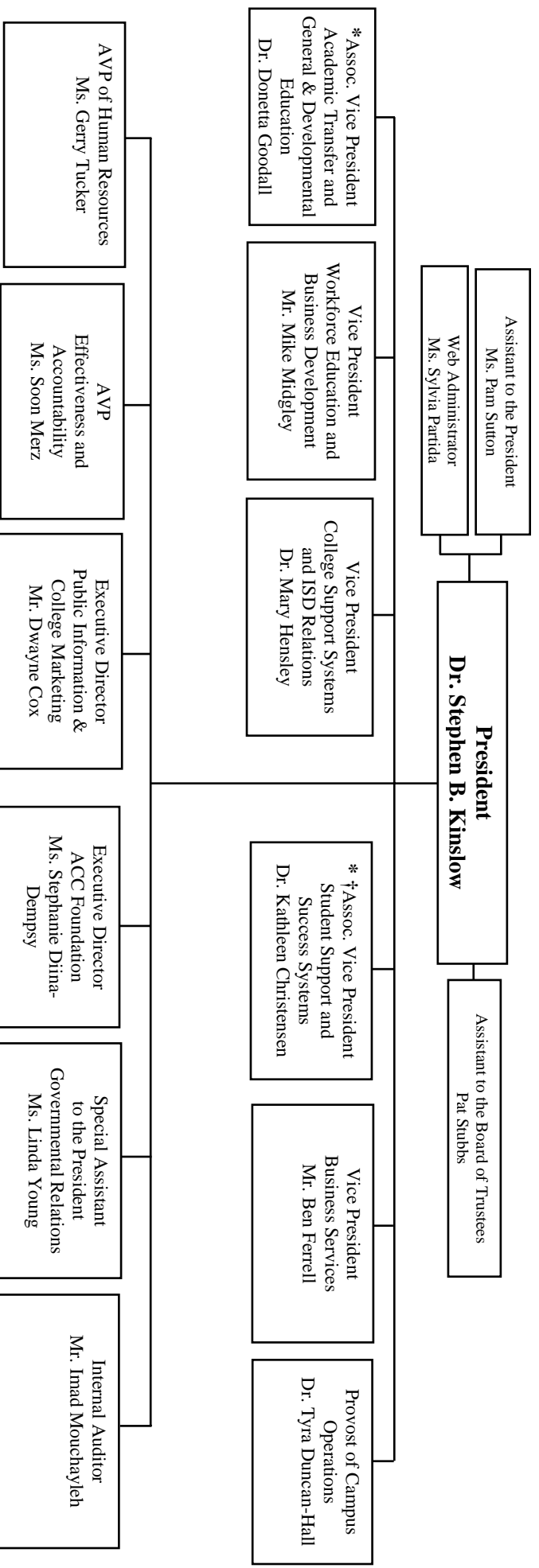
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If you have questions, feel free to contact me.

SBK/pws

## Administrative Reorganization



**Notes:** \* Per Board Policy C-6 [2] Board approval required to increase number of Vice President positions. These positions are requested to be changed from Associate Vice President to Vice President.

† Only one salary adjustment associated with these administrative changes (\$3,000).



# Administrative Reorganization

**Notes:**

- \* Per Board Policy C-6 [2] Board approval required to increase number of Vice President positions. These positions are requested to be changed from Assoc. Vice President to Vice President.
- † Only two salary adjustments associated with these administrative changes (\$3,000 each).

