City College of San Francisco — Group Seven Report

Administrative Structure Review

Group Seven has been reviewing and assessing the effectiveness of the organizational structure to determine logical reporting lines. We also reviewed the appropriate number of administrators needed to support and manage the instructional programs and services for the District.

Our guiding principles were to address the reporting lines that would support timely decision making and accountability. The purpose is to clearly define the roles and responsibilities of the administrators and their relationship to department chairs. The department chair’s responsibilities are outlined in the Department Chairpersons Contract (DCC).

Proposed Role of School Deans:

1. Refine and review job announcements to reflect major duties and responsibilities of the deans. Use the same categories in the DCC contract to ensure clear roles for department chairs and deans.
2. DCC Contract should specify that department chairs are supervised by school deans and report directly to school deans.
3. School deans should recommend budgets and schedules to the Vice Chancellor of Academic Affairs.
4. School deans should work with department chairs together to develop priorities for program review.
5. The school deans assume all authority of the department chair (e.g. summer break). The department chairs may recommend a faculty designee with the approval of the school dean to assume responsibility of day-to-day operations.

The committee discussed a new role for the campus deans.

Below are some basic ideas that were supported by members of the committee:

- The centers are integral to the District’s commitment to serve area residents by providing quality instruction and support services at convenient locations.
- Basic tenets of center staffing and budgeting, based on established formulas and procedures, need to be developed.
- A recognized state approved center has an on-site administrator and may offer programs leading to certificates and/or degrees.
- The on-site center’s administrator has overall supervisory and administrative authority and responsibility for all personnel, programs, and services located at the center.
- The center administrator confers with and coordinates all aspects of center operations (course offerings, services, operations) with other appropriate District personnel (department chairs, deans, directors, etc.).
• center deans initiate and facilitate meetings with business, educational and community groups to secure input on needed curricular offerings, support services, day/time of offerings, and other special needs.

• A center administrator may have authority and responsibility for more than one center and/or for additional sites within the District that are in close proximity or that have similar curricular offerings.

• Centers shall have “core” or “anchor” full-time faculty and classified staff. The District shall determine the allocation of full-time faculty and staff (present or future hires) based upon overall programmatic needs.

• The District’s vice chancellor shall ensure that District policies and procedures are uniformly implemented across the College within financial resources and proven need.

The committee discussed the Accrediting Commission’s recommendation that sufficient classified staff and administrators with appropriate preparation and experience are needed to provide leadership, management and services to support the institutions mission and operations.

Implementing and clarifying roles and responsibility of administrators will also help to clarify their authority. Per the attached chart we are recommending an organizational structure for your consideration. This structure supports adding two or three administrators to manage the instructional programs and services.

The committee spent considerable time discussing the need to perform a comprehensive study of reassigned/release time across the District and the potential fiscal and organizational impacts a reduction may have.