

**From:** Todd Coston tcoston@bakersfieldcollege.edu  
**Subject:** Admin Structure Review - Follow-up items - position justifications  
**Date:** November 17, 2021 at 4:58 PM  
**To:** bc\_acadsen bc\_acadsen@listserv.bakersfieldcollege.edu  
**Cc:** Krista Moreland kmorelan@bakersfieldcollege.edu, Jason Stratton jstratto@bakersfieldcollege.edu

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All,

Thank you for your time today, we really do appreciate it. Below I've copied and pasted the justifications for each position. This information will also be in the final narrative document.

I've highlighted in red the two positions that were specifically asked about during the Academic Senate meeting.

Thanks,

--Todd

----- Position justifications -----

**(NEW) Associate VP, Instruction** (GUI funded, Grade L)

Educational Administrator

Succession planning, career trajectory, sheer workload (300 faculty evaluations this semester alone)

Reporting to the Vice President of Instruction, the incumbent is responsible for the leadership and management of academic, curriculum, DEI, tenure, accreditation processes, Title V compliance, scheduling, attendance, and program development. The Associate Vice President of Academics oversees instructional services and provides support to faculty, staff, and students across campus. This position is a direct report to the Vice President of Instruction as the expert in curriculum and instruction. The Associate Vice President of Instruction supervises the Curriculum Review, Instruction, Professional Development, DEI activities, scheduling activities, academic technology activities, and other leadership responsibilities as determined by the VPI.

Justification: Establishing an Associate VP position is part of the succession planning needed at Bakersfield College. Traditionally, VP positions have been filled with Deans with varied experiences. This position provides a growth step to better prepare an individual to succeed or have the knowledge, skills, and ability to assume greater authority and responsibility. Also, Bakersfield College growth continues, it has maintained a student headcount averaging 37,000 to 38,000 students. The Vice President of Instruction manages through the building of curriculum, course schedules, faculty evaluations and much more and has 15 director reports. Bakersfield College has a fulltime equivalent faculty (FTEF) around 1,167. The capacity for a Vice President of Instruction to be successful is around 240 FTEF as demonstrated by our district sister colleges. Bakersfield College's VPI is operating at almost 5 times the expected capacity of a California Community College's Chief Academic Officer. Establishing an Associate Vice President position will provide much needed relief while maintaining the necessary oversight of critical VPI functions.

**(NEW) Director of Special Projects** (Grant funded)

Educational Administrator - Grade I

This position reports to the BC President and oversees the management and development college special projects. The incumbent facilitates all project related activities and normalizes college program development activities; initiates projects with internal and external clients; interprets college department and student needs and estimates timeline; collaborates with project groups; compiles data based on actual work, tracks verifies, and validates need and requirements; prioritizes multiple projects to meet deadlines; coordinates and oversees the management of multiple project activities and provides support to the college president and appointed teams; edits program documents submitted for grants, awards, and credentialing approval; provides project design and project assistance to a myriad departments as needed.

Justification: Each year, Bakersfield launches 40-60 special projects in support of the college's mission and each project has \$1.5K to over \$100K in expenditures. Most special projects are managed by faculty and/or administration, but lack the needed governance to meet federal, state, and private philanthropy requirements. This position establishes the needed point of contact many costly special projects and provides controls such as task management for team members that have primary job responsibilities. This critical position would monitor the scope of multiple special projects to ensure changes are documented and properly funded. This critical cost saving function maintains efficiencies and manages costs. In addition, the incumbent will develop, maintain, and enforce project schedules to maximize resources and meet the intended objectives. Also, this position will improve the college's ability to manage project risks and improve communication with multiple project stake holders – a key function currently lacking for many BC projects.

Additional notes: The Director of Special Projects oversees and provides leadership for several institutional initiatives to advance the mission of the College, including Adult Education, Non-Credit Education, Credit for Prior Learning, Outreach and Strategic Partnership Management. To serve as the point person for specific initiatives that advance the service mission of the college. This position ensures that planning moves from a high strategic level to an operational level. The responsibilities of this position will also include proposal writing, collaboration with senior staff, mobilizing and manages teams of individuals charged with executing aspirational and strategic initiatives.

**(NEW) Associate Dean** (3) (GUI funded, Grade J)

Educational Administrator

Career trajectory, more stability, less re-org, more support, if a dean waked away, elevate the associate dean

These positions will be established to supplement leadership provided currently assigned deans. Under the direction of a designated Dean of Instruction, the Associate Dean, Instruction, is responsible for developing, coordinating, administrating, and operating assigned instructional programs and campus initiatives. Duties include; Support the Dean of Instruction by administering District policy regarding assigned instructional programs; Provide assistance in the performance evaluation of faculty and classified personnel in assigned areas of responsibility; Assist in the administration of College policy with respect to faculty

load and scheduling; Coordinate with faculty chairs in the recruitment, selection, orientation, and evaluation of adjunct faculty; Support the Dean of Instruction by assisting in developing and monitoring the annual budget and expenditures in consultation with faculty chairs; administrative oversight of curriculum maintenance, including development of new curriculum and curricular revisions, accuracy of catalog and course information; Provide specific academic program information and assistance to faculty, administrators, community, and the general public; Serve on the College and District committees as appropriate; Perform other related duties as assigned by the designated Dean of Instruction.

**Justification:** Bakersfield College is adopting a succession plan in which to leverage previous Bakersfield College experience in our selecting individuals for greater responsibility. The succession strategy will also benefit the district and our partner colleges as it provides a leadership pool of individuals ready for positions of greater authority and responsibility. In addition, a succession of leadership builds a sense of belonging and high morale by establishing a well-structured organization that drives independent problem solving and experience creation with a goal of promoting within. It develops employees and because of clear-cut accountability, recognition of skill and appreciation for their contribution towards organizational growth, the employees develop their own initiative and a spirit of innovation and creativity. Bakersfield College Dean positions have been reduced by two positions with restructuring and resignation. The average load per each Dean is 146 FTEF and student population 4,700. Some Deanships manage as much as 10,000 students and over 300 FTEF. These areas tremendously exceed Dean capacity and effectiveness is compromised. Establishing Associate Dean positions for three of these large and/or over extended Deanships will provide focus and improved leadership. In addition, it provides a succession plan of experienced and talented Deans to take the lead.

**(NEW) Director, Diversity Equity and Inclusion** (DEI) - (RP- Grade I)  
Educational Administrator

This position will report to the Vice President of Instruction and support the Administrative Chair, Equal Opportunity & Diversity Advisory Committee. This position is designed to build Bakersfield College's DEI activities related to instruction to include embedded DEI strategies in program review, curriculum development, assessments, and faculty/staff recruitment. This manager will ensure programing, faculty hiring, scheduling, committee assignments and activities adhere to the DEI policies and mandates. The incumbent will support and advise Bakersfield College Academic Deans and Directors on adopting DEI policies and planning; work with Institutional Effectiveness to report on underserved, underrepresented, and targeted groups; and provide communication across the college and lead instructional programing related to DEI efforts, in close collaboration with leadership and key stakeholders. Lead the assessment of BC DEI-related activities, in close collaboration with the EODAC committee leadership and advise and develop strategies to achieve academic DEI goals.

**(NEW) Director, Transfer** (Grant funded, Grade I)  
Classified Administrator

Historically, the Director of Transfer position reported to the Dean of Counseling & Student Success. This full-time position was vacated a few years ago, but was not replaced. The reassignment of duties was shared among the Director and a faculty lead. However, the encompassed responsibilities comprise a full-time assignment. The discontinuity resulted in its exclusion from the College's organizational and funding structures. The return of this position is technically considered a new position despite its historical incorporation into the department. The efficient assignment of duties associated with this position should not be shared among several staff, but should be reintegrated into one position as we have in the past.

**(NEW) Director, International Students** (GUI- Grade I)  
Classified Administrator

Provides administrative supervision and oversight for all international student services and programs, including compliance with immigration procedures, SEVIS, U.S. Department of Homeland Security and strategic recruitment of students and ensures academic and personal support leading to retention and program completion.

**(TITLE CHANGE) Dean, Counseling & Student Success** (GUI funded, Grade K-1)

*(current title - Director, Counseling & Student Success)*

Educational Administrator

The Dean of Counseling & Student Success is an Educational Administrator position that requires the management and supervision of a large scale department comprised of faculty (full-time and adjunct), staff and managers. The complexity of this work includes academic scheduling, counseling/advising services, transfer, articulation, student success initiatives, and Guided Pathways leadership, just to mention a few institutional responsibilities for a very large student population. These combined duties far exceeds the capacities and job description of a Director. Historically, this position has been a Dean, but has been classified a Director on a trial basis since 2019. The College endorses its proper reclassification to a Dean. This also aligns Bakersfield College with other colleges in California for this position.

**(TITLE CHANGE) Executive Director of Financial Aid –** (GUI Grade J)-

Classified Administrator

Additional duties

Management Information Services (MIS)

Perform periodic maintenance and servicing of Management Information Services (MIS) system to improve operational efficiency cost effectiveness to maximum federal and state funding

Conduct quality control analysis tests and inspections of processes to evaluate quality or performance on financial aid data outcomes with the Chancellor's Office.

Performs gap analysis to determine required changes to core systems of the organization; creates test scenarios; conducts testing efforts; designs and documents combined solutions; and supervises and delegates work to other IT staff members.

Compliance Officer - Provide consistent management, coordination, and working knowledge of regulations and guidelines for administering Federal Title IV student financial aid, State of California financial aid programs and Federal and State Veterans benefits, ensuring the College financial aid policies and procedures are documented and in compliance.

Audit Responsibilities

Conducts monthly internal audits in accordance with generally accepted accounting principles, according the Federal Student Aid Audit Guide, and the Code of Federal Regulations.

Acts as liaison with auditors during audits and program reviews, Identifies potential areas of compliance vulnerability and risk.

Develops and implement corrective action plans for resolution of problematic issues, and provides general guidance on how to avoid or deal with similar situations in the future

Serves as key point of contact for federal regulations and compliance regarding Title IV, Higher Education Act, and veterans services provisions; prepares for and responds to external and internal audits related to financial aid programs

Develop and enhance auditing instruments and recording methods to ensure that annual auditing requirements are met as directed by the California Chancellor's Office, federal and state auditors

Business Services

Contributes to the overall quality of the department's service by developing, reviewing, and implementing policies and procedures to meet legal requirements and District needs

Continuously monitors and evaluates the efficiency and effectiveness of service delivery methods and procedures; assesses and monitors the distribution of work, support systems, and internal reporting relationships; identifies opportunities for improvement; directs the implementation of change

Process draw-downs for final student disbursements

Provide oversight and administration of all non-financial aid student financial support assistance programs including emergency grant, emergency loan programs as well as collaboration with Bakersfield College Foundation on the awarding and disbursement of scholarships and grants to most effectively meet student needs to support the goals of strategic innovation through a lens that recognizes the college mission for success.

Design financial aid systems to help progress and completion within a guided college pathway model which serve as a senior member of a strong enrollment leadership team, helping to facilitate the achievement of key strategic outcomes aligned but not limited to SCFF through 120 million dollars in state and federal aid.

**(TITLE CHANGE) Executive Director of Enrollment Services** -(GUI Grade J)  
Classified Administrator

Liaise with vendor representatives (Ellucian vendor, College board, the Common Application, Parchment, CCC Tech Center, CCCApply, California Community College's Chancellors Office, Credential Solutions, National Student Clearing House, etc.) to troubleshoot technical issues and ensure effective and efficient processing.

Lead and coordinate system changes, including integration of Banner SIS System, mobile apps, student information system, and other campus-wide systems as required.

In collaboration with Admissions, Communications and Marketing, District IT, to develop and build an enrollment technology strategy prioritizing the use of Banner.

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**(NEW) Asst. Manager, Food Services (Catering) (BF100 Food Service Enterprise funded)**

Classified Administrator - Grade C

Reports to: Food Services Manager

- After moving into the new Campus Center and Dining Commons, the number of classified and student workers will nearly double in the department.
- The food service area will have 3x the number of food outlets than before.
- The new 450 seat conference center will drive a substantial increase in Catering Services.
- This position is 100% funded by its enterprise operation

**(NEW) Director, Finance and Grants - 50% GUI/50% Categorical**

Classified Administrator - Grade I

Reports to: VPFAS

- Increase in Categorical and Grants continues to rise, therefore more budgets, contracts and reporting that needs to be done
- Increase in overall contracts continues to climb and needs a thorough review prior to going to the DO
- More complex projects are being done by BC that need thorough financial analysis prior to and during execution
- Position is over 50% funded by Categorical

**(NEW) Vice President, Innovation and Development (Grant funded)**

Educational Administrator - Grade L-1

Reports to: President

There are significant funding opportunities for innovative program development to support our students. Bakersfield College is working collaboratively with industry partners in sectors such as energy, health, logistics, rural communities, and transportation, to create funded opportunities to

serve the workforce needs of our community. These program opportunities include:

- Advanced Manufacturing
- Agriculture, Water & Environmental Technology
- Health
- Business & Entrepreneurship
- Energy, Construction, Utilities
- ICT Digital Media
- Retail, Hospitality, & Tourism
- Global Trade

Excluding our existing grants, BC has already received several new grants, for example Rudy Salas (\$6 million), Title 5 (\$2 million), HSI Dept of Ed (\$5 million), Public Health Informatics (in this one we are a sub-grantee, \$10 million), and Pathways Mapper (\$500k).

#### **Grants Submitted**

- 7/23/21 US SBA Community Navigator – CAPK (KCCD / BC subawardee)
- 8/2/21 USDA Rural Innovation Stronger Economy (RISE) Grant
- 8/11/21 US HHS Public Health IT – (w CSU Long Beach, Futuro Health, UC Berkeley etc) Grant
- 8/27/21 City of Bakersfield Transformative CA Climate Communities (KCCD Grid Alternatives)
- 8/31/21 CCCCCO Regional Collaboration & Coordinator (CVML Regional Chair)
- 10/15/21 CCCCCO – K12 SWP (KCSOS Lead, BC and KCCD role)
- 10/19/21 US EDA Build Back Better Regional Challenge – USC AMP SoCal CRC (KCCD, BC, CCCC, PC)
- 10/19/21 US EDA Build Back Better Regional Challenge – B3K City County (KCCD, BC, CCCC, PC)
- 10/19/21 US EDA Build Back Better Regional Challenge – CAPK Energy (KCCD, BC, CCCC, PC)
- 10/19/21 US EDA Build Back Better Regional Challenge – Kern Co. Hospital Authority (KCCD, BC, CC, PC)

#### **Grants in the Pipeline**

- Due 10/23/21 EV Ready Communities Phase II Blueprint Implementation (KCOG Lead, BC Partnering)
- Registration opens 10/25/21 US DOE Communities LEAP
- Due 10/31/21 CA School Finance Authority - BC Student Housing
- Due 12/2/2021 CEC Ideal ZEV Workforce Dev. – Central CA EV Training & Testing Center w IBEW
- Due 12/17/21 CCCCCO – CA Apprenticeship Initiative – Retail Hospitality
- Due 12/17/21 CCCCCO – CA Apprenticeship Initiative – Futuro Healthcare
- Due 12/17/21 CCCCCO – CA Apprenticeship Initiative – Microgrid
- Due 1/19/22 NSF IUSE
- Due 1/26/22 US EDA – Good Jobs Challenge
- Due 2/xx/22 NSF IUSE
- US EDA – Economic Resilience Fund – No deadline rolling award decisions until

- funds are expended.

**(TITLE CHANGE) Program Director, Marketing** (GUI funded, Grade G)

*(current title - Communications & Marketing Manager)*

With the sustained increase in community outreach and webinar series, Norma is having to spend all of her time on the community relations part of her job. This is leaving a gap on the marketing side. This position would take on additional responsibilities including managing of the marketing staff.

