

# Bakersfield College

## 2021-2022 Administrative Structure Review

### Team

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## Executive Summary

Beginning in October of 2021, the Administrative Structure Review Team started the normal process of evaluating the administrative structure to make recommendations to College Council and the Executive Management Team. Since the last review there have been significant changes to the personnel in various management positions. The once President Christian is now Chancellor Christian and the new interim president at Bakersfield College is Zav Dadabhoy. This created a domino effect with some other positions as various managers were moved to fill interim management positions left vacant. As president Dr. Christian was very ambitious in encouraging the college to seek out alternate funding opportunities beyond our allocation from the state. These opportunities were often grants but sometimes it was other one-time opportunities (e.g., COVID relief monies) or leveraging enterprise operations (e.g., catering, facility rentals) to generate revenue. With the new president, Dr. Dadabhoy, this strategy continues, and the college will continue to look for alternative funding opportunities for the college. Some of the proposed positions being considered in this review are in response to the increased effort to identify and manage these alternate funding avenues.

The final recommendation involves a prioritized list of positions based on a silent vote of the committee. The committee spends time researching and discussing the various positions and then ultimately a silent vote is taken to prioritize the positions. Page six of this document explains some of the things the committee considers while evaluating the positions in preparation for the final vote.

Related to positions, one of the clarifications needed is the definition of a “new” position. A new position is defined as a position that was not budgeted for in the current year budget. In some cases, this may be a brand-new position. In other cases, it may be a position that was filled previously then vacated and is now being brought forward for consideration again.

This year there are six new positions being proposed from Instruction. The positions are Associate VP, Instruction, Director of Special Projects, three Associate Deans, and a Director of Diversity, Equity, and Inclusion. The Associate VP position is a brand-new position. The rest of the positions have been considered in the past but were not budgeted in the last fiscal year.

From the Student Affairs team there were two new positions which are Director, Transfer and Director of International Students. Both positions have been occupied in the past but are being brought forward for consideration again. Student Affairs is also proposing three title changes which are Director, Counseling and Student Success to Dean, Counseling and Student Success. The next is Director, Financial Aid to Executive Director, Financial Aid and finally Director, Enrollment Services to Executive Director, Enrollment Services.

The Finance and Admin Services team proposed two new positions. These are positions considered in the past and are being brought forward for consideration again. The positions are the Assistant Manager of Food Services (catering) and Director, Finance and Grants.

Finally, from the Presidents Leadership team, there is one new proposed position which is the Vice President, Innovation and Development. This position is a brand-new position and would be funded by grants. There are also two title changes which are the Communications and Marketing Manager to Program Director, Marketing and the Director, Communication & Community Relations to Executive Director, Government Relations & Development.

*Note: The Presidents Leadership team is made up of Institution Research, Marketing, and IT.*

The budget implications are interesting this year. If all the positions were hired, the 50% would still go up due to the new Faculty Obligation Number and the need to hire 26 new faculty. The 50% calculation based on last year would be about 58.01% and if we include the new faculty and all the new management positions and title changes being proposed, the 50% calculation would go up to 60.68%.

The final ranking by the committee is listed on page eight of this document with the highest ranked position being at the top. Listed in the appendix of this document are each position and the justification by area.

## Overview, Analysis, and Recommendations

### Process and Timeline

In October of 2021, a taskforce was put together which was made up of members from each of the employee groups.

Todd Coston (chair)	Management
Tina Johnson	Classified
Krista Moreland	Faculty
Jason Stratton	Faculty
Jennifer Achan (Student Affairs)	Management
Craig Hayward (Institutional Research)	Management
Rich McCrow (Instruction)	Management
Mike Giacomini (FAS)	Management
Cristal Rios	Budget
Debra Anderson	Support

The charge of this taskforce is to do a review of the BC Administrative Structure and bring forth recommendations to College Council and ultimately the president of the college.

#### **Workplan:**

##### October 5 – October 22

*October 8<sup>th</sup>: Provide overview and workplan to College Council*

Task Force completes initial work

- Review of current organizational structure, key institutional documents, and college-wide initiatives
- Review potential org changes for Instruction, Student Affairs, Admin Services, Presidents Team

*October 22<sup>nd</sup>: Provide update to College Council*

##### October 23 – November 12

Communicate with various college constituencies (such as FCDC, SALT, EAC, CSEA, Academic Senate, etc.) to gather input

*November 12<sup>th</sup>: Provide update to College Council*

##### November 13 – December 3

Continue campus engagement and finalize details of proposal

*December 3<sup>rd</sup>: Review proposal with College Council for 1<sup>st</sup> read*

December 4 – December 10

*December 10<sup>th</sup>: College Council vote on final proposal*

**Task Force Meetings:**

Meeting #1 – October 14 @ 3:30p

Meeting #2 – October 27 @ 10:00a

Meeting #2a – November 4 @ 1:00p (added as an extra meeting)

Meeting #3 – November 17 @ 10:00a

Meeting #4 – December 1 @ 10:00a

## Considerations

When evaluating the organization structure and reviewing the proposed positions, there are several things the team considers when making a recommendation. The first thing always considered is how can the work be more equitably distributed. This could mean looking at the Instructional Deans and the load they have for managing grants, faculty evaluations, and other work. Or it could mean looking at departments managing large grants or special projects.

A second consideration is compliance type concerns. For example, in Financial Aid there might be a position to specifically address compliance issues related to financial aid disbursements. Another example might be state or federal requirements reporting and budget management for grants. Each of these are required activities that must happen, and in some cases require having additional personnel to get the work completed.

A third consideration might be how the position is funded. For example, if a position is funded by categorical money, or from revenue made from catering, that might rank higher than a position being funded by the General Fund (GUI). In the positions brought forward for consideration, there are both general fund and non-general fund positions being considered.

The fourth consideration might be the specific needs of a department. For example, as we start to complete more of the Measure J funded buildings there will be more square footage for custodians to cover. As we continue to apply for more grants, we might need more grant managers or budget staff to support the grants. Also, as we add more staff, this might merit adding additional managers.

A fifth consideration is the budgetary impact and 50% law implications of adding the position. For example, in the previous year, even if we hired all the positions, it did not have a negative impact on the 50% calculation. But we are reminded that just because it doesn't negatively impact the 50% calculation does not mean we have the budget to fund the position, especially over the long term.

Finally, several of the positions are existing positions but because of a change or increase in responsibilities the title of the position needs to change to better align with the work being done. Some of the positions being proposed for title changes may be on their second or third year of being requested.

Although this list of considerations covers many things there are things not in this list that may be considered also. The work of the team is to review and discuss the positions and then put forward a recommendation the committee can support moving forward to College Council for final consideration.

## Analysis and Recommendations

Instruction has proposed six new positions. The department currently has two dean positions that are vacant and in lieu of those position would like to hire three Associate Dean positions. This provides a better job ladder within the department and helps to alleviate the load on some of the existing deans. Historically we have hired interim dean positions that have been filled with existing faculty but that is a significant jump to a management position. The associate dean position allows for a gentler step to transition into a management position. The department would also like to hire a new Associate VP, Instruction. BC has grown exponentially over the last few years and the burden of direct reports to the VP, Instruction as become significant. This position would help take on some of the VP responsibilities to make for a more equitable workload. Two more positions being requested are the Director of Special

Projects and the Director, Diversity, Equity, and Inclusion. The Director of DEI is a position the college has had in the past but was unfilled last year. This request is to bring that position back to continue with our focus on equity.

In the Student Affairs area, there are two new proposed positions. The two new positions are the Director, Transfer and the Director, International Students. Both positions have been filled in the past but were vacant in the current year and not included in the budget. The department is also proposing three title changes. The title changes are the Director, Counseling and Student Success to Dean, Counseling and Student Success. The second title change is the Director, Financial Aid to the Executive Director, Financial Aid. The last title change is the Director, Enrollment Services to the Executive Director, Enrollment Services. Title changes are requested when the responsibilities of the current position have increased to a point of meriting a new title or additional compensation. When a person is moved into a new title, the old title is not re-hired so the financial implication is only the difference in pay and benefits between the two positions.

In Finance and Admin Services there are two new proposed positions. Both positions have been proposed in the past but have not been filled or budgeted for in the current fiscal year. The first position is Assistant Manager, Food Services (catering). With the additional responsibilities of the new cafeteria, new conference center, and catering, this position is needed to better support the needs of the department. The Director, Finance and Grants is proposed to help handle the financial implications of the additional grants and special funds (e.g. COVID funding) BC has received over the last few years. Additionally, the college is pursuing a long list of new grants and special funding so the importance of this position will continue to grow.

Finally, under the President's Leadership team there is a new Vice President, Innovation and Development being proposed. With the abundance of grants the college is managing and applying for, there is a need at the executive level to have a person overseeing the big picture as it relates to the many sources of funding. The position would be funded by grants (non-General Fund) so the fiscal impact to the college would be minimal.

After evaluating each of these positions, the committee voted on the ranking of the positions and the final ranking can be found on the next page of this document.

Additionally, the chart on page 9 shows the budget impact of hiring these positions as well as the proposed title changes. The positions in yellow indicate positions that are categorically funded or funded by some other source than the General Fund. The positions in green indicate positions that are partially funded by the General Fund and partially funded by categorical. The chart also shows the 50% impact if all positions were hired, and all title changes were accepted.

*Note: Historically, all recommended positions are not hired but are recommended priorities based on a blind vote of the committee.*

## Summary of Positions - Ranked

<b>Committee Recommendations</b>		<b>Rank</b>
<b>Position</b>	<b>Area</b>	
(TITLE CHANGE) Director, Financial Aid -> Executive Director, Financial Aid	Student Affairs	<b>1</b>
(TITLE CHANGE) Director, Counseling and Student Success -> Dean, Counseling and Student Success	Student Affairs	<b>2</b>
(TITLE CHANGE) Director, Enrollment Services -> Executive Director, Enrollment Services	Student Affairs	<b>3</b>
(TITLE CHANGE) Director, Communication & Community Relations -> Executive Director, Government Relations & Development	Marketing	<b>4</b>
(TITLE CHANGE) Communications and Marketing Manager -> Program Director, Marketing	Marketing	<b>4</b>
(NEW) Director, Finance and Grants	Admin Services	<b>5</b>
(NEW) Director, Diversity, Equity, and Inclusion (Instruction)	Instruction	<b>6</b>
(NEW) Vice President, Innovation and Development	Presidents Leadership Team	<b>7</b>
(NEW) Associate VP, Instruction	Instruction	<b>8</b>
(NEW) Associate Dean, Instruction (#1)	Instruction	<b>9</b>
(NEW) Associate Dean, Instruction (#2)	Instruction	<b>10</b>
(NEW) Director, Transfer	Student Affairs	<b>11</b>
(NEW) Director, International Students	Student Affairs	<b>12</b>
(NEW) Associate Dean, Instruction (#3)	Instruction	<b>13</b>
(NEW) Director, Special Projects	Instruction	<b>14</b>
(NEW) Asst. Manager, Food Services (Catering)	Admin Services	<b>15</b>

*Note: Justifications for each position can be found in the Appendix. Instruction in Appendix A, Student Affairs in Appendix B, Finance and Administrative Services in Appendix C, and the Presidents Leadership Team in Appendix D.*

Budget Impact

50% Law (ECS 84362)				
		FY 21/22 Estimated Budget	FY 22/23 Proposed	
Subtotal Instruct		\$ 53,056,224	\$ 56,067,674	
Subtotal Instruct & Non		\$ 96,689,003	\$ 97,630,866	
Subtotal Deductions		\$ 5,229,607	\$ 5,229,607	
<b>50% Law:</b>		<b>58.01%</b>	<b>60.68%</b>	
Recommended NEW Positions	Grade	Salary	Benefits	Total
Director, Diversity, Equity, and Inclusion (NEW [Instruction])	I	\$ 105,786	\$41,625	\$ 147,411
Director, Finance and Grants (NEW-FAS [Admin Services])	I	\$ 105,786	\$54,521	\$ 160,306
Vice President, Innovation and Development (NEW-Pres [Presidents Leadership Team])	L-1	\$ 149,417	\$51,159	\$ 200,575
Associate Dean, Instruction #1 (NEW-[Instruction])	J	\$ 113,206	\$43,247	\$ 156,453
Associate Vice President, Instruction (NEW-[Instruction])	L	\$ 138,831	\$48,846	\$ 187,676
Director, Transfer (NEW-[Student Affairs])	I	\$ 105,786	\$54,521	\$ 160,306
Associate Dean, Instruction #2 (NEW-[Instruction])	J	\$ 113,206	\$43,247	\$ 156,453
Assistant Manager, Food Service (NEW-Catering [Admin Services])	C	\$ 63,763	\$40,216	\$ 103,979
Director, Special Projects (NEW-[Instruction])	I	\$ 105,786	\$41,625	\$ 147,411
Director, International Students (NEW-[Student Affairs])	I	\$ 105,786	\$54,521	\$ 160,306
Associate Dean, Instruction #3 (NEW-[Instruction])	J	\$ 113,206	\$43,247	\$ 156,453
		\$ 637,128	\$ 260,367	\$ 897,495
Proposed Title changes	Grade	Salary Adjustment	Benefits Adjustment	Net Total
Executive Director, Financial Aid (Title Change-SA [Financial Aid])	J	\$ 5,272	\$ 1,795	\$ 7,067
Dean, Counseling and Student Success (Title Change-SA [Counseling])	K1	\$ 9,427	\$ 2,060	\$ 11,487
Executive Director, Enrollment Services (Title Change-SA [Enrollment Services])	J	\$ 5,404	\$ 1,839	\$ 7,243
Executive Director, Government Relations & Development (Title Change-President's Leadership)	J	\$ 5,404	\$ 1,839	\$ 7,243
Program Director, Marketing (Title Change-President's Leadership [Marketing])	G	\$ 8,451	\$ 2,877	\$ 11,328
		\$ 33,958	\$ 10,410	\$ 44,368
		\$ 671,086	\$ 270,777	\$ 941,863
LEGEND				
100% Funded by Category/Grants not affecting 50% law				
Partially Funded by Category/Grants partial affect to 50% law				

## Appendix A - Instruction

### (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.

## Appendix B – Student Affairs

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

## Appendix C – Finance and Administrative Services

(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

## Appendix D – President Leadership Team

(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.

(TITLE CHANGE) Executive Director, Government Relations & Development (GUI funded, Grade J)

(current title - Director, Communication & Community Relations)

Due to the uptick in grants coming from the government (i.e. Rudy Salas work) and the increased community service work, this position needs to be upgraded to an Executive Director position. The responsibilities of this position have also increased with the heavy focus on CTE related partnerships in the community.