

## Deputy Chancellor AUR

### Response to Feedback – Jan 2024

---

Unified goals, coordinated services, unity between the District and Colleges, and shared operation processes have always been emphasized across Kern CCD. Over the past 4-5 years, such unified approaches began to crystallize in many ways, including shared operational processes during COVID, remote work, etc. This strategy was emphasized in the 2022-2024 KCCD Strategic Directions Addendum, which was developed with representation from groups across the District and Colleges. It has also been highlighted as one of the BOT and Chancellor's Goals. Beginning with a retreat in May 2021, the District convened working groups and developed shared leadership operations and strategies that have resulted in numerous successes district wide. Examples of this evolving unified structure are evident across Early College, Workforce and Economic Development, Pathways, climate initiatives, and the pursuit of numerous grant opportunities. These have resulted in significant successes, exponentially increased district funding, and scope and operational complexities.

The Office of the Deputy Chancellor appreciates AUR feedback received from each of the three colleges. Below, please find an overview of the four themes that emerged in the feedback and the District's corresponding responses.

#### Overarching Themes from Feedback and District Response

##### ***Theme 1: Lack of Transparency / Collegial Conversation***

- Development and transitions of roles/units/subunits
- Fiscal implications of decisions
- Planning/Assessments informing District decisions

The organizational structure as depicted in this AUR has evolved over several years and is in furtherance of Kern CCD Strategic Directions and Goals. The development process of this Unit necessitated a nimble, flexible, coordinated organizational structure to administer the exponentially increased district funding and scope and operational complexities. The District recognizes that unlike previous, more rigorously collaborative processes, the Board of Trustees and Chancellor formalized an organizational structure to meet the emergent needs of the District. Moving forward, the District and its Units will follow a more collaborative process when making changes, as demonstrated by the Human Resources Unit and Finance Unit restructuring processes this fall.

The Board and District are moving forward with the Office of the Deputy Chancellor Unit as detailed in the Deputy Chancellor AUR.

##### ***Theme 2: Budget/Resources/Personnel***

- Cost/ROI/50% Law implications of roles/offices
- Uncertain fiscal future
- Roles shifting – new roles; interim to permanent; promotions
- Perceived lack of transparency and collegial conversation
- Reporting structures
- Perceived lack of planning/assessment of need

The positions that exist within the Deputy Chancellor Unit are included the existing budget and we have met the 50% Law in both projections and actuals. Roles that shifted from BC to KCCD have no fiscal impact, they are neutral. Proposed title changes have nominal fiscal impact (see table below).

<b>AUR Proposed Personnel Changes Deputy Chancellor Org Leadership</b>	<b>KCCD GUI Budget Impact 2023-2024</b>
Associate Vice Chancellor, Student Success Programs & Innovation (Interim to Permanent)	\$8,084.51 + benefits: <b>~\$12,000</b>
Associate Vice Chancellor, California Renewable Energy Laboratory (CREL) (Dean to AVC)	100% grant/RP funded
Associate Vice Chancellor, External Relations (Executive Director to AVC)	100% grant/RP funded
Associate Vice Chancellor, Enrollment Systems and Integrated Support Services (Executive Director to AVC)	<b>Cost deferred to 2025; currently supporting CCCCO as Visiting AVC)</b>
Re-examen title of Director of Institutional Research and Reporting	N/A
<b>KCCD 23-24 GUI Increase</b>	<b>\$12,000*</b>
<b>*Note:</b> Associate Vice Chancellor, Analytics and Innovation currently on loan to CCCCCO as Visiting Executive Vice Chancellor, yielding a salary savings to KCCD of \$193,200 annually, 23-24 and 24-25	

Additionally, due to several vacancies and interjurisdictional assignments, the Unit is currently operating at significant savings. Furthermore, although Early College continues to generate significant and increasing revenue annually, staffing for this centralized program remains primarily Grant/RP funded.

**Theme 3: Disproportionate Support**

- BC overrepresented in support offerings and structures at DO
- CC/PC not supported at equitable level

The District is mindful that each College serves a unique population and geography, thereby requiring a customized approach to support which is refined in collaboration between District and College Leadership. Moving forward, the Office of the Deputy Chancellor will work more closely with the leadership of each college to clarify the specific support needed and approaches to such support.

**Theme 4: Duplication of Work / District Overstep**

- Lack of clarity re: division of labor between subunits of Deputy Chancellor’s Unit
- Lack of clarity re: specific support to colleges
- Work of colleges transitioned to District

Kern CCD made a remarkable recovery from the impact of the COVID-19 pandemic, avoided layoffs/furloughs/salary reductions, and returned to statewide leadership in enrollment and student success rates due to its unparalleled agility and commitment to districtwide collaboration. Such nimbleness will continue to be necessary as we embrace Vision 2030, Governor Newsom’s Roadmap for Higher Education, and current/future legislative updates. To ensure effective districtwide collaboration, the Deputy Chancellor’s Unit

is committed to clarifying the roles and responsibilities of each subunit as regular meetings with College Leadership continue, and support for each college will be customized as possible.