City College of San Francisco’s Research and Planning Office has a critical need for reorganizing its staffing configuration to keep pace with the current and future accreditation demands such as those for greater data-driven decision making, systematic and fully coordinated planning processes, and analysis of Student Learning Outcomes.

In order for the Research and Planning Office to function as effectively as possible in the short-term, the following four positions are essential:

**Dean of Institutional Effectiveness.** The creation of this position is consistent with the Research and Planning staffing at other colleges. The Dean will oversee and direct all Research and Planning activities and ensure coordination between the two areas. This position will also be responsible for overall quality control and adherence to accreditation requirements, working closely with the Directors of Research and of Planning, once the latter position is filled (see note below). For the time being, the Dean will be directly responsible for carrying out all Planning activities with the support of a Management Assistant.

**1842 Management Assistant.** This position will focus primarily on planning-related responsibilities under the direction of the Dean of Institutional Effectiveness (later to be supervised directly by a Planning Director at such time that we can fill that position). Given the retirement of Leslie Smith, Associate Vice Chancellor of Government Affairs, we will be transferring her remaining staff person, an 1842 Management Assistant (Judy Seto), to the Research and Planning Office to fill this position.

**Director of Research.** This position is currently filled by Steve Spurling. Although Mr. Spurling had planned to retire by August 2012, he has agreed to stay on for several months to train the individual hired into this position to ensure a smooth and efficient transition. This overlap is vital given the specialized nature of this position.

**1822 Administrative Analyst/Programmer.** Under the supervision of the Director of Research, this position is responsible for conducting institutional research, including accessing and analyzing Banner and other data as well creating, administering, and analyzing surveys. Pam Mery, originally hired as an 1822 Administrative Analyst/Programmer, was temporarily reclassified in February 2009 to 1375 Special Assistant to the Chancellor and has been managing Research and Planning in this temporary classification.

We have included chart on the following page that depicts the proposed organizational structure and relationship of these positions to each other.

*Note: Long-term, a Director of Planning position will need to be filled, but, as noted above, the Dean of Institutional Effectiveness can directly oversee planning activities until such time that the budget allows for filling the Director of Planning position.*
Proposed Organizational Chart for Office of Research and Planning

Dean of Institutional Effectiveness
(To be filled ASAP)

- Director of Research
  (Retiring soon)
  - 1822 Administrative Analyst/Programmer
    (Currently filled)

- Director of Planning
  (Future position)
  - 1842 Management Assistant
    (Filled by reassignment)