



REDESIGN REPORT

2013-2017

SAN JOSÉ · EVERGREEN COMMUNITY COLLEGE DISTRICT

Final Report

May 27, 2014

The Redesign Report 2013-2017 addresses the Board of Trustees' identified goal for the Chancellor to complete a re-organization and re-structure plan for the District including timeline for implementation. The plan is driven by the San José · Evergreen Community College District's mission, vision, and values; and guided by the Student Success definition and policy. The planning process relied upon the principles to redesign, reinvest and reset the institution through strategic planning and priority setting.

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PART I

I. DEFINING THE REDESIGN INITIATIVE FOR SAN JOSÉ · EVERGREEN COMMUNITY COLLEGE DISTRICT

1. Chancellor's Performance Objective:

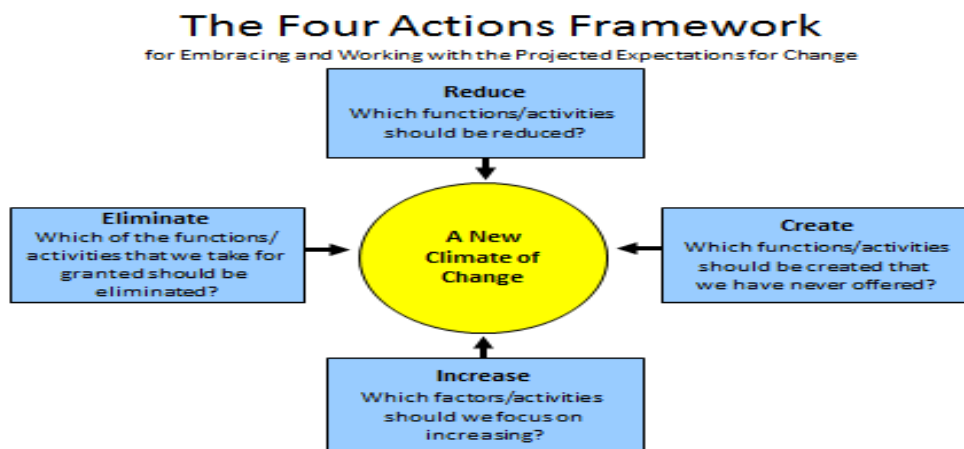
Complete reorganization and restructure plan for the District including a timeline for implementation.

2. Executive Leadership Planning Session – District Reorganization/Restructuring Planning and Implementation

On August 11 and 12, 2011 members of the District Leadership Team including the Chancellor, Vice Chancellors, Director of the Office of Research, the Special Assistant to the Chancellor, College Presidents and their Vice Presidents participated in a planning session. The purpose of this meeting was to establish a common information framework or baseline to enable the District's Leadership Team to create an efficient and effective organizational structure that could be responsive to the District's overarching mission, vision and values. There were three assumptions that guided the meeting discussion:

- The importance of incorporating the principles of strategic planning
- Identification of Solutions that considered Fiscal and Budgetary Constraints - budget neutral solutions and/or highly needed investments to support future efficiencies.
- Clear understanding of the impact of workforce reduction on the District - Realistic reallocation of human resources in the face of an overall 24% reduction to the District's workforce over the past three years without any concomitant reduction in scope of responsibility.

The team used the “Four Actions Framework Process” to arrive at concurrence about the most effective and efficient action points to maximize the talent of our current workforce while sustaining critical core services leading to student success.



Eliminate

- Services that are redundant or could be recreated or combined in a better manner
- Procedures that exist because of past practice but serve no practical or compliance function.
- Instructional and student support programs following program review and evaluation to determine their effectiveness.

Reduce

- Centralized functions that do not serve the Colleges/Workforce Institute well
- Costs through environmental and energy related/eco-friendly practices
- Practices, such as meetings, consultation that do not advance our work

Increase

- Morale
- Staff Training and Development
- Marketing, outreach, messaging and communication
- IT systems/imaging/web presence
- Governance/public relations
- Resource development
- Research
- Clarity regarding Administrative roles, functions and authority
- Community Partnerships

Create

- Areas of instructional delivery
 - Workforce
 - Community Education
 - Noncredit Adult Education
- Positive District Climate
 - Culture of evidence, civility, innovation
- Web presence
- Center of Instructional Technology
- Solid and Effective Enterprise Resource Planning (ERP)
- Robust Research function
 - IR
 - Data Warehouse
- Procedures and Efficiencies
 - HR procedures
 - Budget
 - Management, development, accountability
- Enrollment management
- Resource development
 - Grants
 - Public/private ventures
 - Foundation Development
 - International Students
- Improved Governance Processes and District Image (Reimaging)
 - Government Relations
 - Marketing

2.1 Emerging Priority Areas and Implementation Process

Based on the “Four Framework” outcomes several focus areas emerged as priorities along with recommendations to guide the process of redesign/restructuring as follows:

A. RECOMMENDED PRIORITIES FOR REDESIGN AND RESTRUCTURING WORK

Institutional Transformation	Staff Development and Training (IT)	Curriculum and instruction – Alignment with Employment and Economic Needs
Student Centered/Customer Services Process	Technology Infrastructure and Support	Cohesive Governance and Administrative Policies
Budget (Fiscal Solvency and Cost Reductions)	Revenue Generation Public/Private Partnerships	Positive Climate (Culture)
Collaboration and Coordination Between and Among all District entities (DO, SJCC, EVC, WI)	Staffing (adequacy and realignment)	Centralization/Decentralization
Marketing/Outreach/Communication		

B. THE PROCESS OF RESTRUCTURING

- Gather workforce data (demographic, organizational, employee groups)
- Review and study current organizational charts (District Office, Evergreen Valley College, San Jose City College, and Workforce Institute)
- Establish criteria for reorganization and restructure
- Ensure equitable distribution of staff resources
- The right person(s) for the right job
- Identify those positions that must be filled immediately vs. those that can wait.
- Each unit is to develop a proposed reorganization and accompanying rationale (District Office, Evergreen Valley College, San Jose City College, and Workforce Institute) using the following criteria:
 - Participatory Governance - Consultation
 - Data Based Decision Making
 - Reasonable Timeline
 - Honor Contractual Timelines

3. San José · Evergreen Community College District Planning Session, Asilomar July 13 & 14, 2012

This planning session was a leadership retreat sponsored by Chancellor Cepeda. All constituents groups including students were represented. The Redesign initiative's shaping began with the presentation of Reorganization Principles and Guidelines. The presentation focused on institutional best practices for reorganizational efforts and the steps to include in the planning process:

Step 1: Engage Stakeholders

Step 2: Review Mission & Vision

Step 3: Analyze Current Processes

Step 4: Redesign Processes & Structure

Step 5: Develop an Implementation Plan

The presentation and dialogue among constituency group members laid the foundation for the District's approach to the redesign and began the work.

4. District Council Meetings

During the Fall 2012, the framework for proceeding and developing the institutions Guiding Principles was accepted by Executive Leadership and vetted through the participatory governance process.

September 20, 2012

The Council reviewed the Reorganization - Principles and Guidelines presentation material from the Asilomar Leadership Retreat. Institutional best practices for reorganizational efforts and the steps to include in the planning process were highlighted. Chancellor Cepeda emphasized the purpose of the reorganization is to provide a structure that better serves the district.

October 18, 2012

District Council received an overview of the District Redesign (aka Restructuring/Reorganization) in a draft document format that outlined a purpose statement, principles and process for the District. It was noted the planning process would require significant communication between and among the colleges and the District Offices and would focus addressing future institutional needs instead of changes for the short term.

November 15, 2012

The Council received a revised planning document for redesign, which included the guiding principles and action components of planning, communication, review and analysis. Additional feedback was received. The comments were incorporated, and the document was finalized for the Chancellor to recommend to the Board of Trustees for review.

5. Board of Trustees & Guiding Principles

January 8, 2013 – Board Meeting

A presentation of the institutional approach to redesign was given to the Board of Trustees as an information item that included this statement:

The Board identified that one of the important performance objectives for the Chancellor is to provide a comprehensive review of the District's organization and staffing. The Chancellor's Initiative - Restructuring/Reorganization 2012-13 will examine and analyze current organizational structures at the unit level using guiding principles which align with future goals. The goal will be to connect each unit with one other to create an institution that addresses, not only the needs of students today but can also support advancement and evolution in the years to come.

The units are defined as San José City College, Evergreen Valley College, Workforce Institute and District Office.

...the Trustees will be presented with the purpose statement, the guiding principles, the process, the timeline and an outline of the report they will receive in Fall 2013...

The Board of Trustees identified revisions to the guiding principles.

January 22, 2013 – Board Meeting

As an action item, the Board adopted the following:

GUIDING PRINCIPLES FOR CHANCELLOR'S INITIATIVE - RESTRUCTURING/REORGANIZATION 2012-13

Visioning for the future with clear goals

Designing institutional structures that are student-centered to empower individuals to be master students

Respecting the strength of the heritages and life experiences of students to build more responsive colleges that reflect the cultural, religious, socioeconomic, linguistic and racial/ethnic diversity of those served.

Organizing to maximize collaboration and integration

Retooling to increase institutional efficacy, effectiveness and efficiency

Integrating flexibility and the ability to be dynamic

Ensuring the outcomes are not based on "doing more with less"

Honoring any and all provisions of the Collective Bargaining Agreements

Based on the recommendations of the Chancellor and Board approval, it was agreed that the institution's framework for redesign would address the following components:

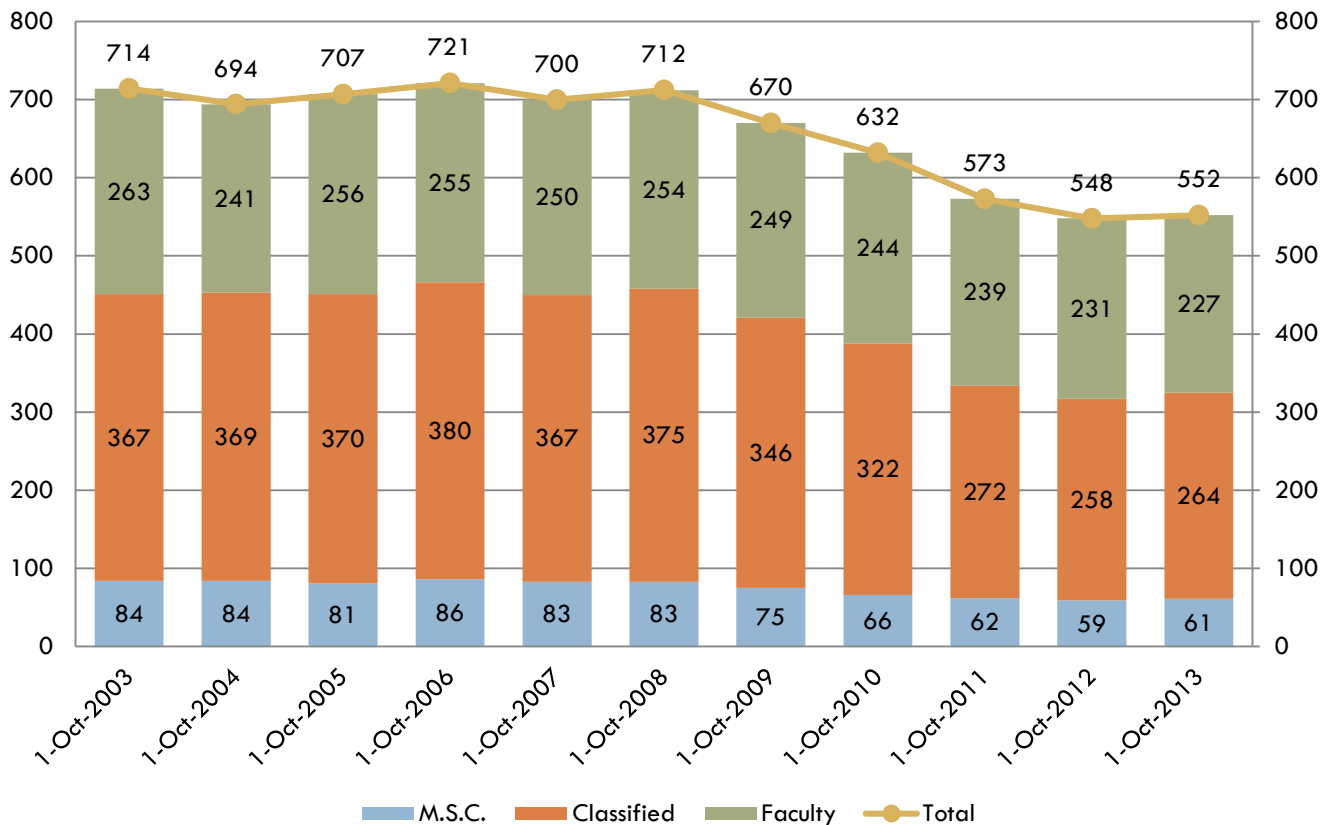
- Planning - A chronology of the various planning events that informed the process
- Communication - Documentation of efforts to share information regarding redesign/restructure districtwide and at the college and unit level
- Current Status Assessment - Data gathering to determine areas of greatest need including workforce reduction outcomes
- Analysis - Review of data and determination of next steps
- Proposed Organization Charts for 2013-2017 - Integration of data and data analysis in the revision of organization charts.

II. WORKFORCE CHANGES 2003-2013

Assessment of the workforce is a critical component of the planning process. Significant reduction to the workforce occurred over the period spanning from 2008 to 2012. The total employee headcount peaked in 2006 with seven hundred and twenty-one (721) employees. In 2012, employee headcount had been reduced to five hundred and forty-eight (548) which represented a 24% workforce reduction. As of October 2012, the District had reduced the manager/supervisor/confidential staff by 31.4%, classified staff by 32.2%, and full-time faculty by 9.4% from the 2006 staffing levels.

Through the redesign process, the workforce changes informed the further visioning but it did not dictate the vision. The planning process was not to simply restore the staffing that had been lost. The redesign initiative focuses on the future needs of the District by assessing current and future needs, on-going initiatives and innovation, upcoming requirements and emerging trends.

Employee Group Composition



San Jose Evergreen Community College District

Demographics Report - Headcounts & Employee Groups

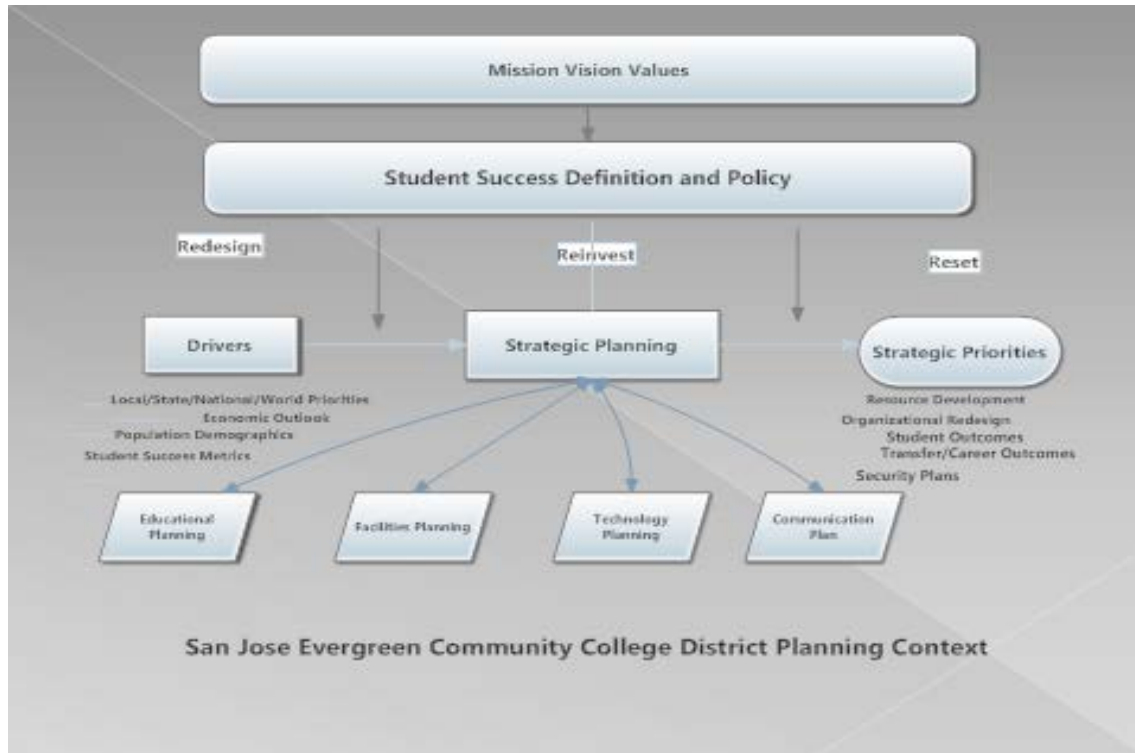
Oct. 2003 - Oct. 2013

Employee Groups	Oct-1-2003		Oct-1-2004		Oct-1-2005		Oct-1-2006		Oct-1-2007		Oct-1-2008		Oct-1-2009		Oct-1-2010		Oct-1-2011		Oct-1-2012		Oct-1-2013		11 Year Difference	
	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%	no.#	%
DO	203	28%	212	31%	202	29%	211	29%	202	29%	211	30%	142	21%	122	19%	106	18%	95	17%	99	18%	-104	-51.2%
Manager/Supervisor/Confidential	42	6%	42	6%	37	5%	42	6%	42	6%	40	6%	33	5%	29	5%	28	5%	26	5%	26	5%	-16	-38.1%
Classified	161	23%	170	24%	165	23%	169	23%	160	23%	171	24%	109	16%	93	15%	78	14%	69	13%	73	13%	-88	-54.7%
SJCC	252	35%	235	34%	245	35%	239	33%	240	34%	241	34%	257	38%	251	40%	220	38%	221	40%	217	39%	-35	-13.9%
Manager/Supervisor/Confidential	21	3%	20	3%	24	3%	22	3%	20	3%	20	3%	19	3%	17	3%	15	3%	16	3%	16	3%	-5	-23.8%
Classified	98	14%	93	13%	94	13%	95	13%	97	14%	97	14%	113	17%	113	18%	85	15%	88	16%	87	16%	-11	-11.2%
Faculty	133	19%	122	18%	127	18%	122	17%	123	18%	124	17%	125	19%	121	19%	120	21%	117	21%	114	21%	-19	-14.3%
EVC	259	36%	247	36%	260	37%	271	38%	258	37%	260	37%	271	40%	259	41%	247	43%	232	42%	236	43%	-23	-8.9%
Manager/Supervisor/Confidential	21	3%	22	3%	20	3%	22	3%	21	3%	23	3%	23	3%	20	3%	19	3%	17	3%	19	3%	-2	-9.5%
Classified	108	15%	106	15%	111	16%	116	16%	110	16%	107	15%	124	19%	116	18%	109	19%	101	18%	104	19%	-4	-3.7%
Faculty	130	18%	119	17%	129	18%	133	18%	127	18%	130	18%	124	19%	123	19%	119	21%	114	21%	113	20%	-17	-13.1%
TOTAL	714	100%	694	100%	707	100%	721	100%	700	100%	712	100%	670	100%	632	100%	573	100%	548	100%	552	100%	-162	-22.7%
Manager/Supervisor/Confidential	84	12%	84	12%	81	11%	86	12%	83	12%	83	12%	75	11%	66	10%	62	11%	59	11%	61	11%	-23	-27.4%
Classified	367	51%	369	53%	370	52%	380	53%	367	52%	375	53%	346	52%	322	51%	272	47%	258	47%	264	48%	-103	-28.1%
Faculty	263	37%	241	35%	256	36%	255	35%	250	36%	254	36%	249	37%	244	39%	239	42%	231	42%	227	41%	-36	-13.7%

* Source: SJECDD Datatel Employment Data 2003-2013

III. PLANNING PROCESS & SCHEDULE

San José · Evergreen Community College District Planning Context



1. Charge to Administrative Staff

To address that a certain level of uniformity was created while at the same time supporting creativity and innovation, the administrative staff was given specific directives, key points, process steps, and production of specific outcomes.

1.1 Directives

To reaffirm that San José · Evergreen Community College District is organized through its institutional structures and staffing to be student-centered and focused on student success.

To examine and analyze current organizational structures at the unit¹ level using the guiding principles to align with future goals.

To connect each unit with one other to create an institution that addresses, not only the needs of today but can also support advancement and evolution in the years to come.

¹ The units are defined as San José City College, Evergreen Valley College, Workforce Institute and District Office.

1.2 Key Points

- Focus on Student Success
- Understand it's not A Straight Restoration
- Adapt, organize and innovate for the future demands of the organization
- Determine Priorities
- Develop a schedule and plan
- Adopt a phased approach

1.3 Process Steps

Self-assessment

The planning team is to assess the current status of the operation. The team should:

- Identify the functional area's core business.
- List and briefly describe key aspects for each area.
- List each of the key processes, programs and/or services to identify gaps between actual vs. optimal performance.
- Review how the existing staffing structures are supporting or detracting from goals or outcomes.
- Identify relationships between departments and those in other areas.
- Identify opportunities to improve processes to better target population's expectations and achieve operational improvements (including total elimination, standardization, simplification, enhanced use of technology).
 - Where processes cross organizational boundaries, include members of involved departments in considering opportunities to cluster services.

Analysis

Using available data, determine unit's/district's expectations for the services and programs of the functional area.

Identify reasons for both the status quo and recommended changes. List how these reasons will support and add value to the functional area, the unit and the district.

Review Program Area and Components

Review both key target populations and those serve in relation to how their needs are addressed with current organizational structure.

List the challenges and opportunities that exist for pursuing operational improvements.

Describe the optimal organizational structure.

Identify goals or outcomes that need to be accomplished in relation to the optimal organizational structure.

Determine if a different organizational structure is needed to support target population needs to meet department goals and achieve desired outcomes.

Do Reporting Lines need to change? – define new reporting lines with attention to:

- Clarifying roles of new/existing positions
- Ensuring decision-making processes and reporting levels are clear

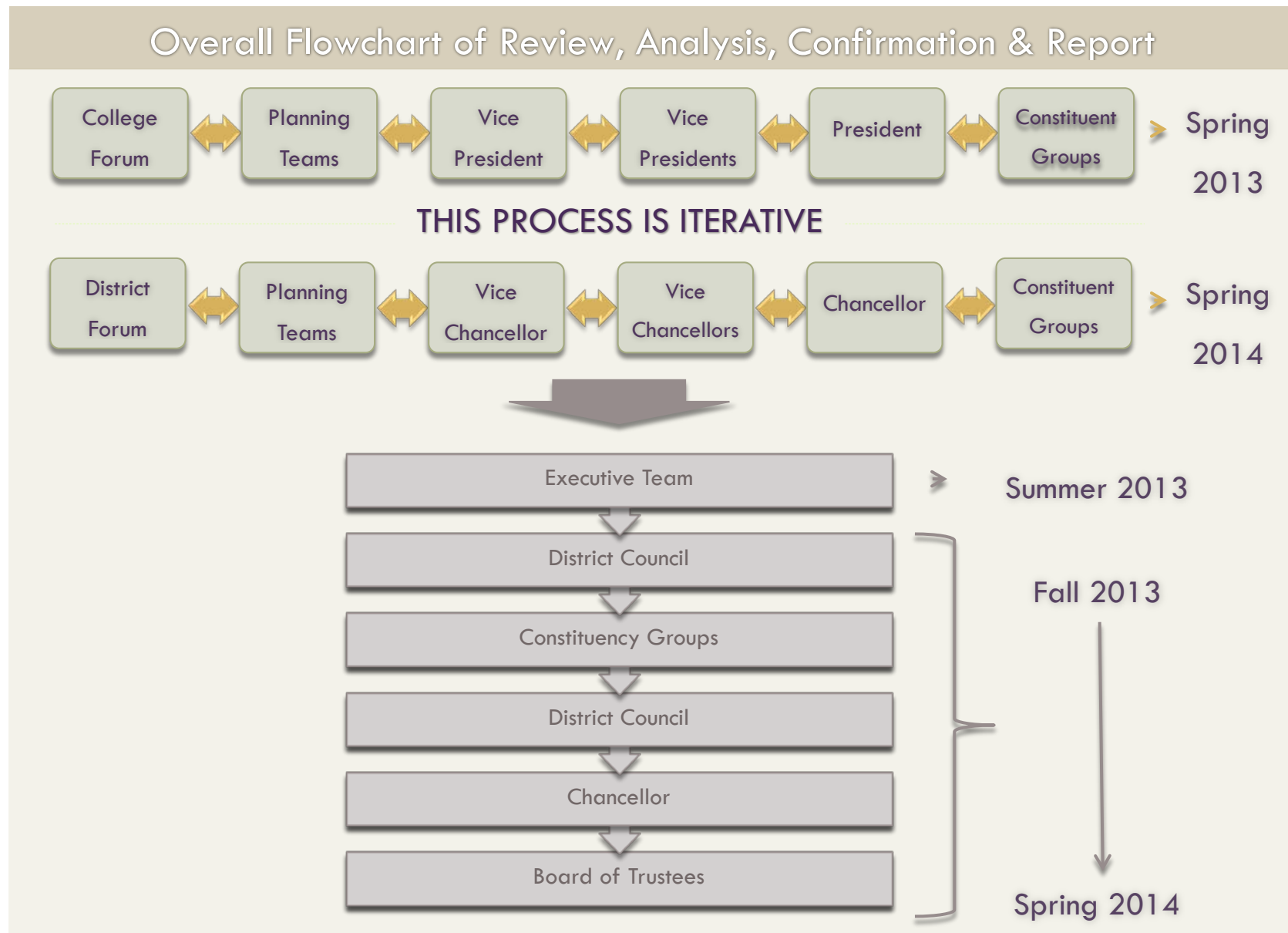
Are there new staffing needs?

Determine whether the proposed new structure is in alignment with those in other areas.

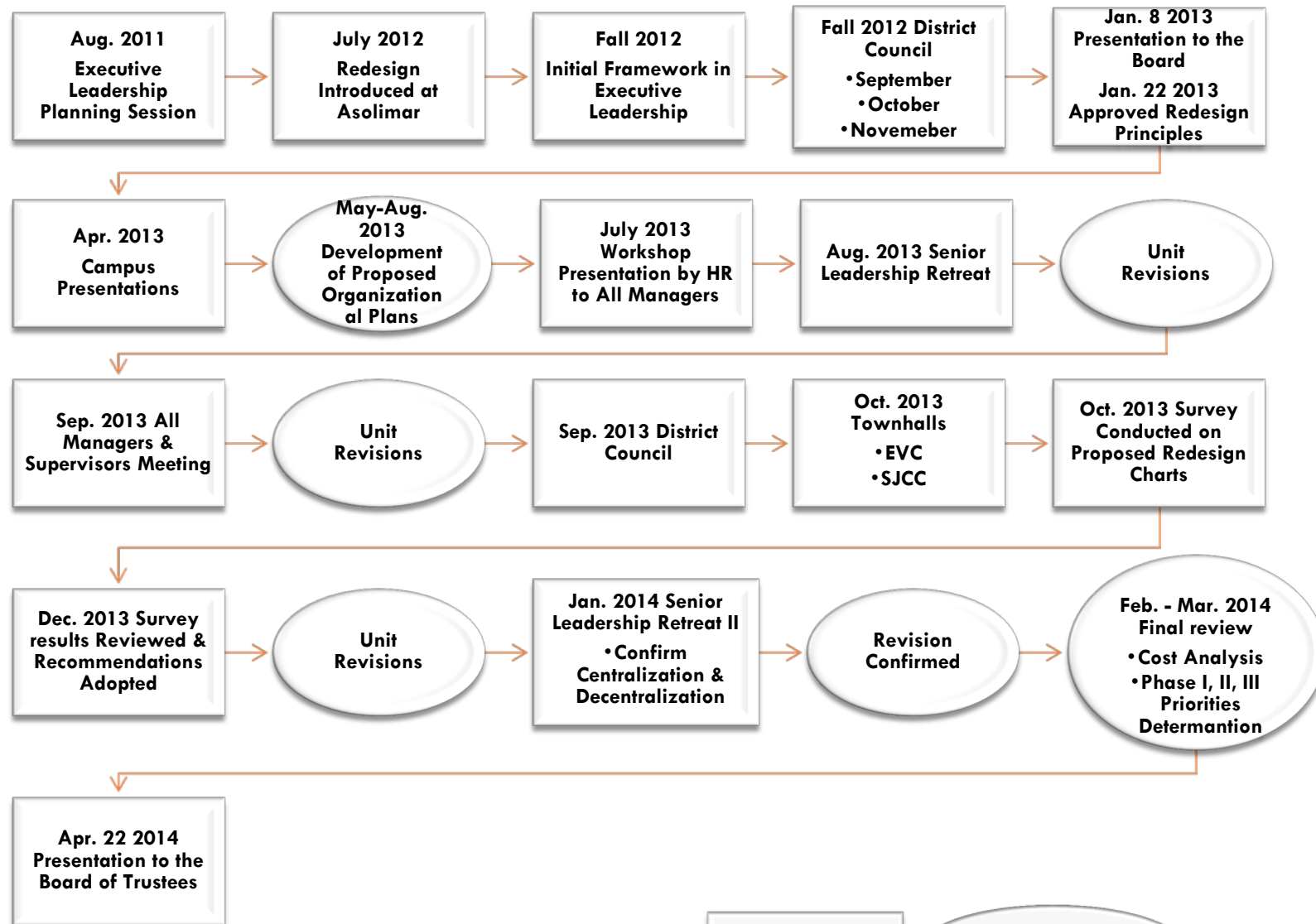
1.4 Outcome of Restructuring/Reorganization Process

- Each Unit is in alignment with institution - District.
- Timeframe and implementation plan for changing programs, services processes organizational roles and the organization structure.
- Create “Before” and “After” flow charts to help clarify any process changes
- Create a new organization chart.
- Provide a legend to indicate existing, vacant, new positions.
- Provide a legend to indicate any new proposed operations

2. Flowchart



3. Planning Schedule



Legend:

Activities

Planning

4. Survey

Prior to the finalization of the proposed organizational charts, a survey was sent to all employees during October 2013. The purpose of the survey was to provide each and every employee an opportunity to comment and provided feedback. For each chart, there was a single open-ended question, "Please provide comments and recommendations on proposed chart."

The results of the survey were used to identify themes. These themes were used to revise and finalize the proposed organizational charts. (Survey and compilation of themes in Appendix I)

IV. REDESIGN PROPOSAL 2013-2017

1. Proposed Organizational Charts

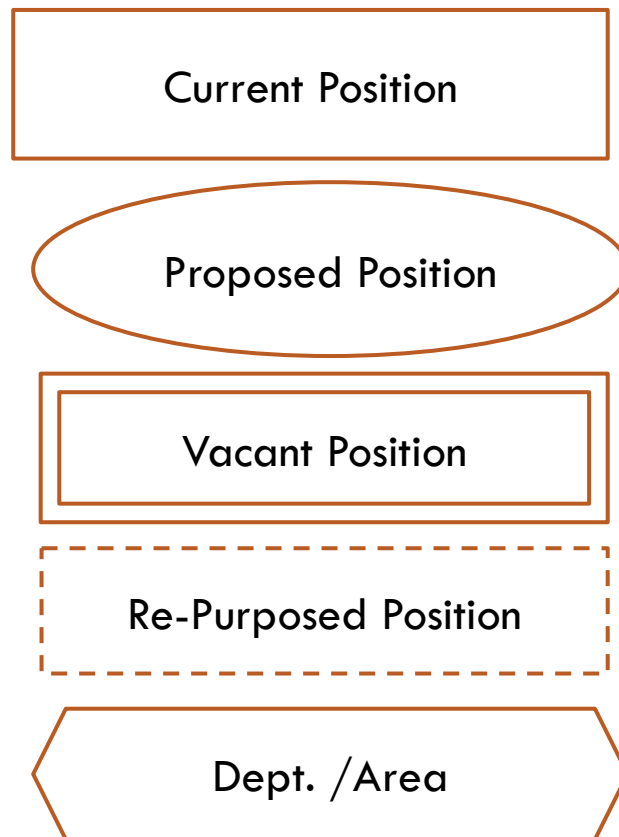
- San José City College
- Evergreen Valley College
- District Office/Workforce Institute

2. Table of New/Repurposed/Vacant Positions

3. Phases I, II, & III – Cost Analysis

Proposed Organizational Charts

Legend





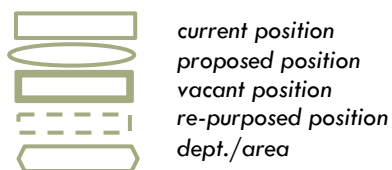
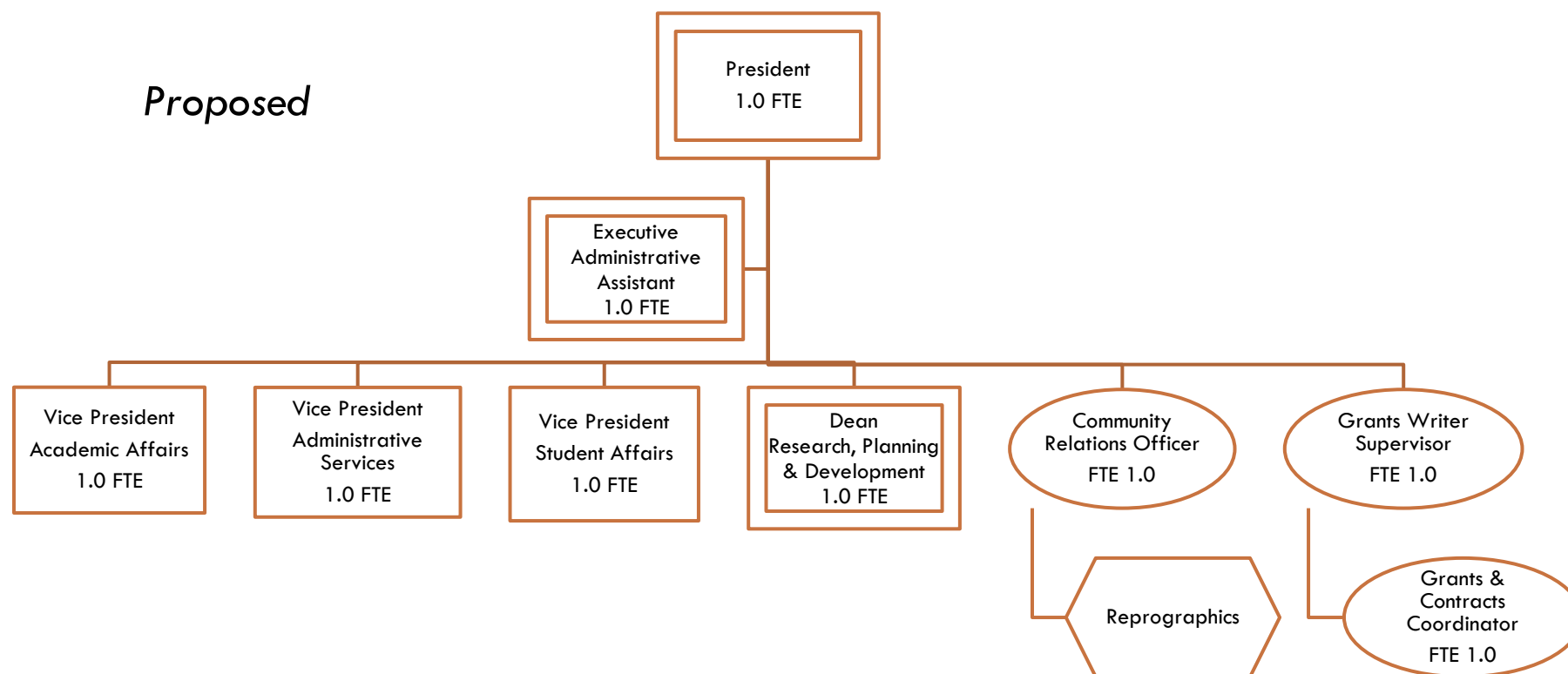
San José City College Redesign Organizational Charts

April 22, 2014



San José City College Organizational Charts

Proposed

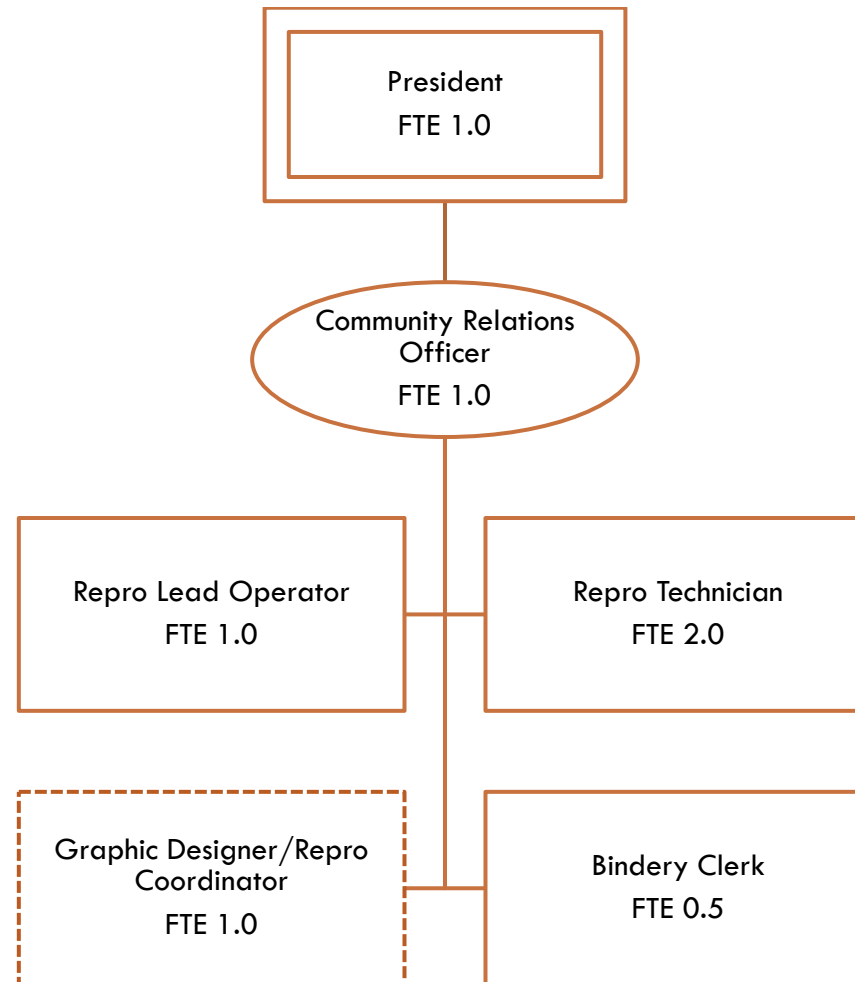


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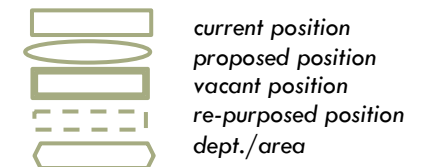


President's Office

Proposed



Updated on January 29, 2014



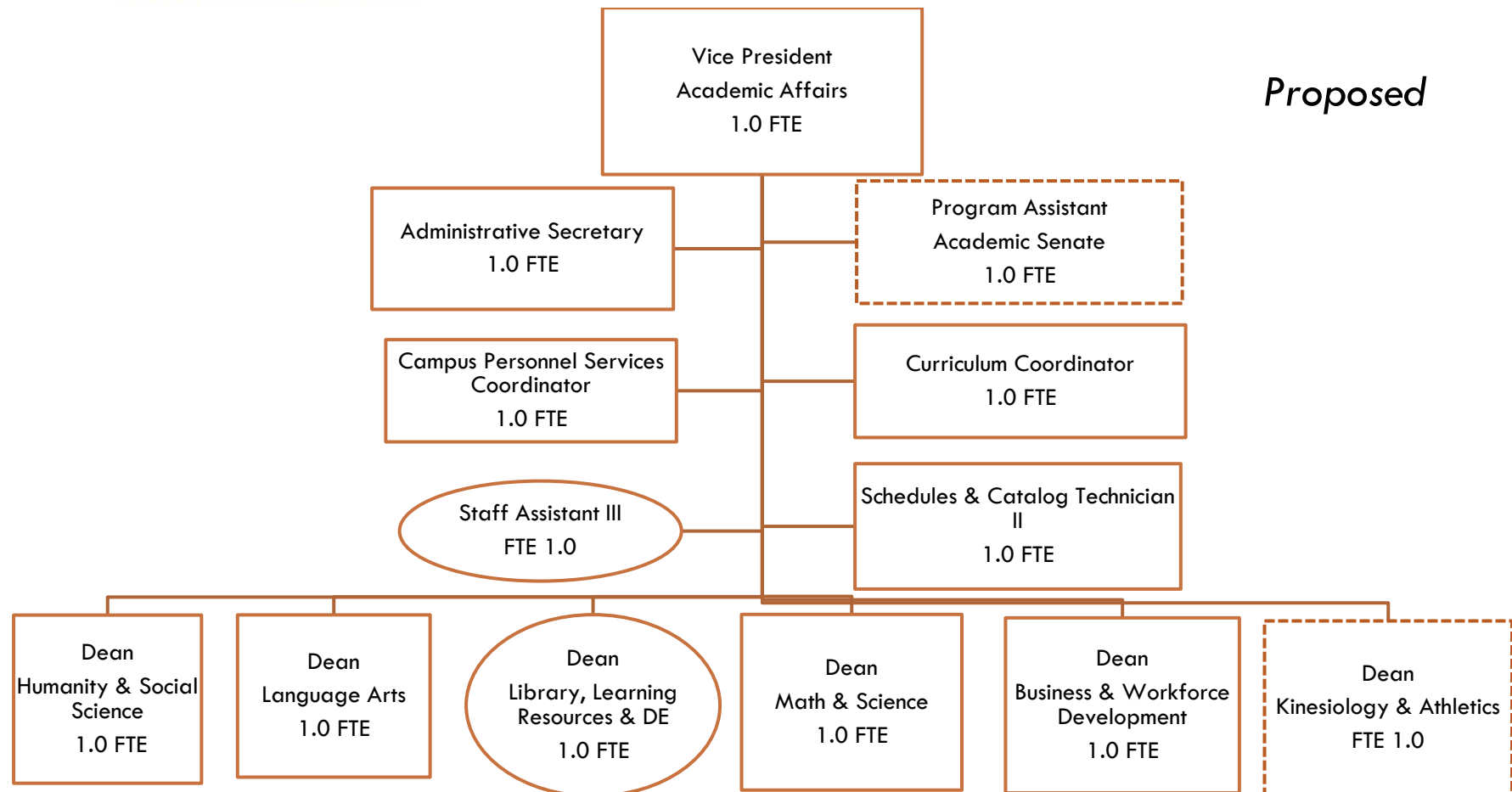


Academic Affairs

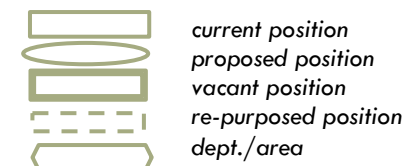


Academic Affairs

Proposed

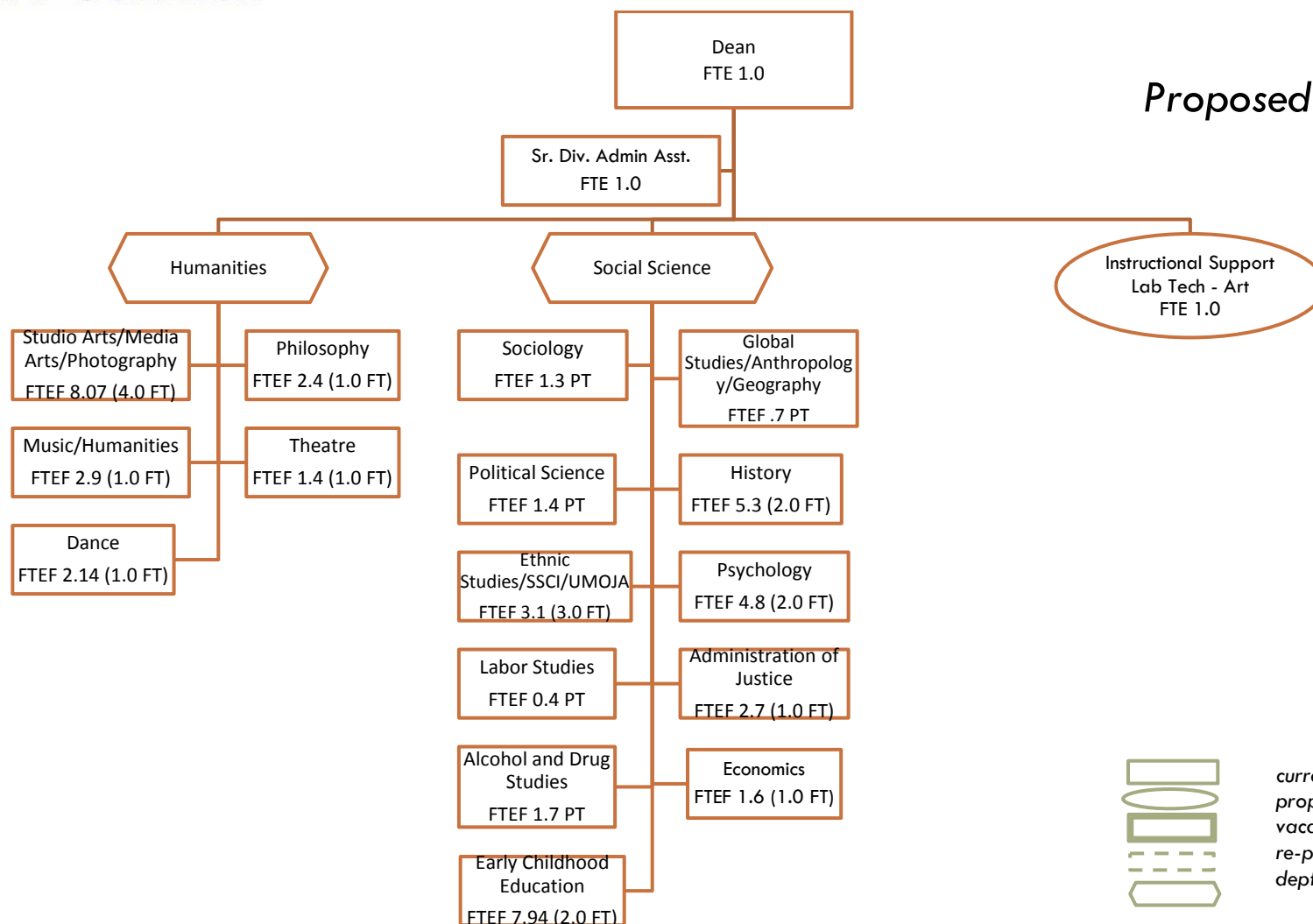


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Humanities & Social Sciences

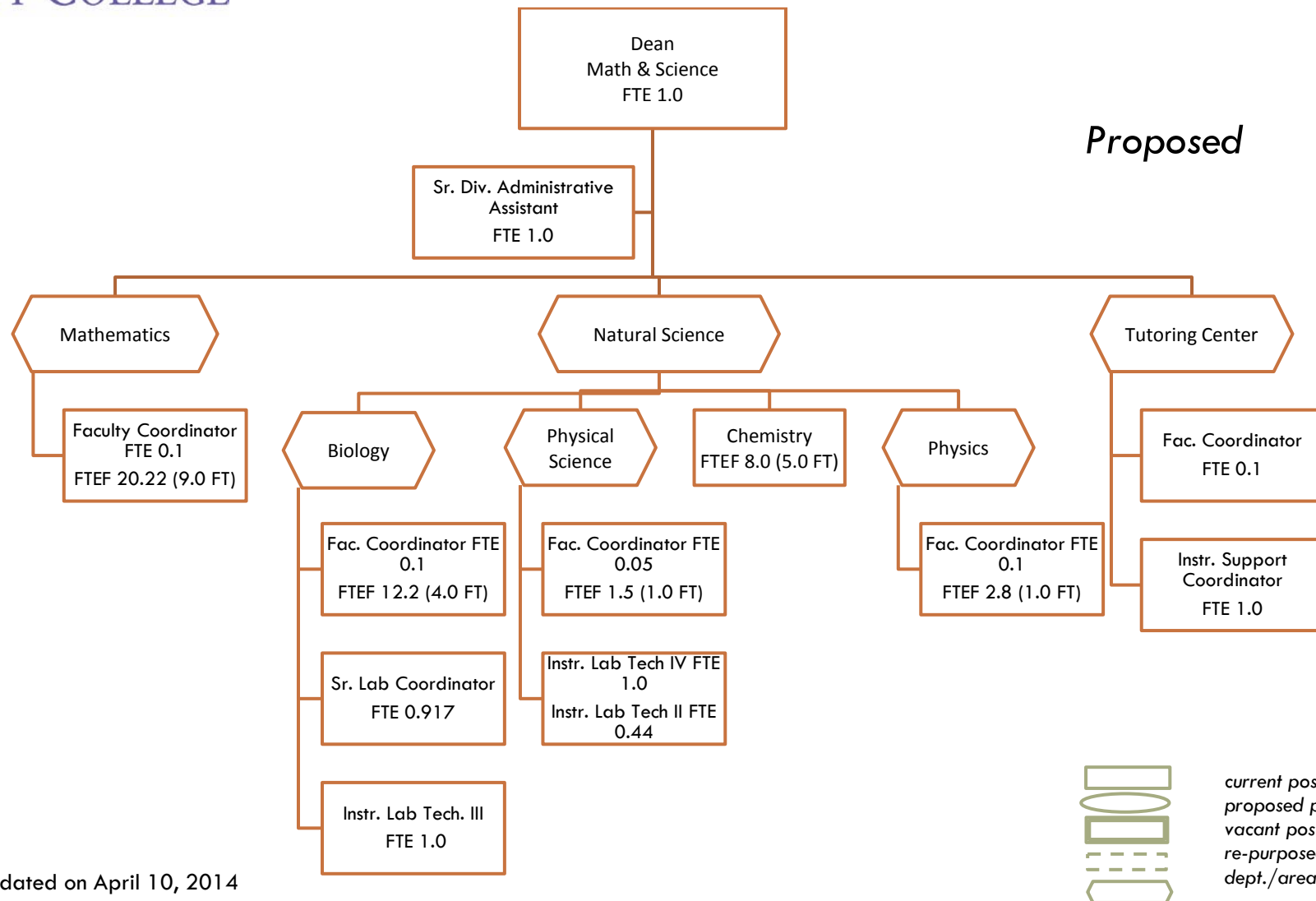


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Math & Science

Proposed

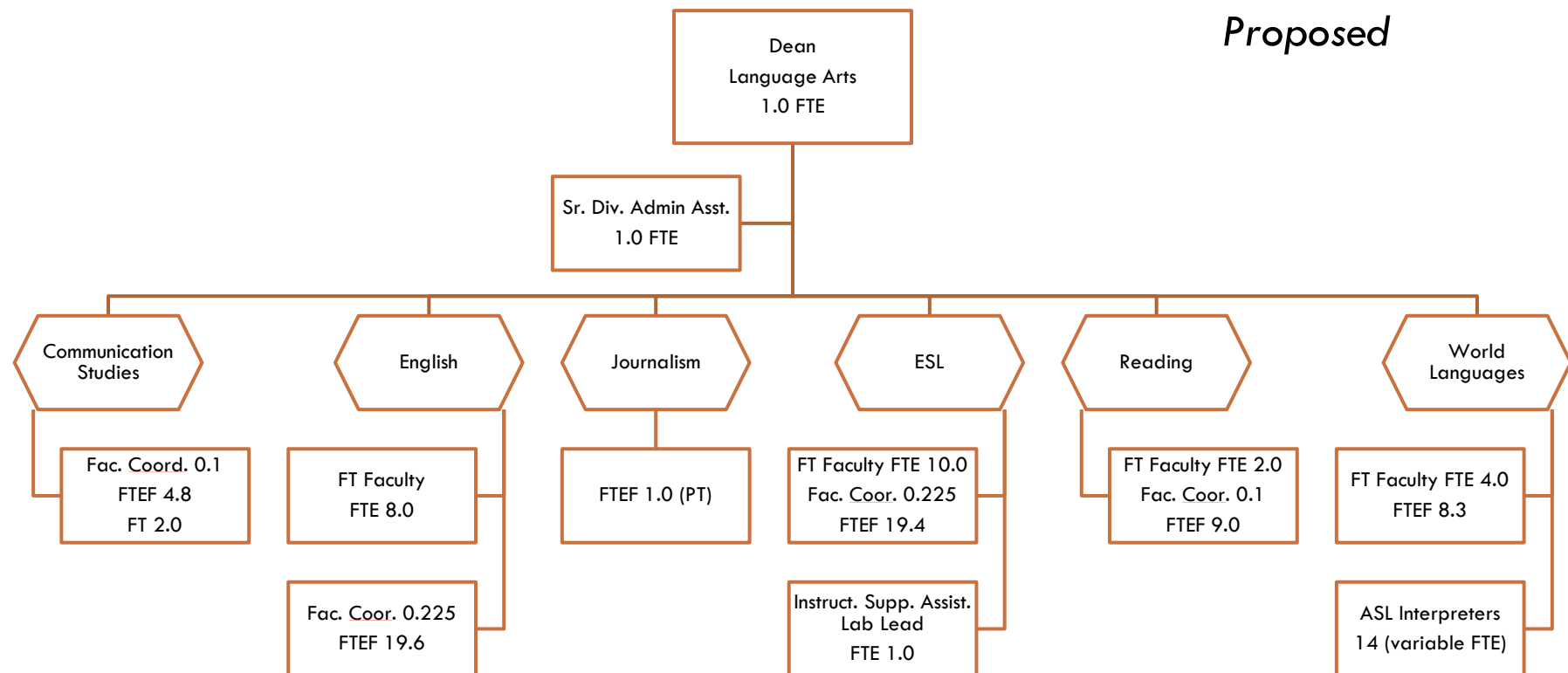


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Language Arts

Proposed

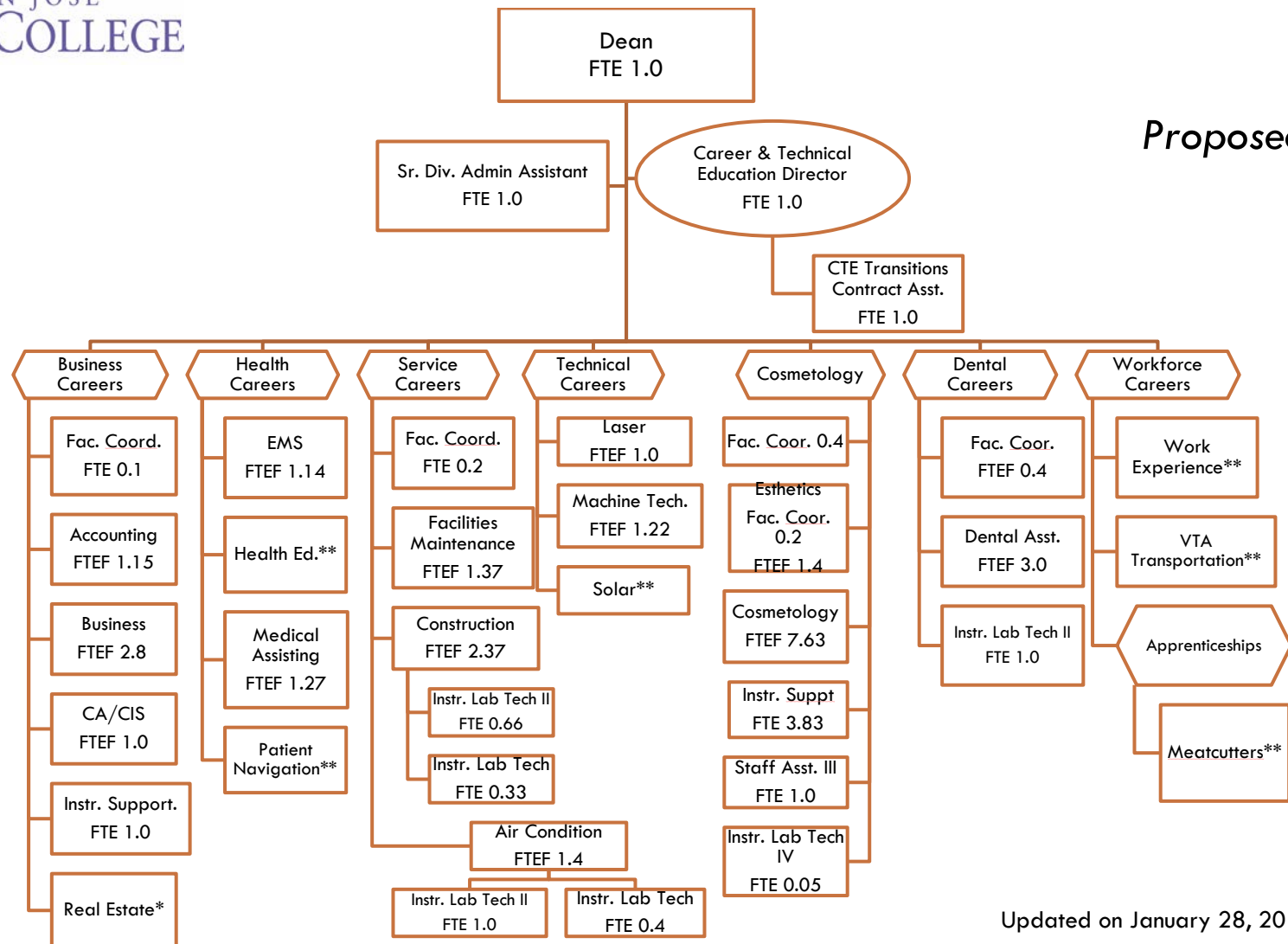


current position
proposed position
vacant position
re-purposed position
dept./area

Updated on January 21, 2014



Business & Workforce Development



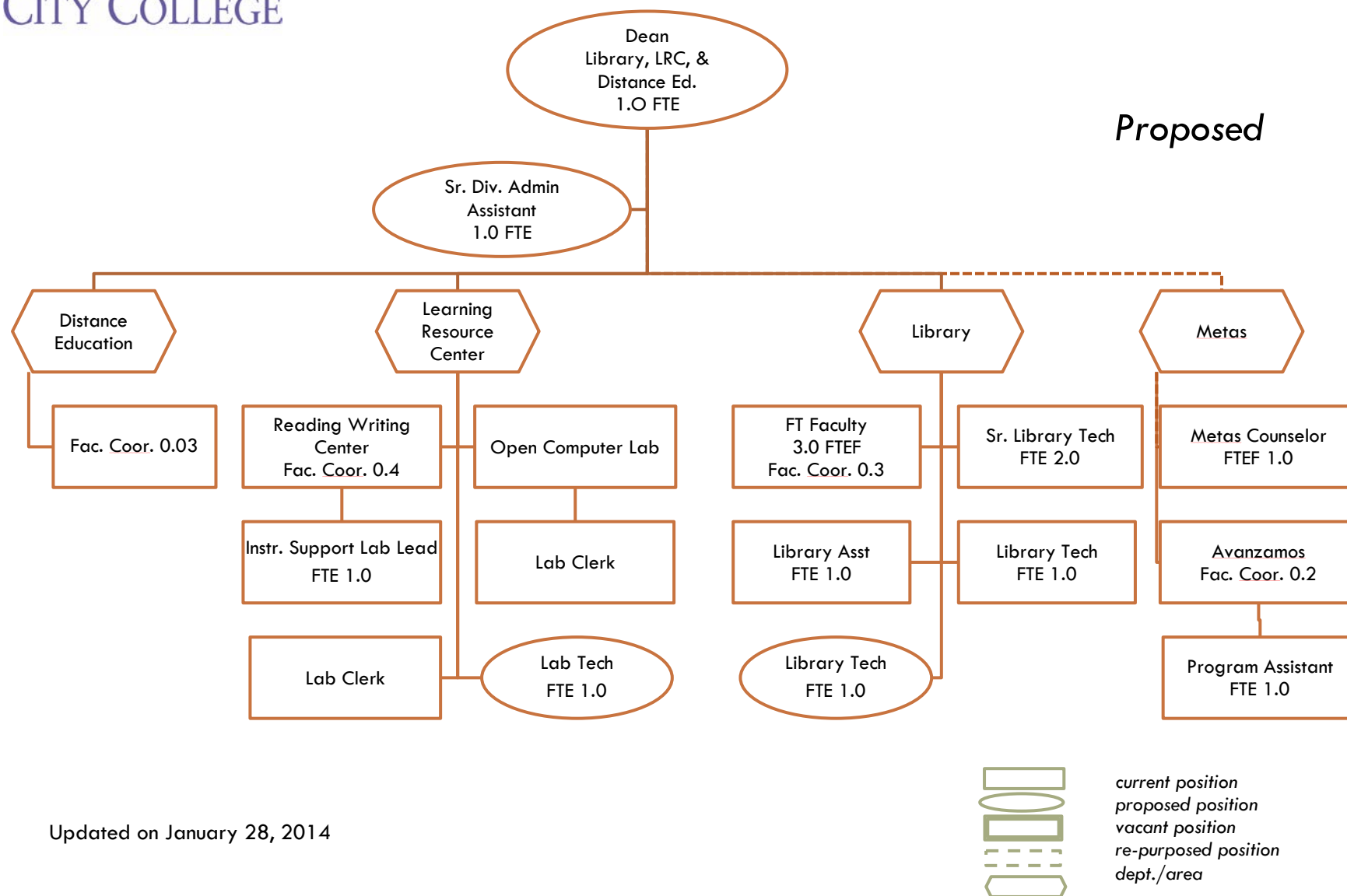
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* 2FT in Business, 1 teaches Real Estate PT

** Adjuncts only



Library, LRC, & Distance Education

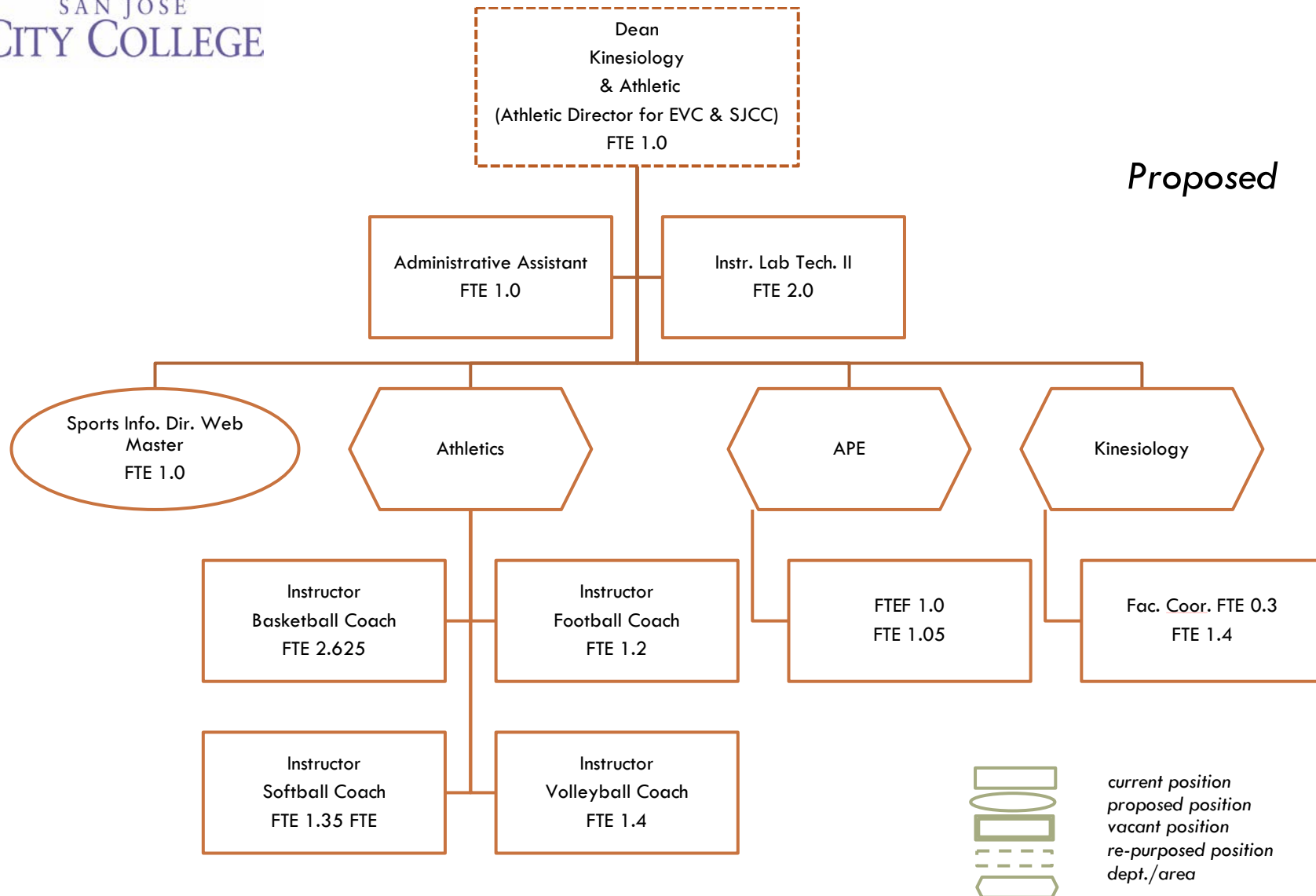


Updated on January 28, 2014



Kinesiology & Athletics

Proposed



Updated on January 28, 2014

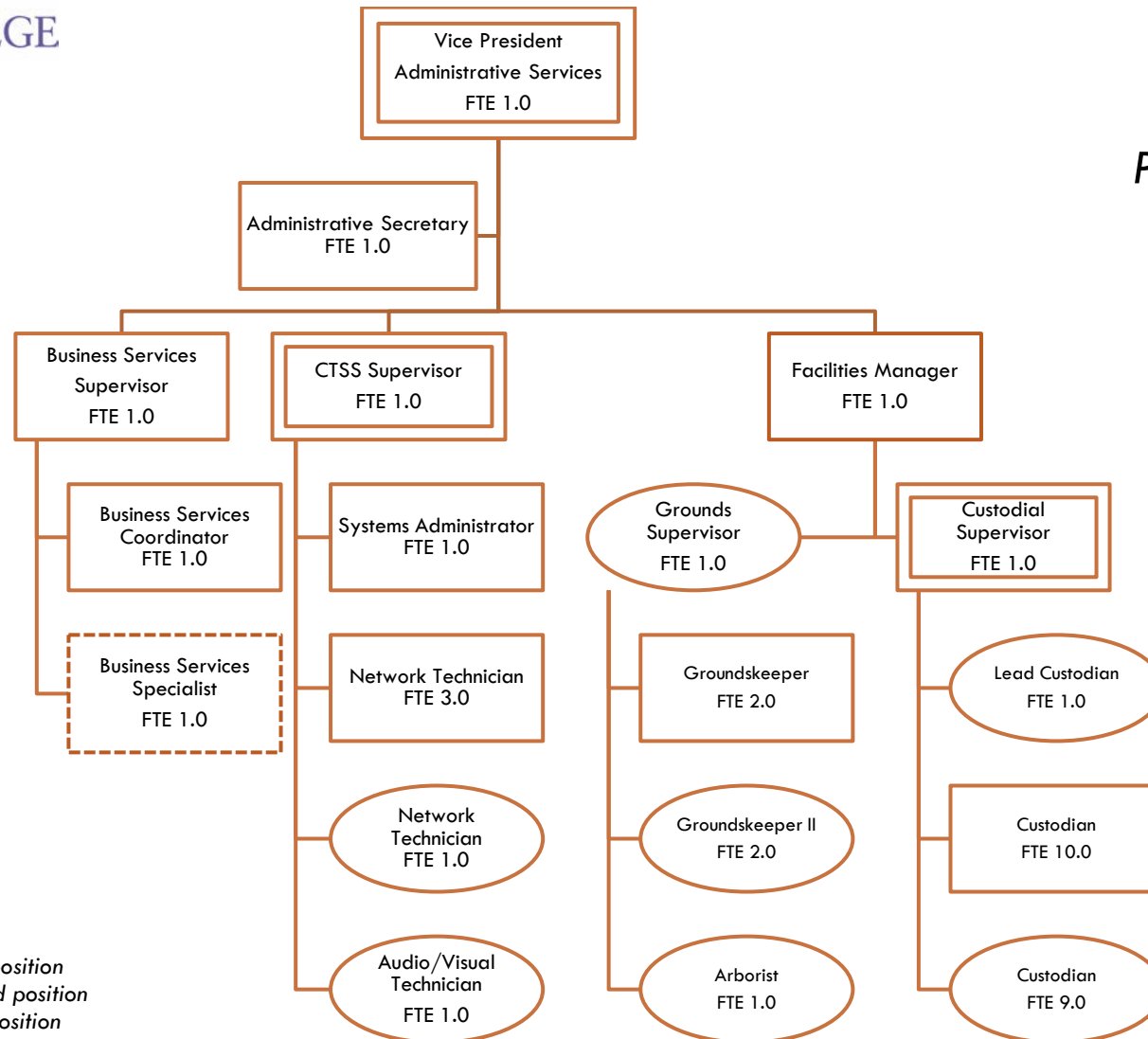


Administrative Services



Administrative Services

Proposed



current position
proposed position
vacant position
re-purposed position
dept./area

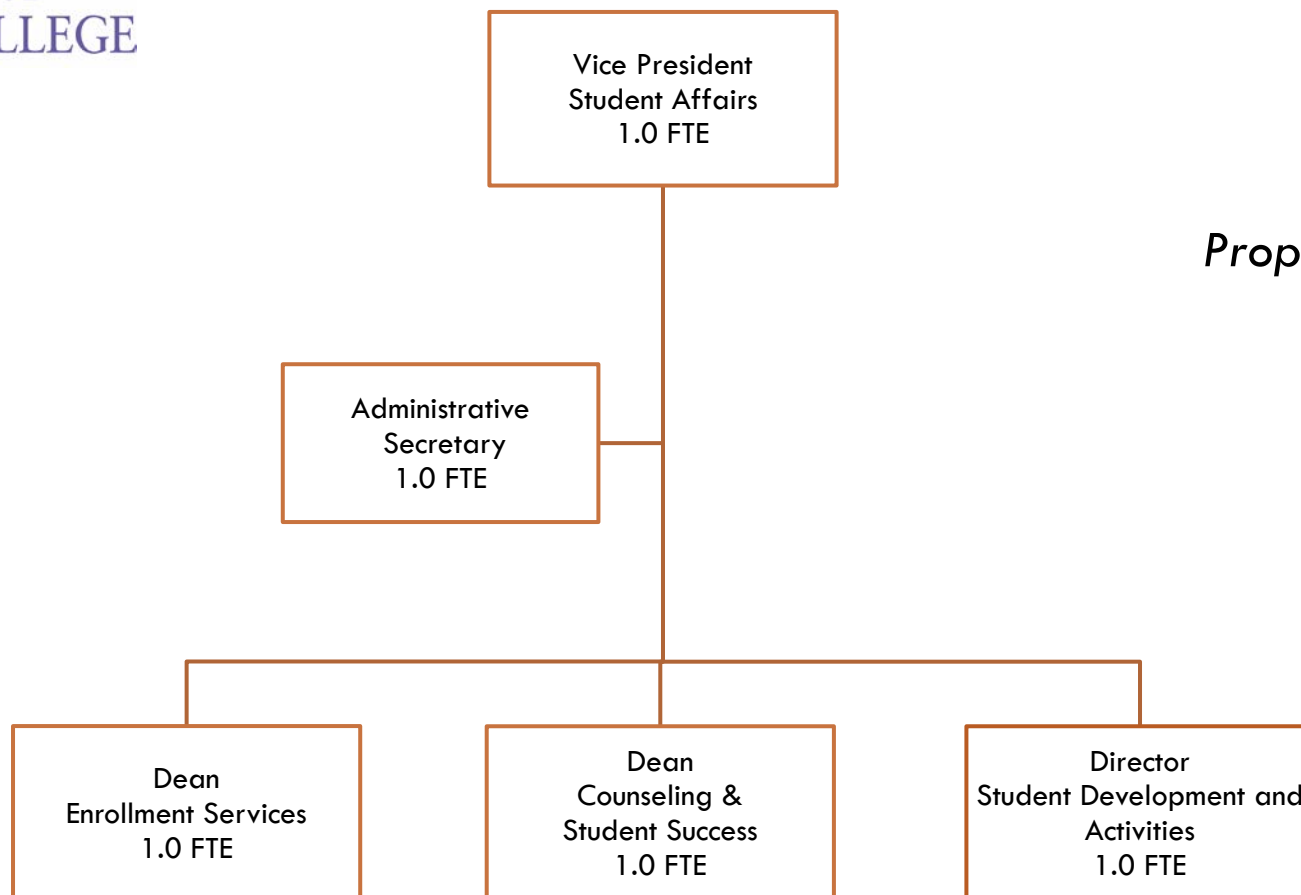
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Student Affairs



Student Affairs



Updated on January 21, 2014

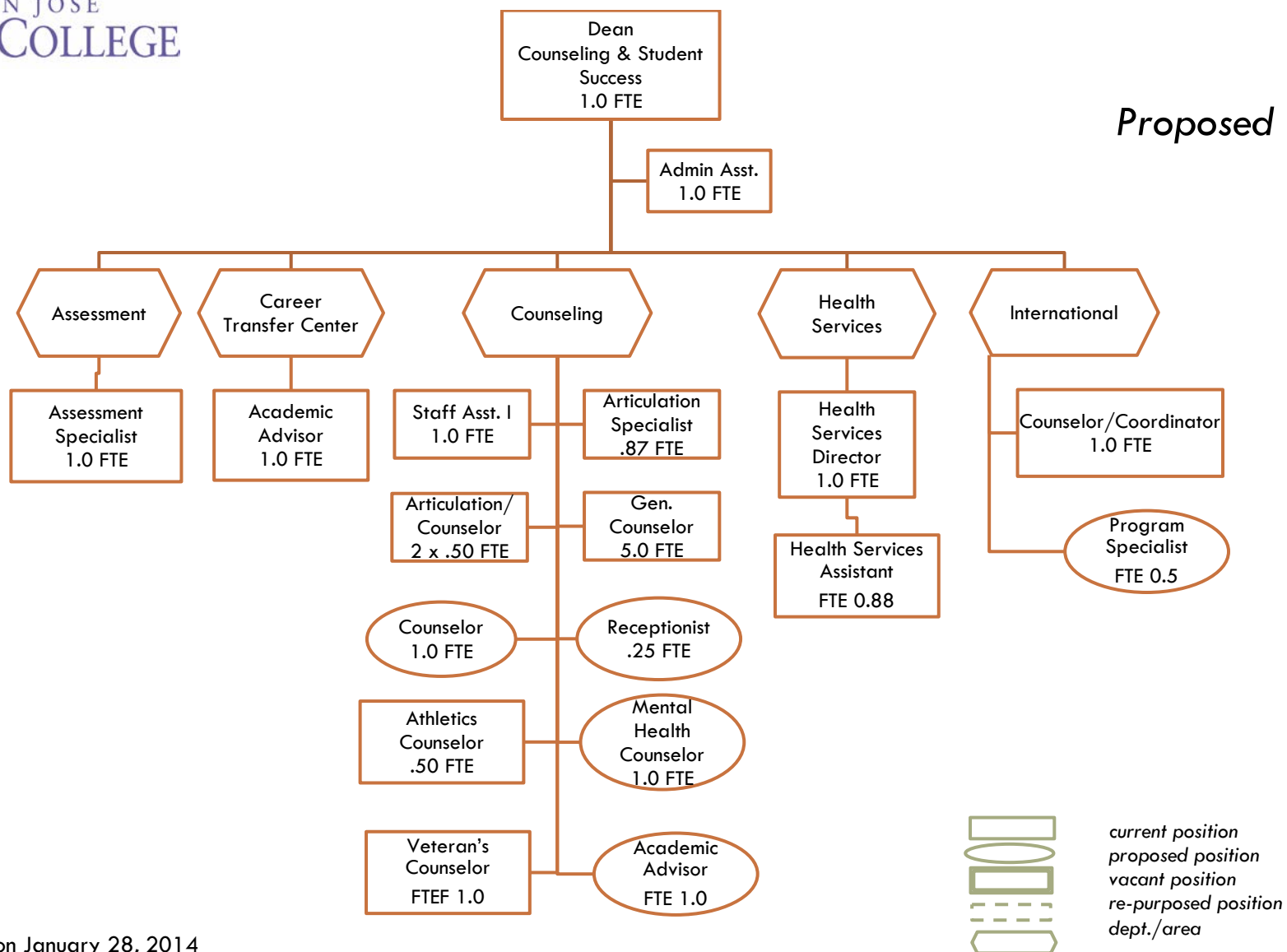


current position
proposed position
vacant position
re-purposed position
dept./area



Counseling & Student Success

Proposed

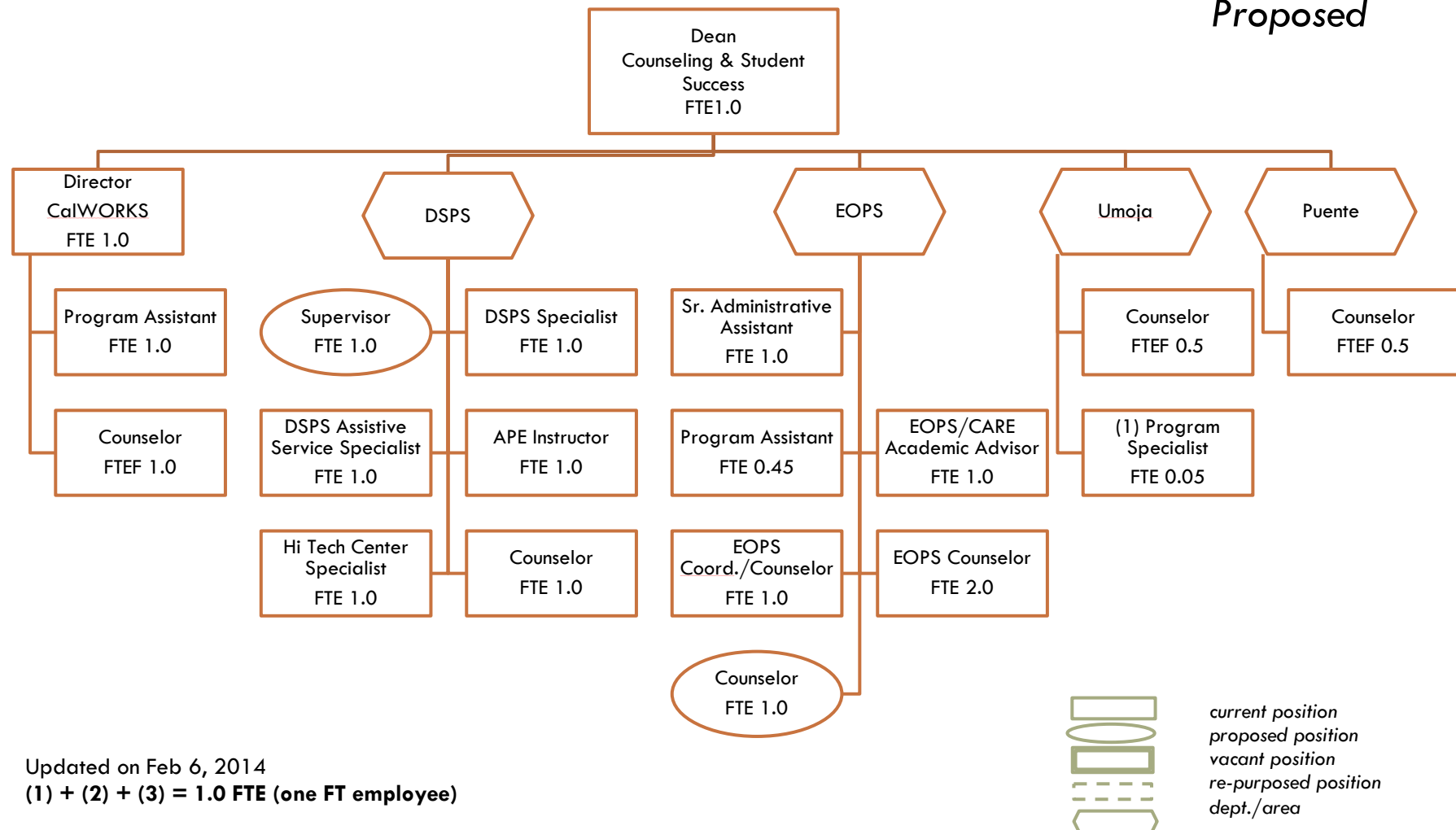


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Counseling & Student Success

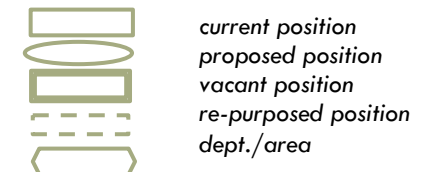
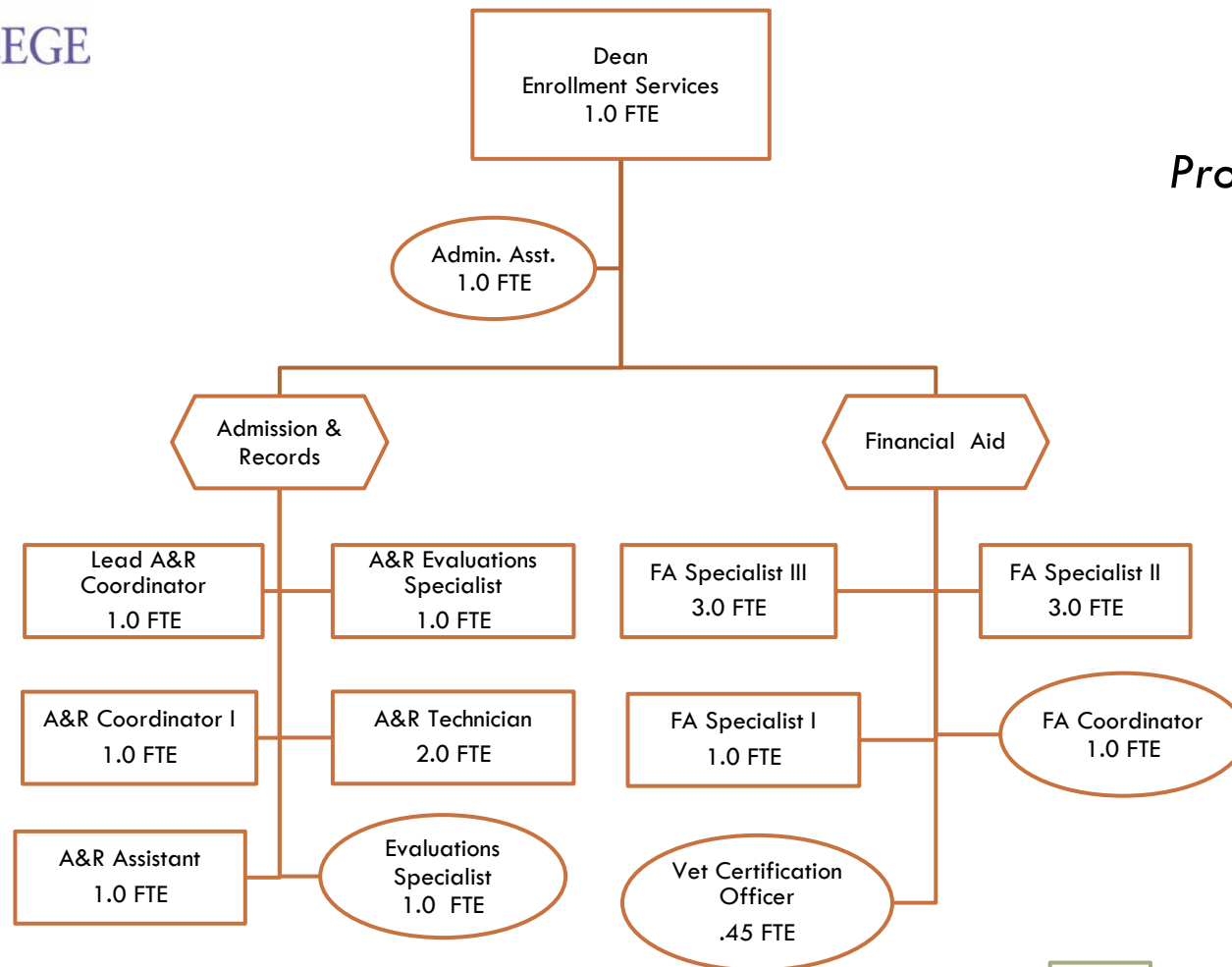
Proposed





Enrollment Services

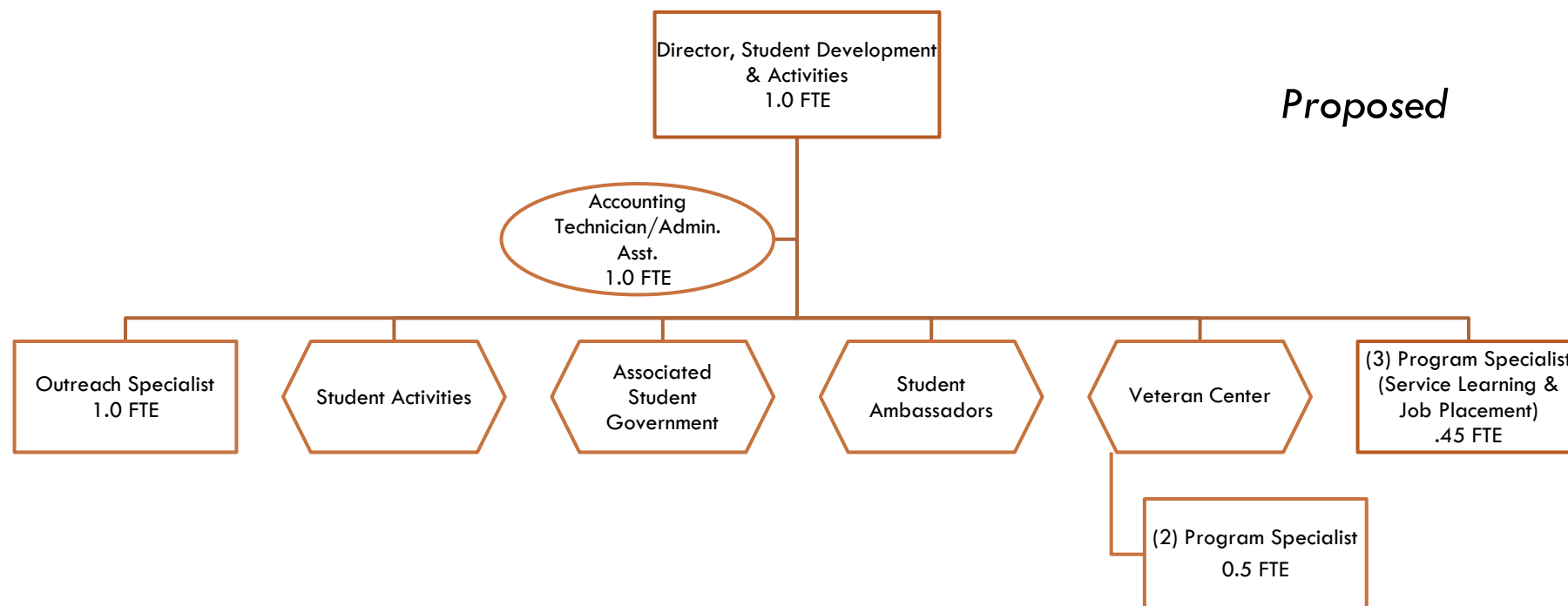
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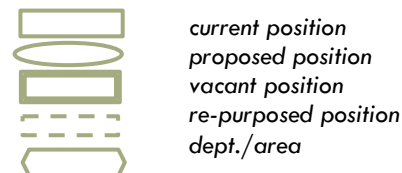


Student Development & Activities



Updated on January 30, 2014

(1) + (2) + (3) = 1.0 FTE (one FT employee)



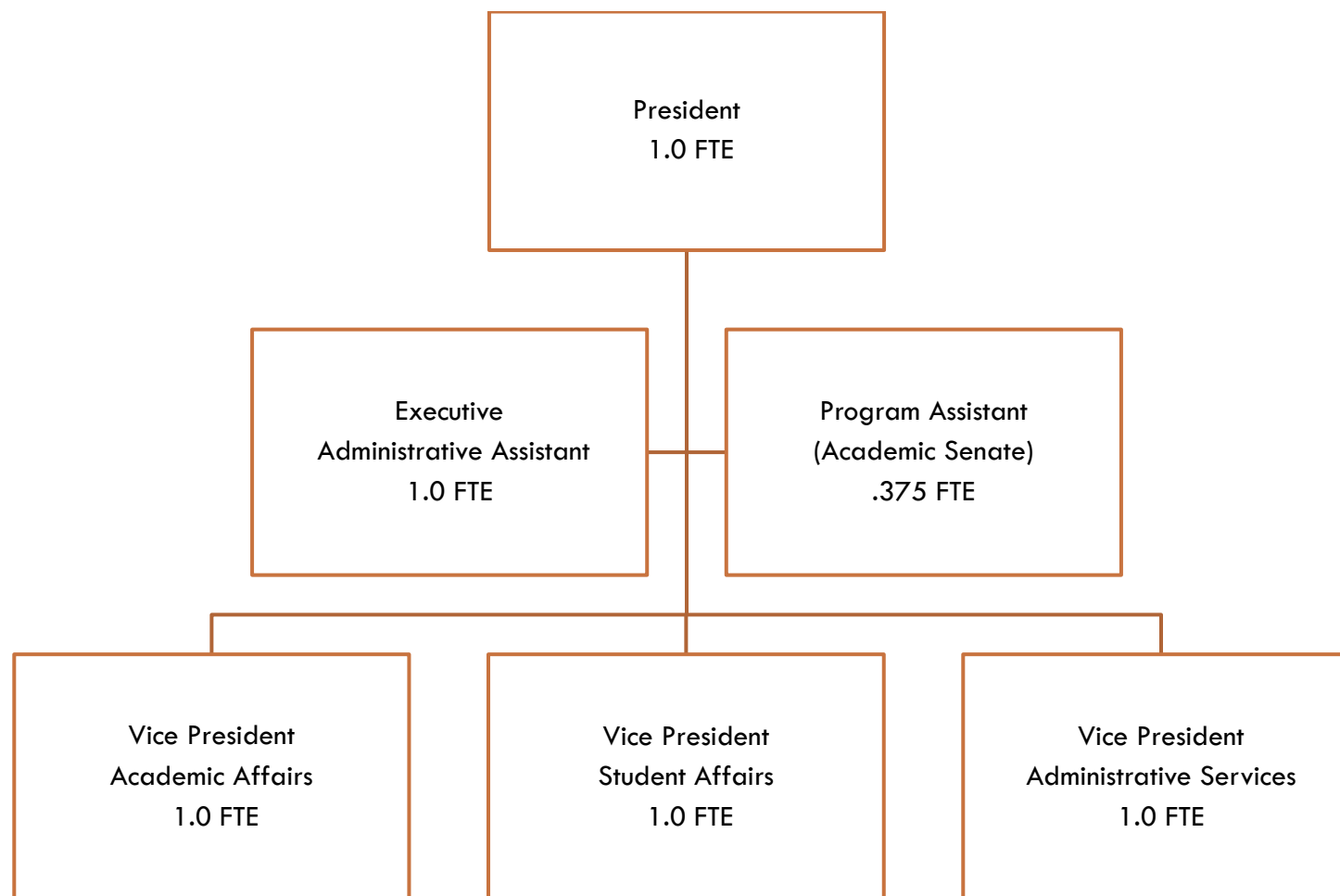


Evergreen Valley College Redesign Organizational Charts

April 22, 2014



Evergreen Valley College Organizational Chart



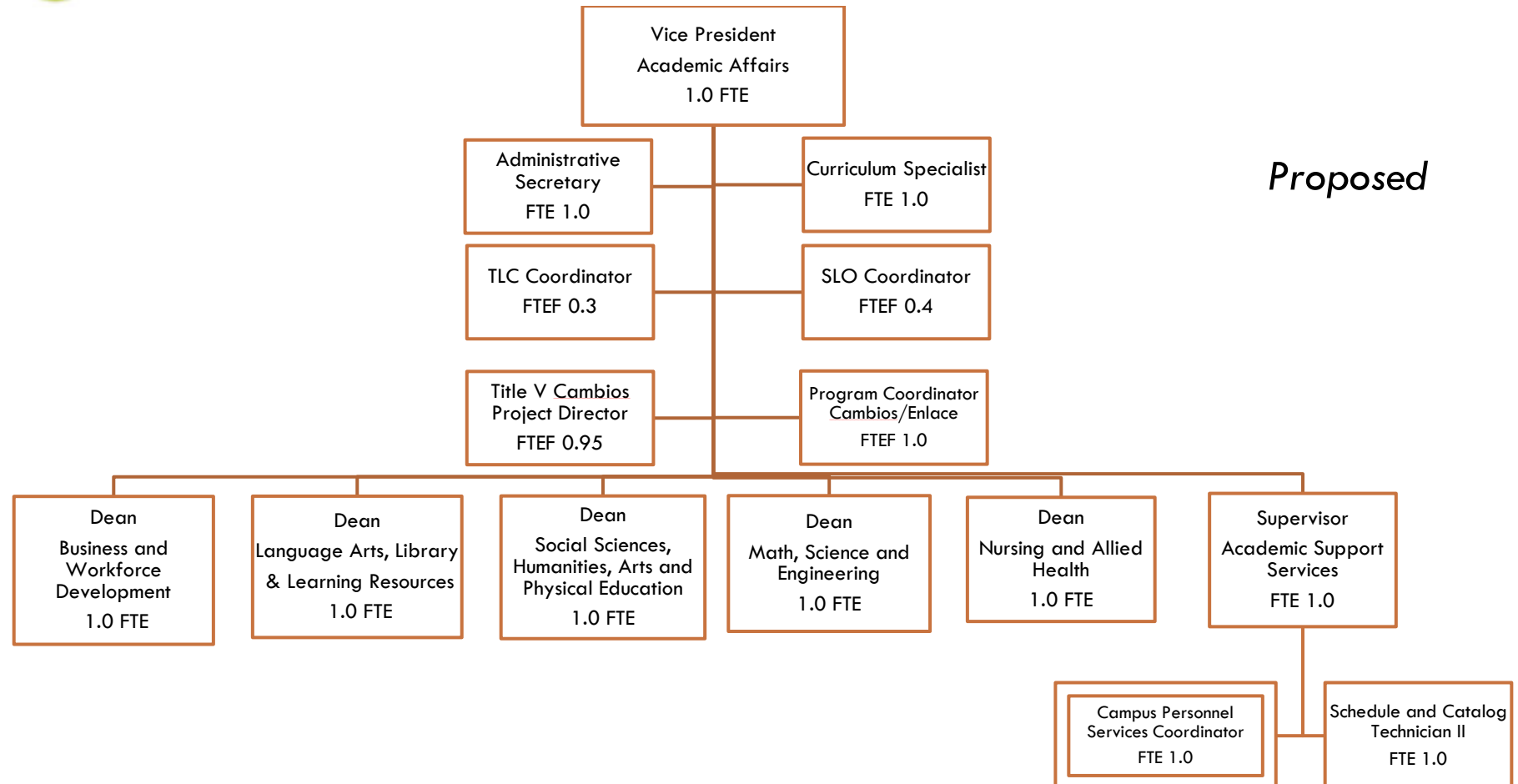
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Academic Affairs



Academic Affairs

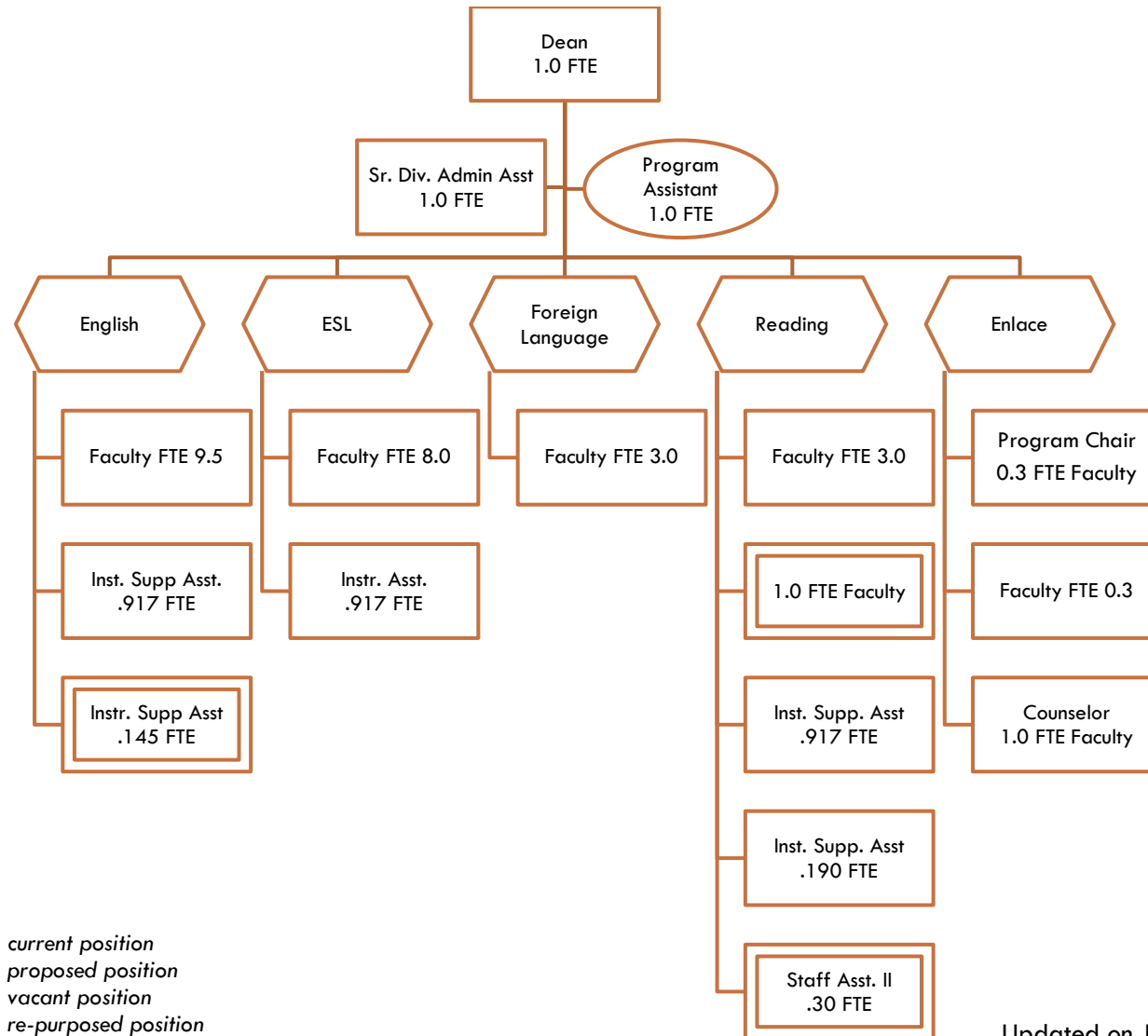


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Language Arts

Proposed

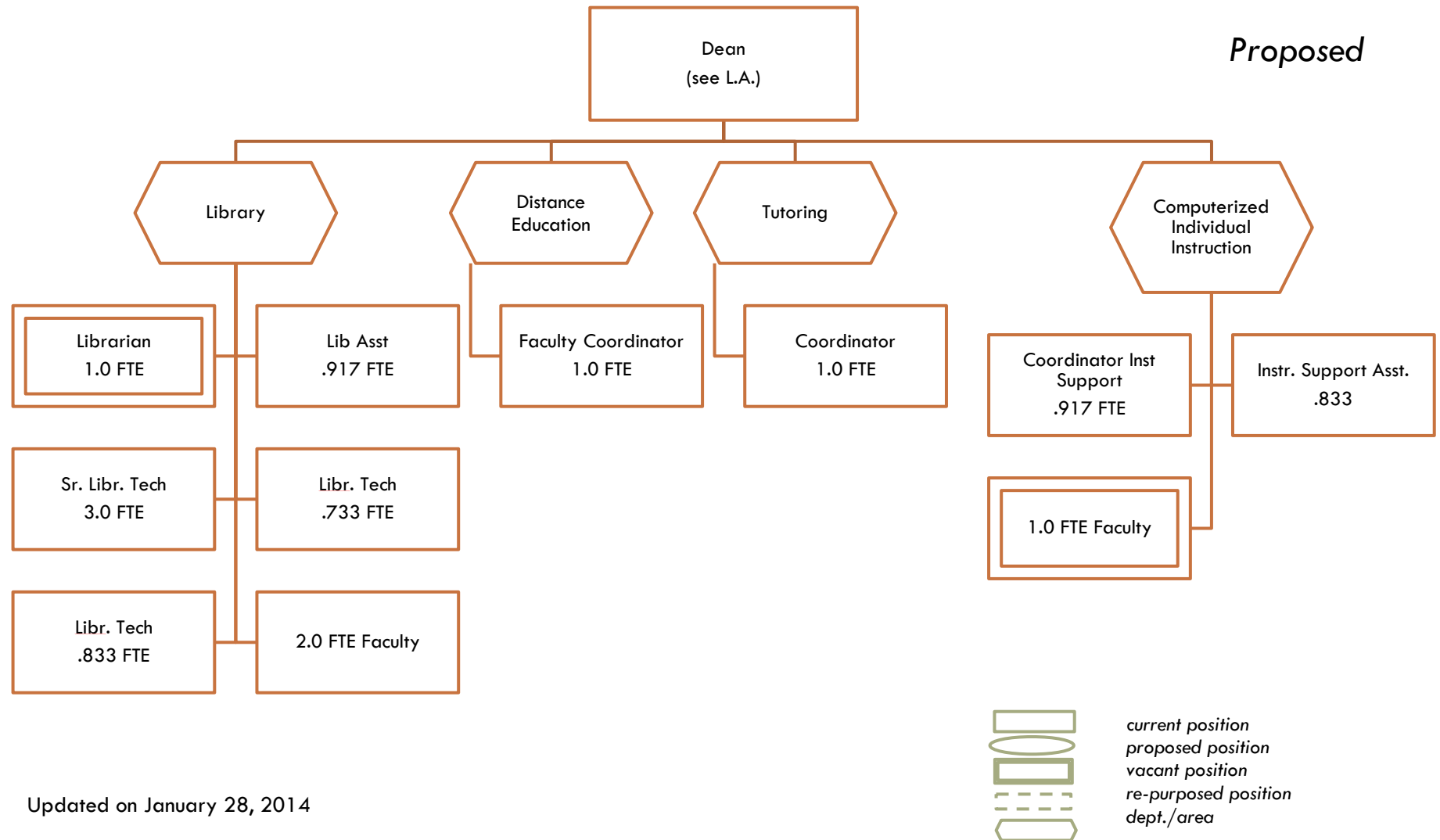


current position
proposed position
vacant position
re-purposed position
dept./area

Updated on January 28, 2014

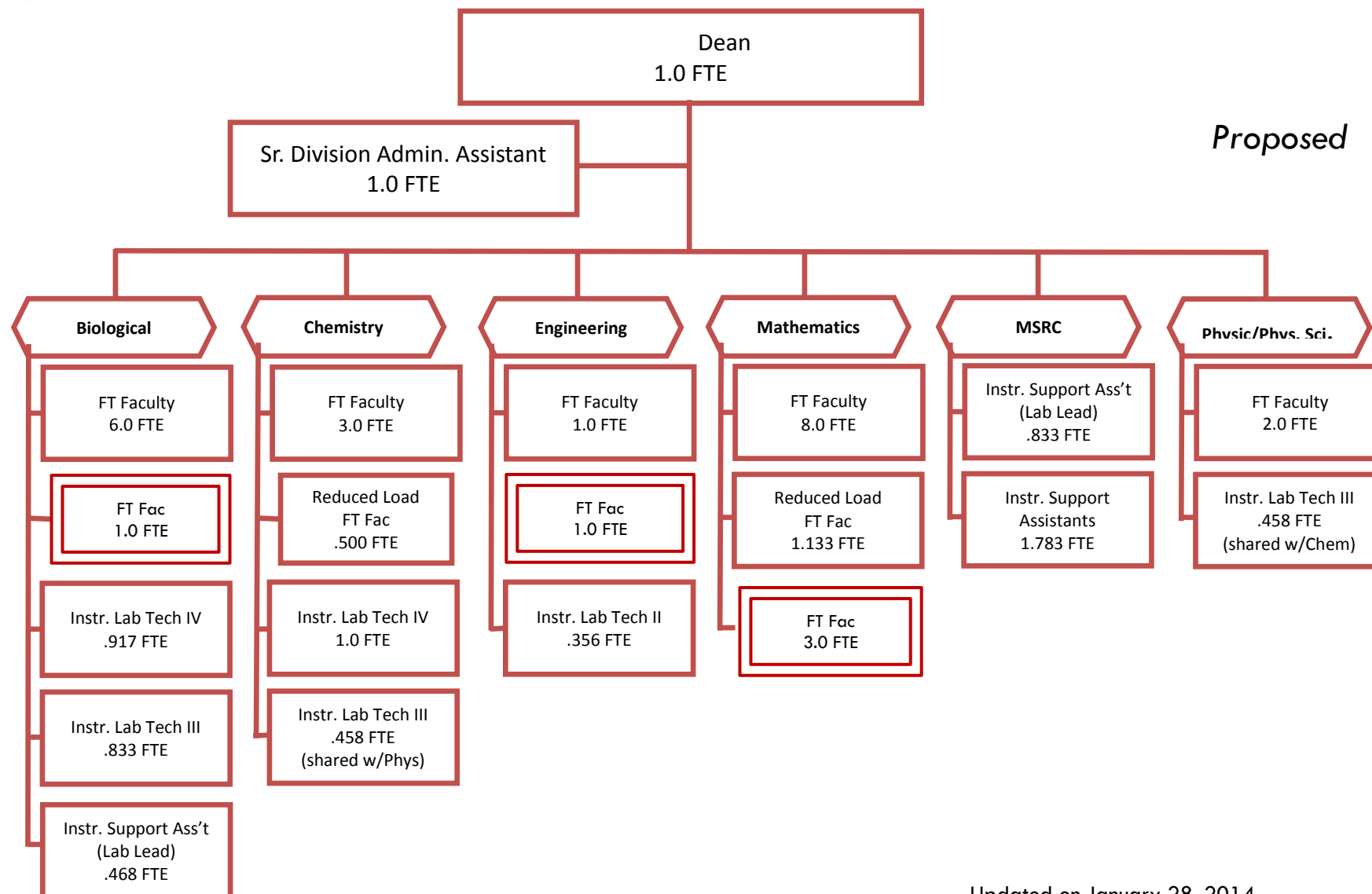


Library & Learning Resource Center





Math, Science & Engineering

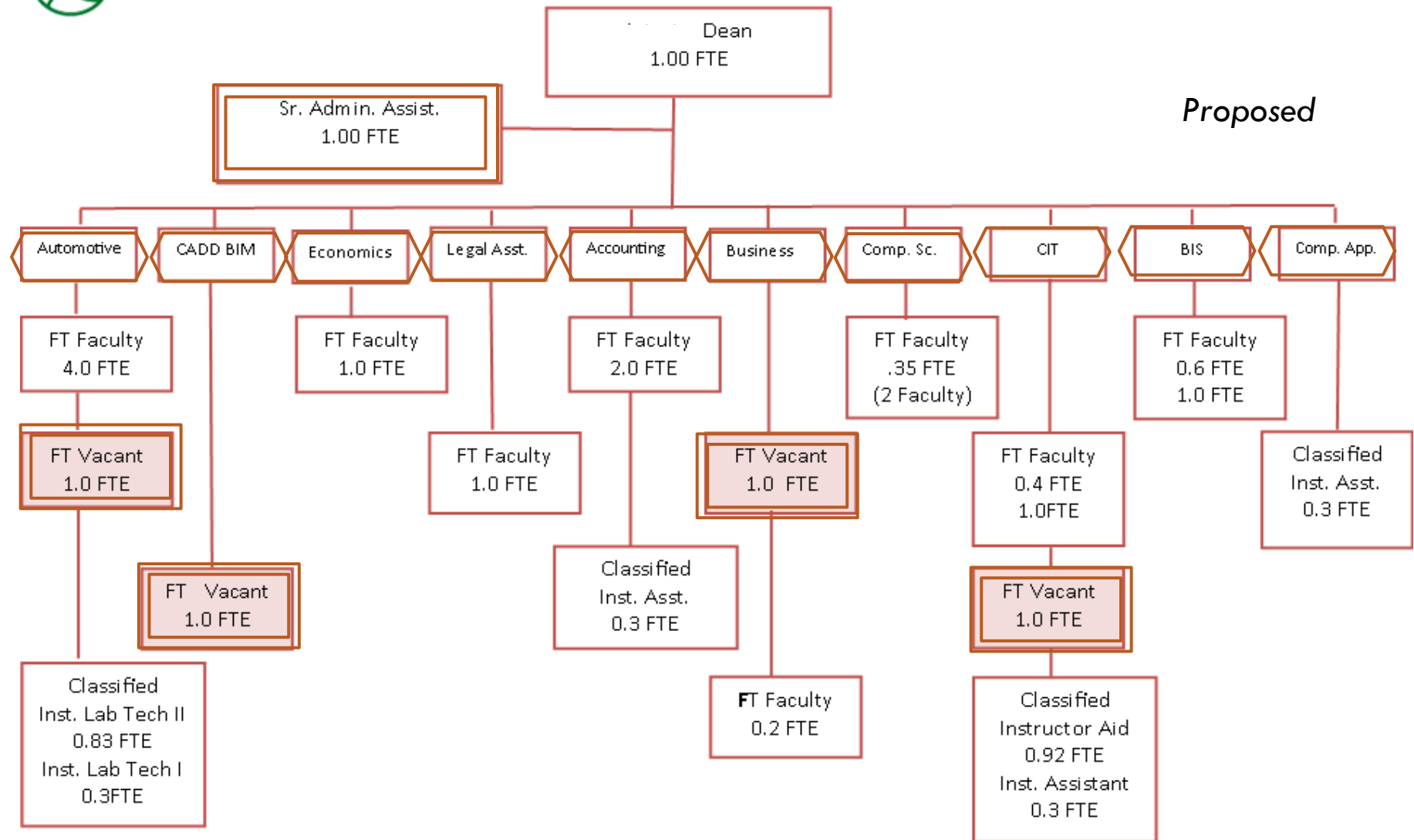


Updated on January 28, 2014



Evergreen Valley College

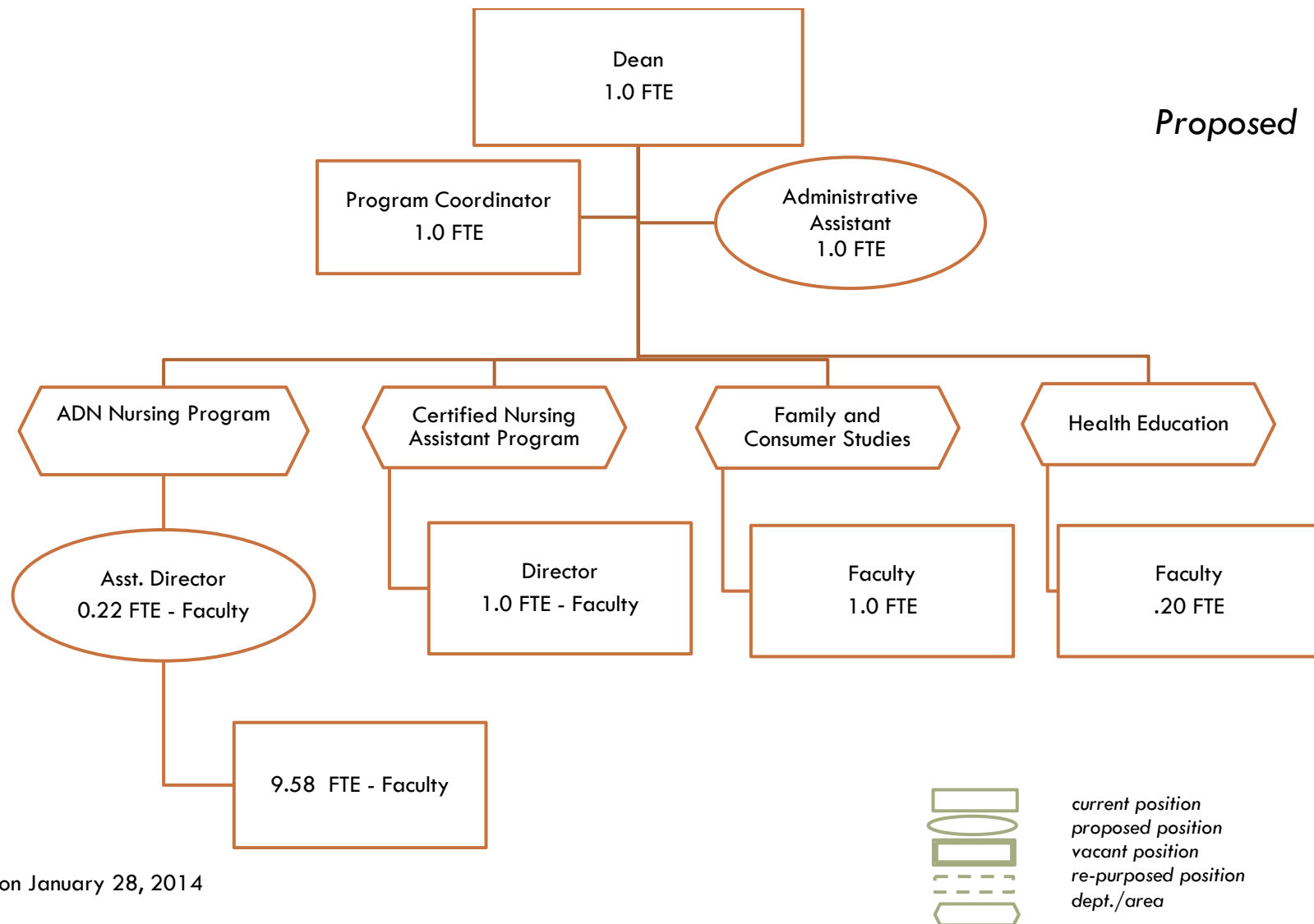
Business and Workforce Division — Organizational Chart (21 Employees)

Proposed

Updated on January 28, 2014



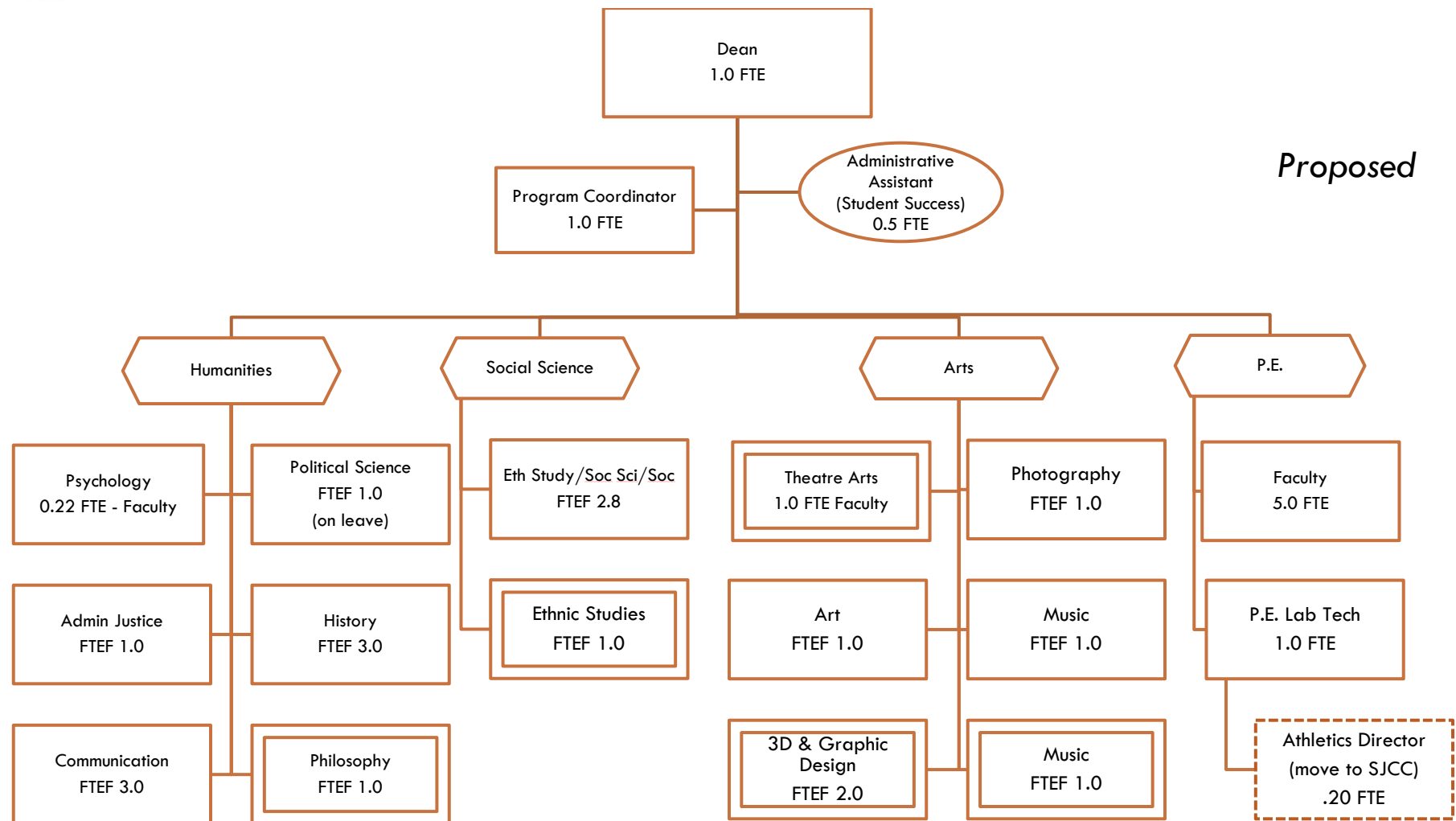
Nursing & Allied Health



Updated on January 28, 2014



Social Science, Humanities, Arts & P.E.

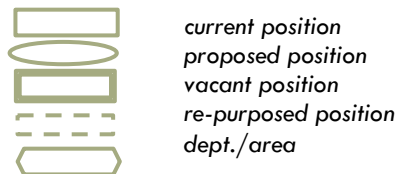
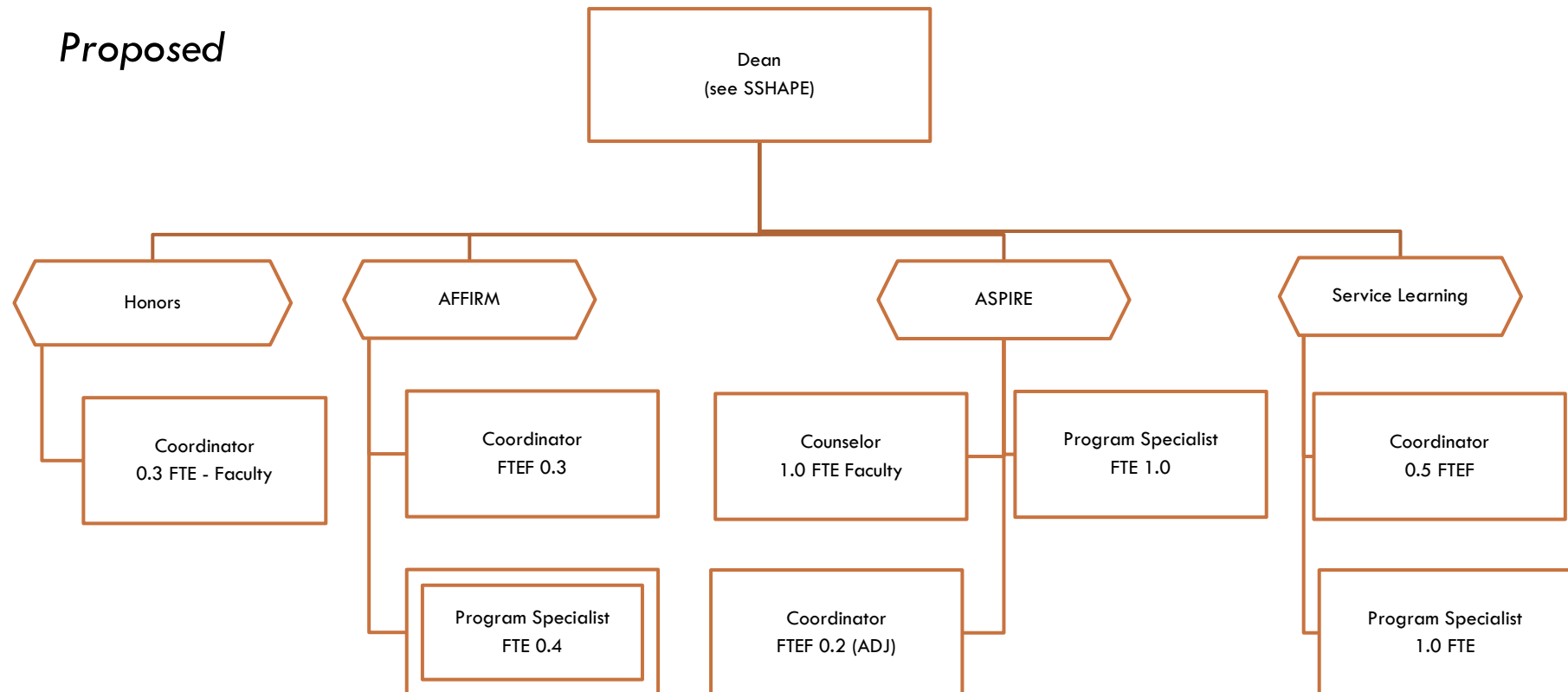


Updated on January 28, 2014



Social Science, Humanities, Arts & P.E.

Proposed



Updated on January 28, 2014

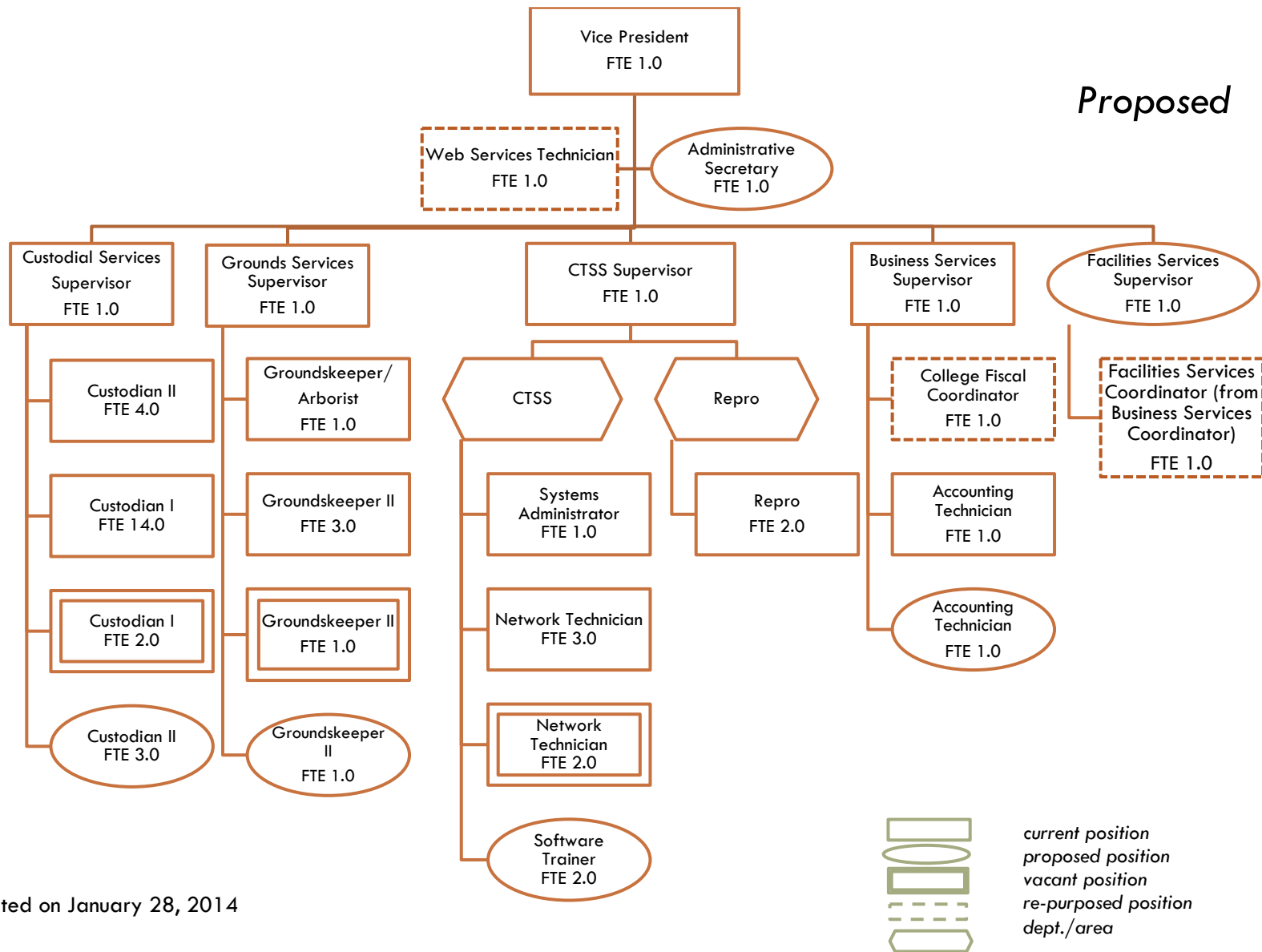


Administrative Services



Administrative Services

Proposed



Updated on January 28, 2014

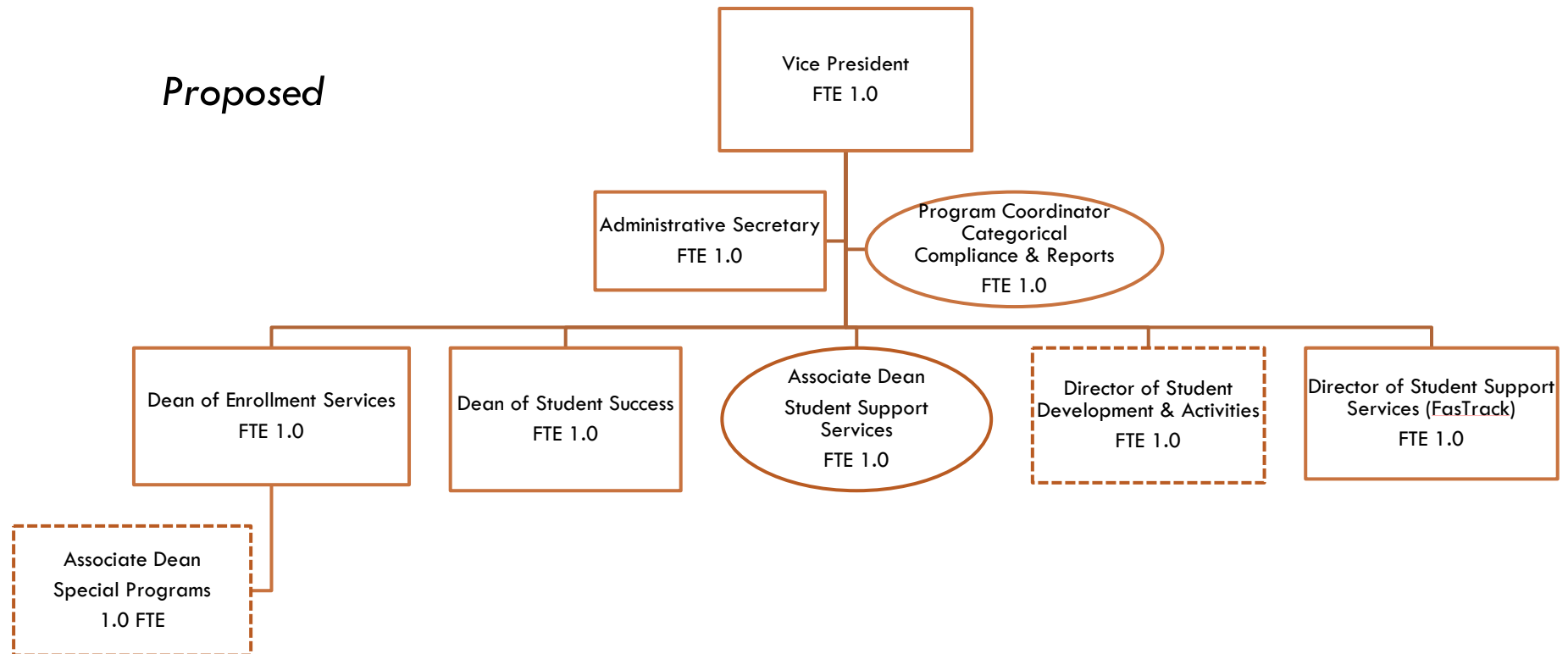


Student Affairs

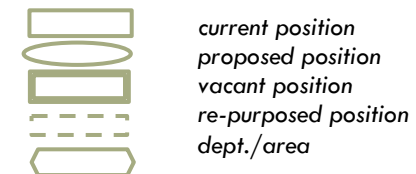


Student Affairs Division

Proposed

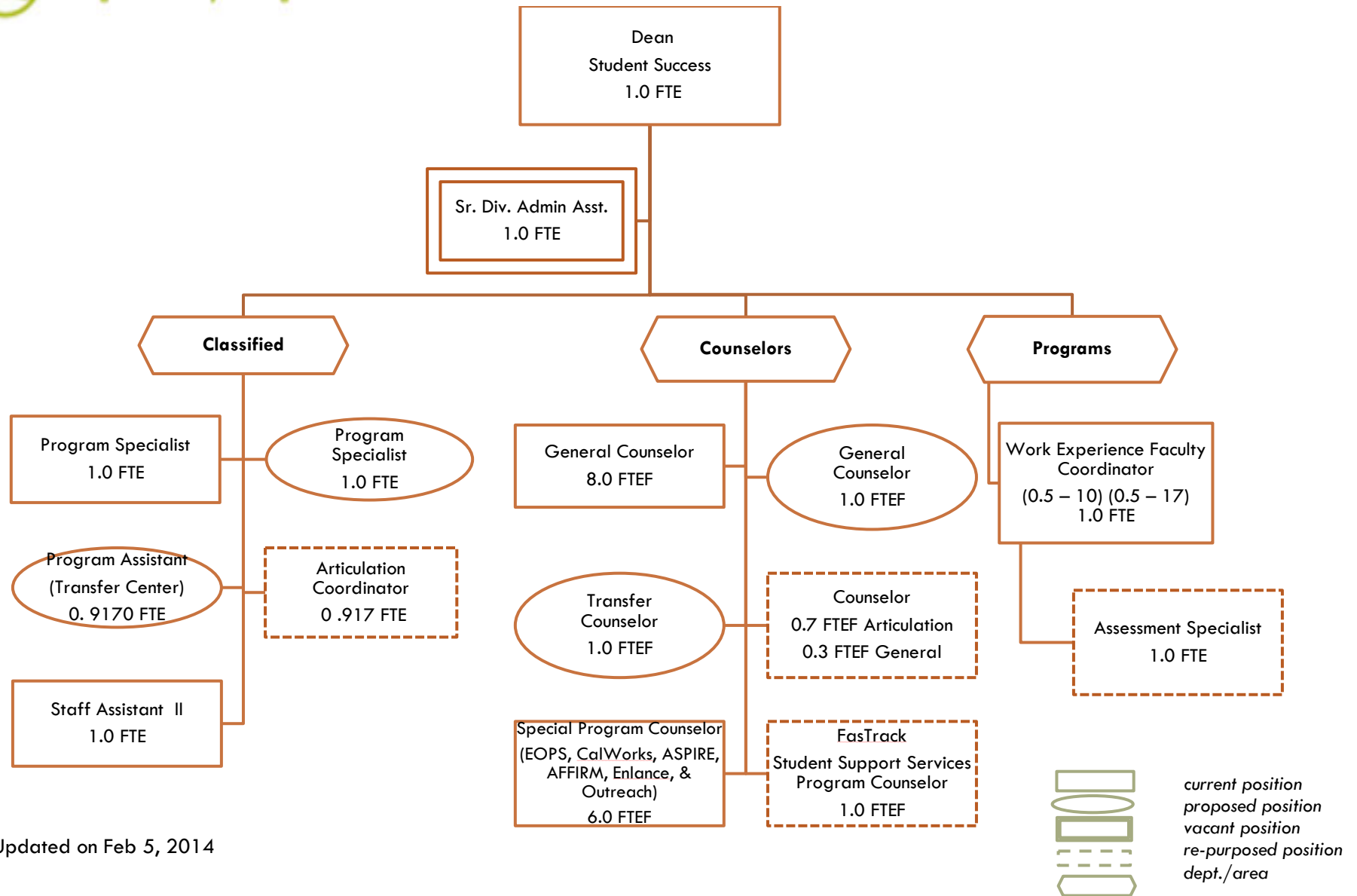


Updated on January 28, 2014





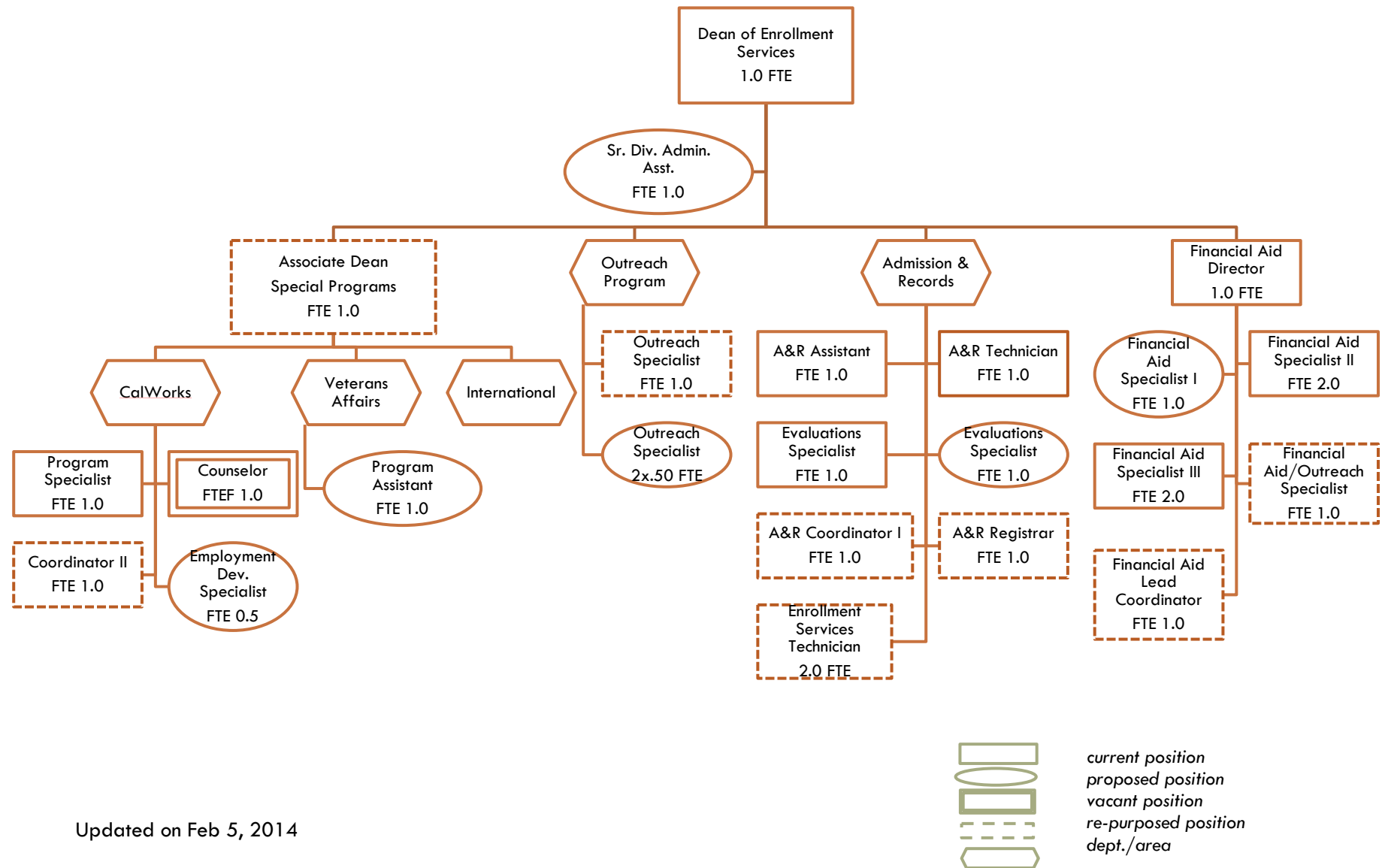
Student Success Dept.



Updated on Feb 5, 2014



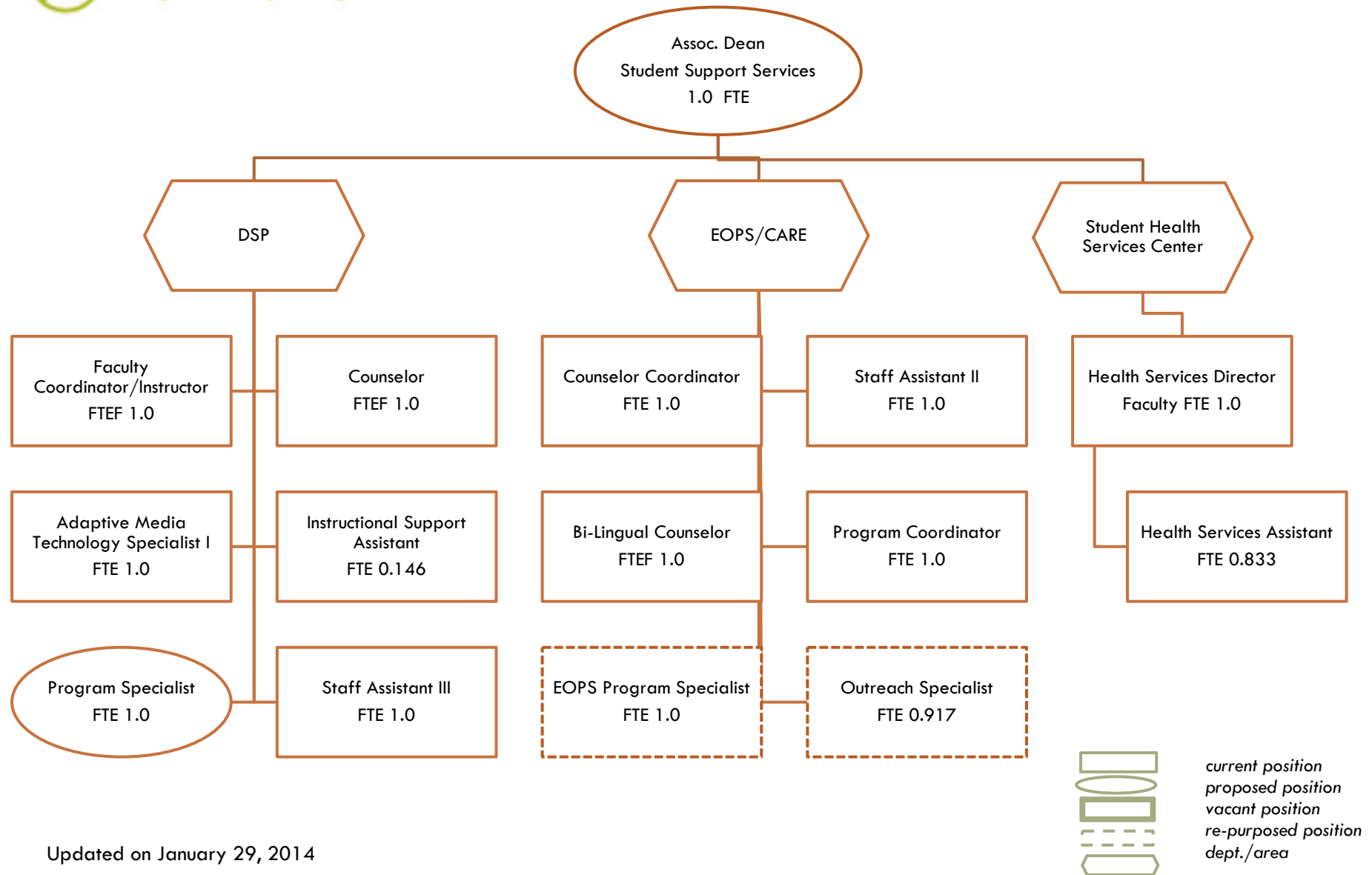
Enrollment Services



Updated on Feb 5, 2014

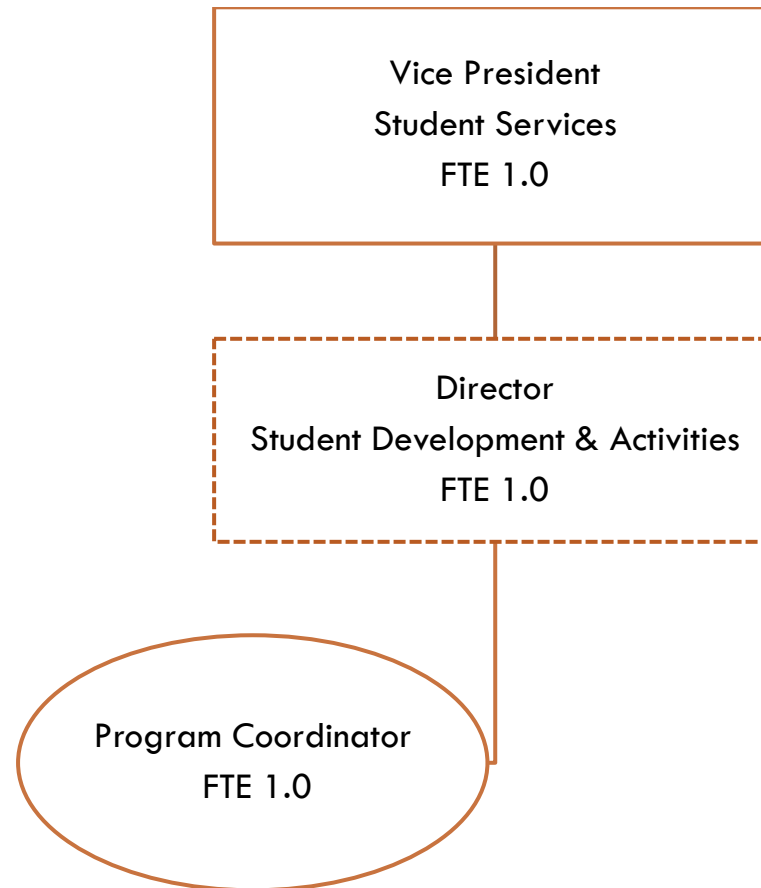


Student Services





Student Life



Proposed

Updated on January 28, 2014

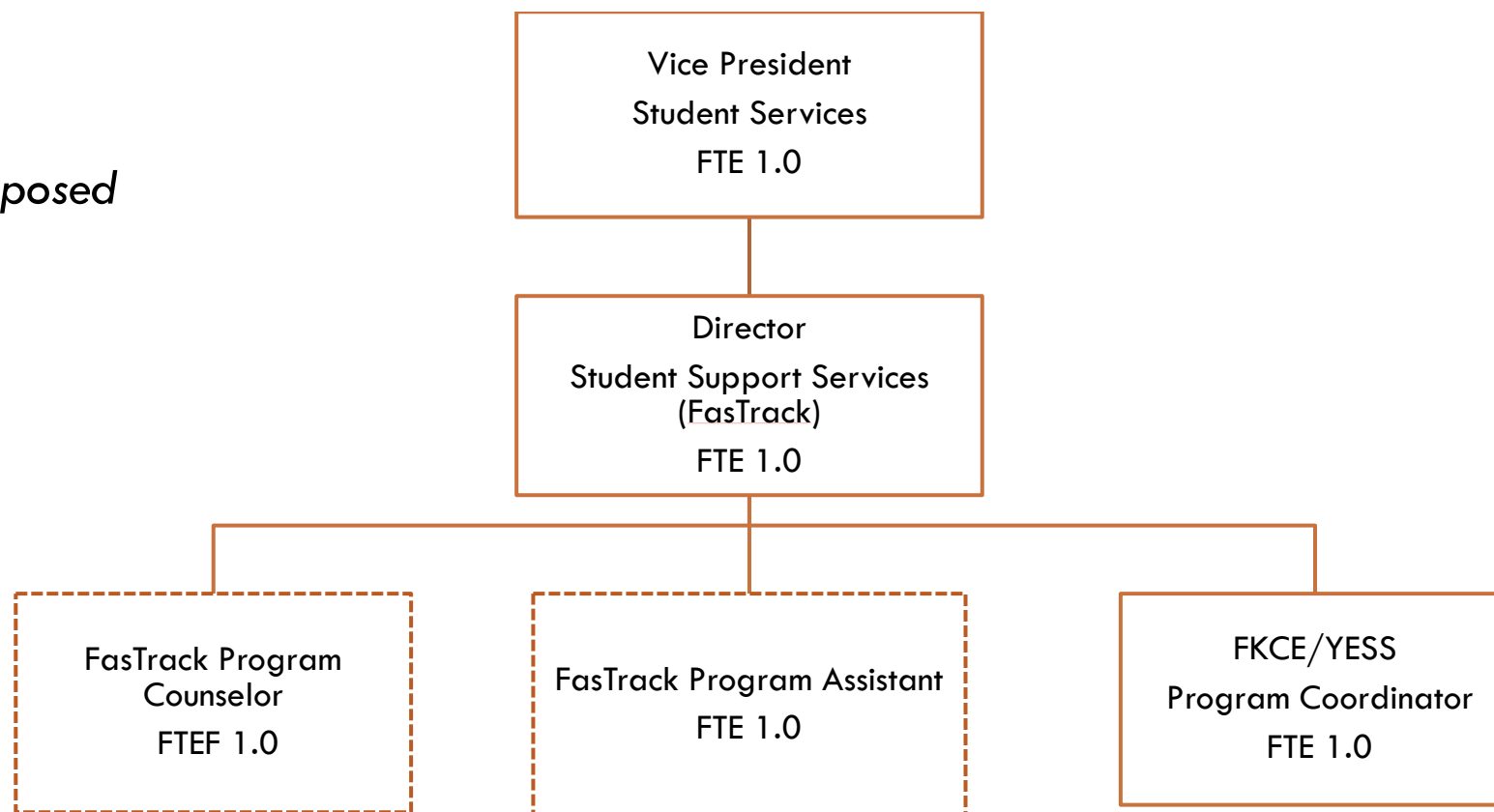


current position
proposed position
vacant position
re-purposed position
dept./area



Student Support Services

Proposed



Updated on January 28, 2014



current position
proposed position
vacant position
re-purposed position
dept./area



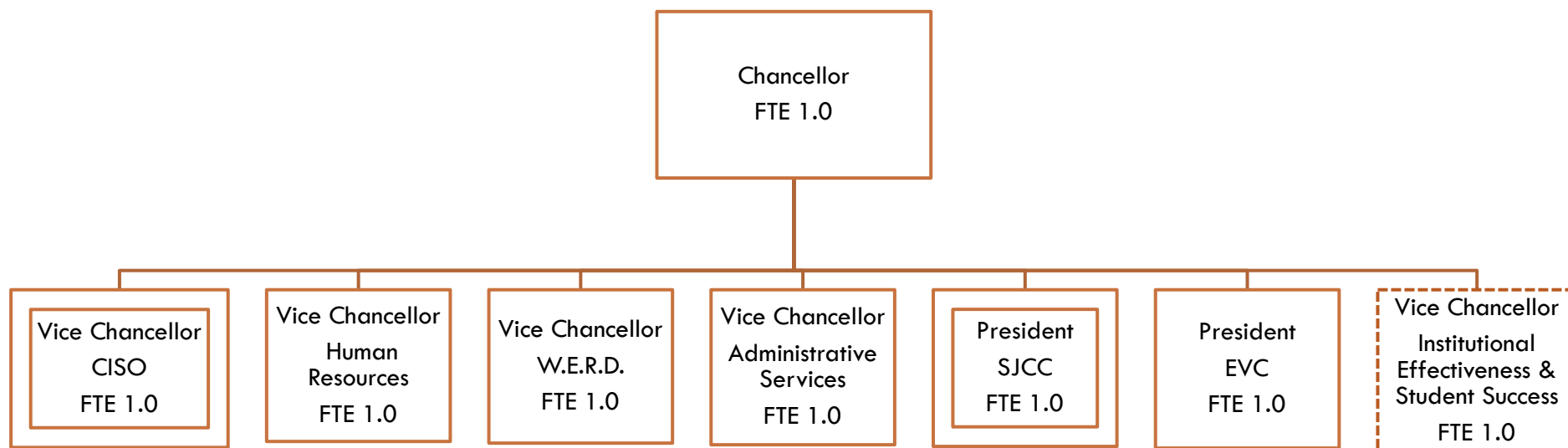
District Office Redesign Organizational Charts

April 22, 2014

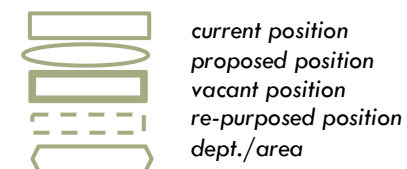


San José · Evergreen Community College District Organizational Chart

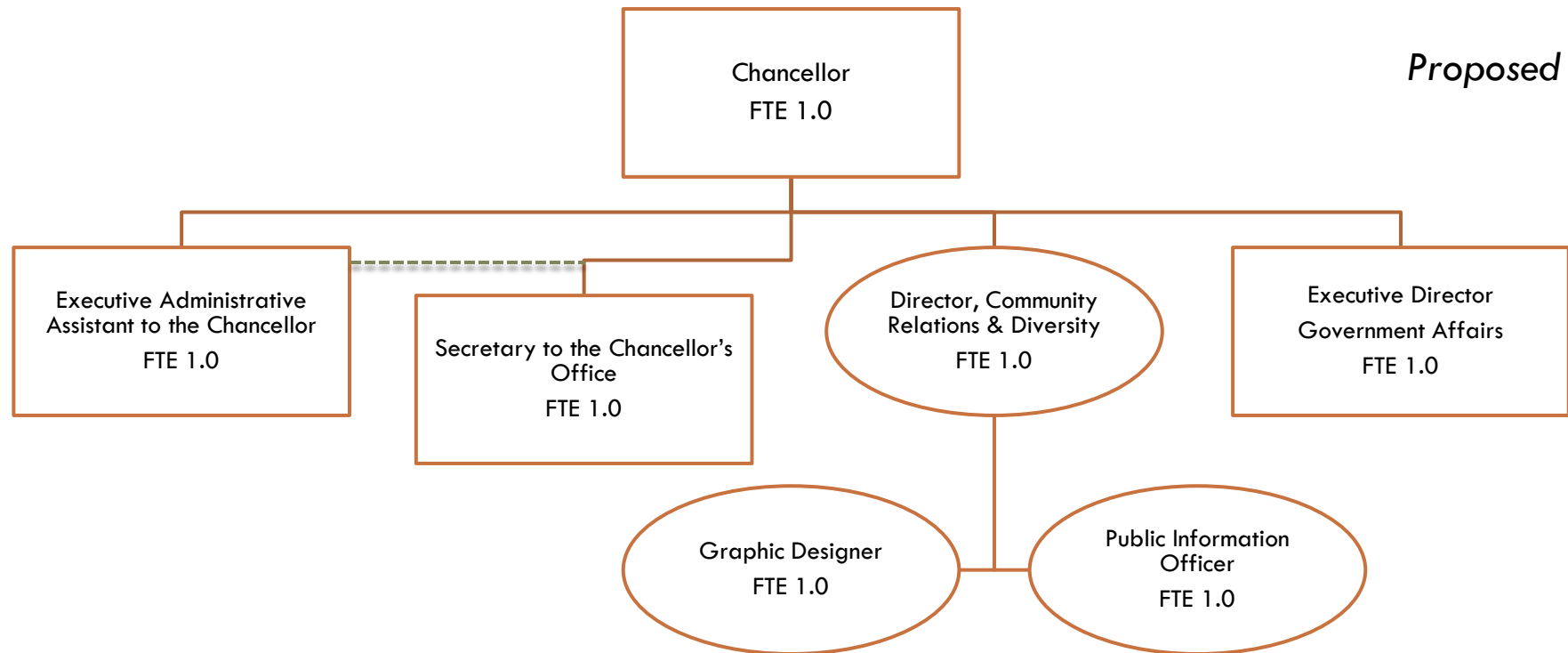
Proposed



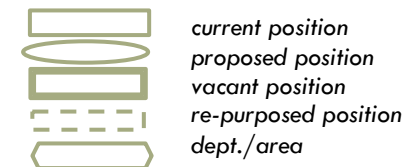
Updated on January 28, 2014



Chancellor's Office



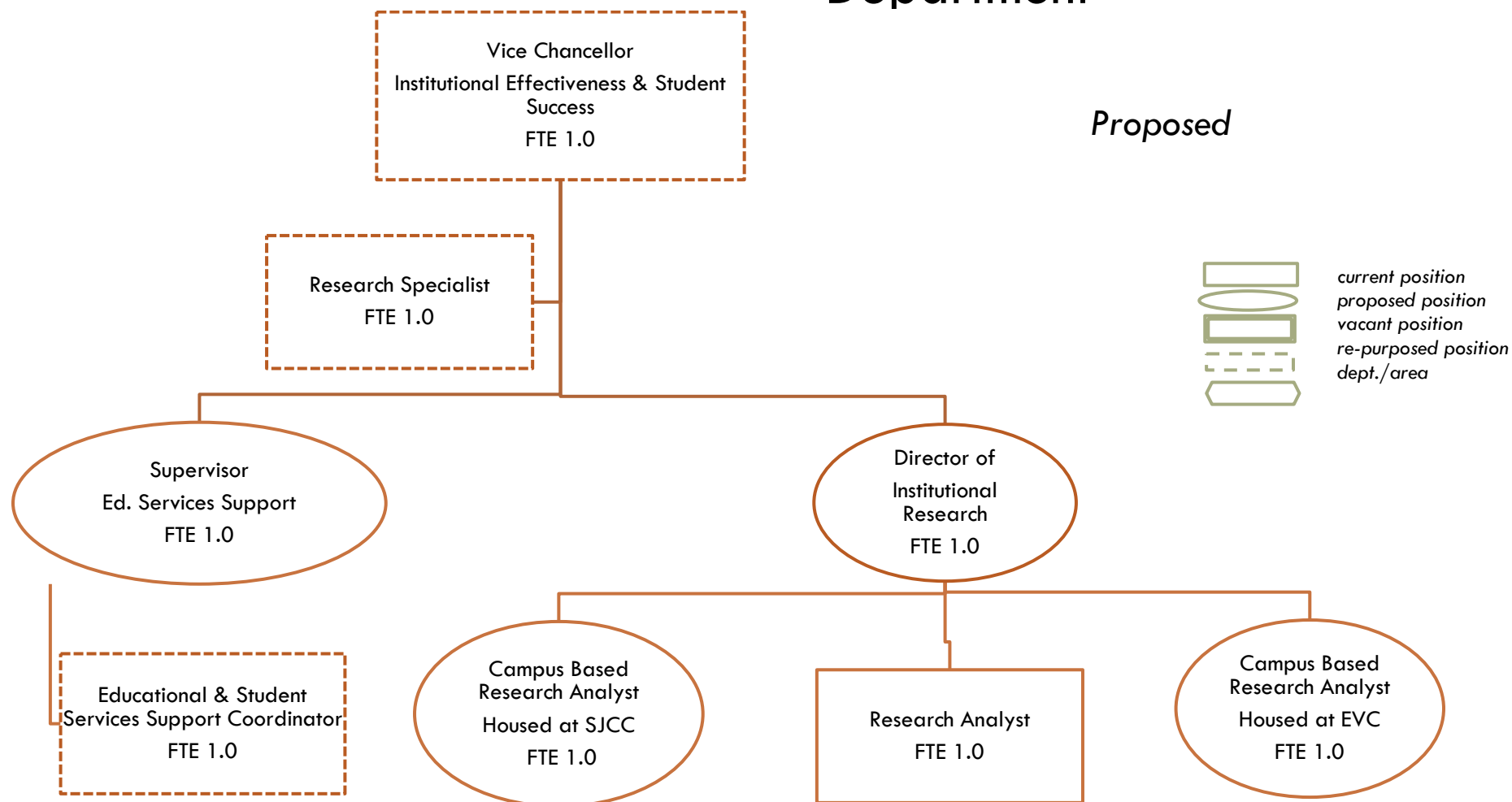
Updated on April 15, 2014





Institutional Effectiveness & Student Success Department

Proposed

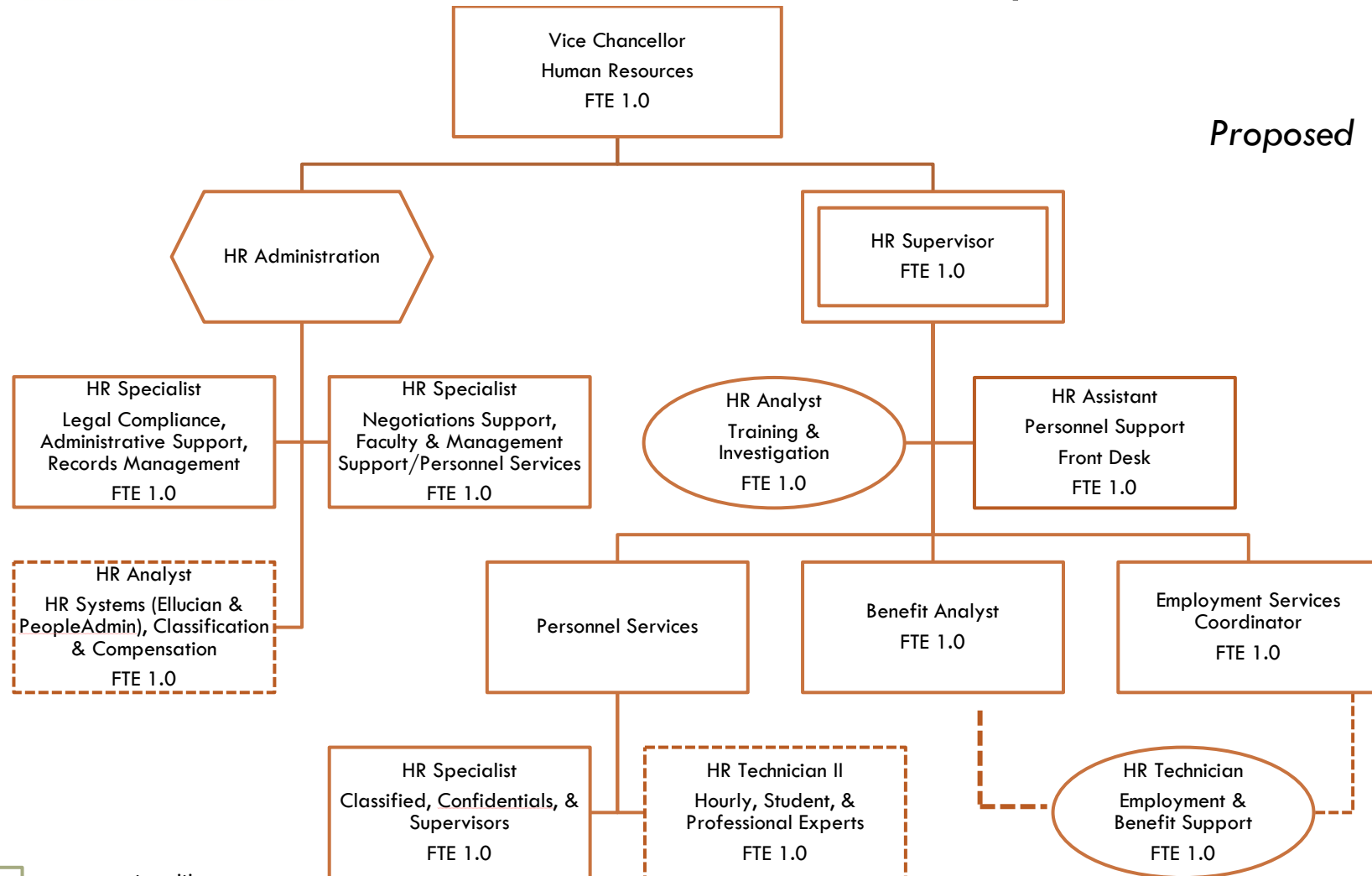


Updated on January 28, 2014



Human Resources Department

Proposed

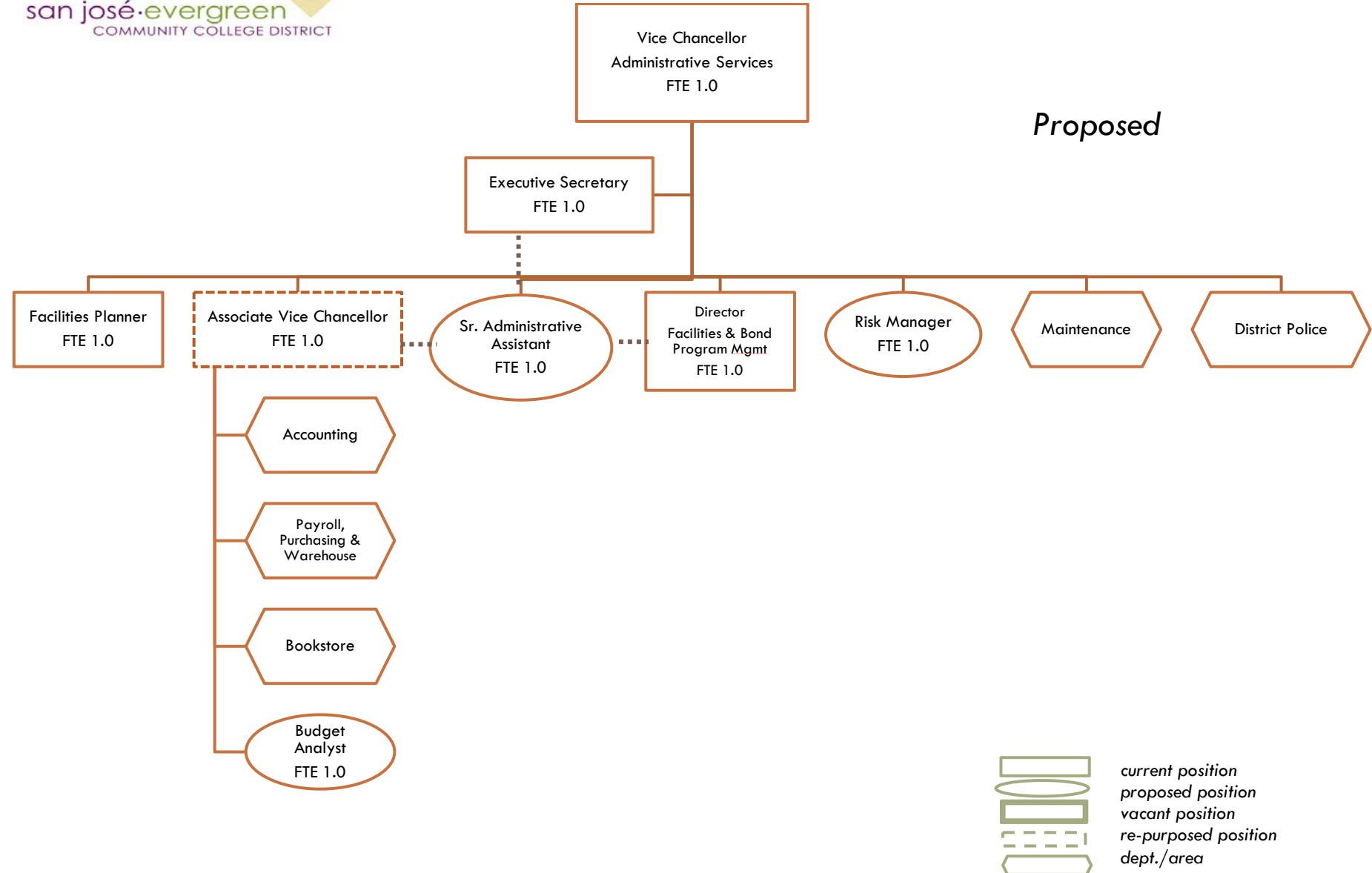


current position
proposed position
vacant position
re-purposed position
dept./area

Updated on April 10, 2014



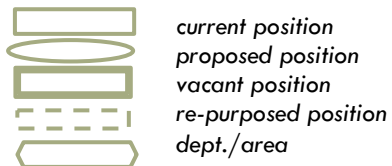
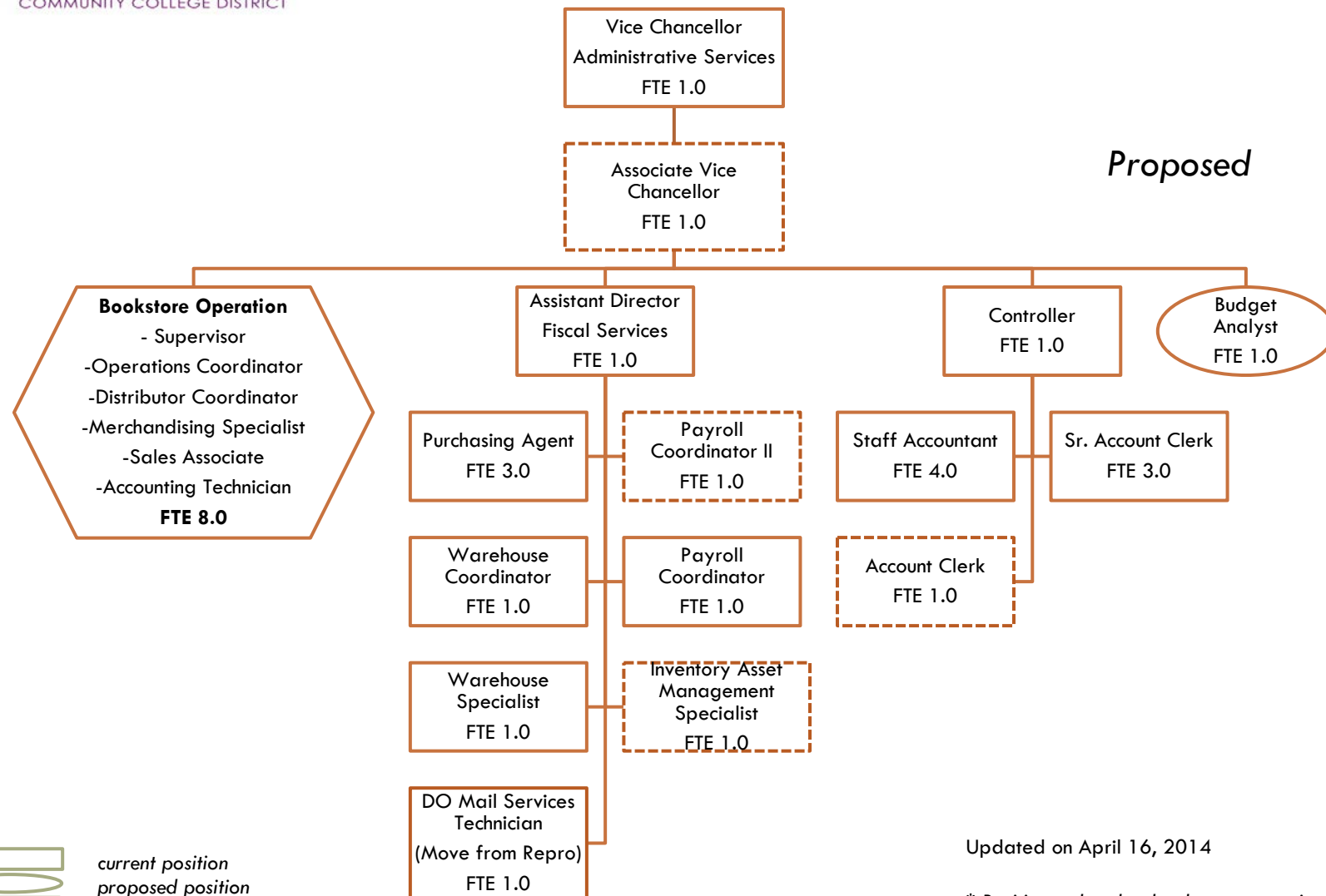
Administrative Services



Updated on April 16, 2014



Fiscal Services Department



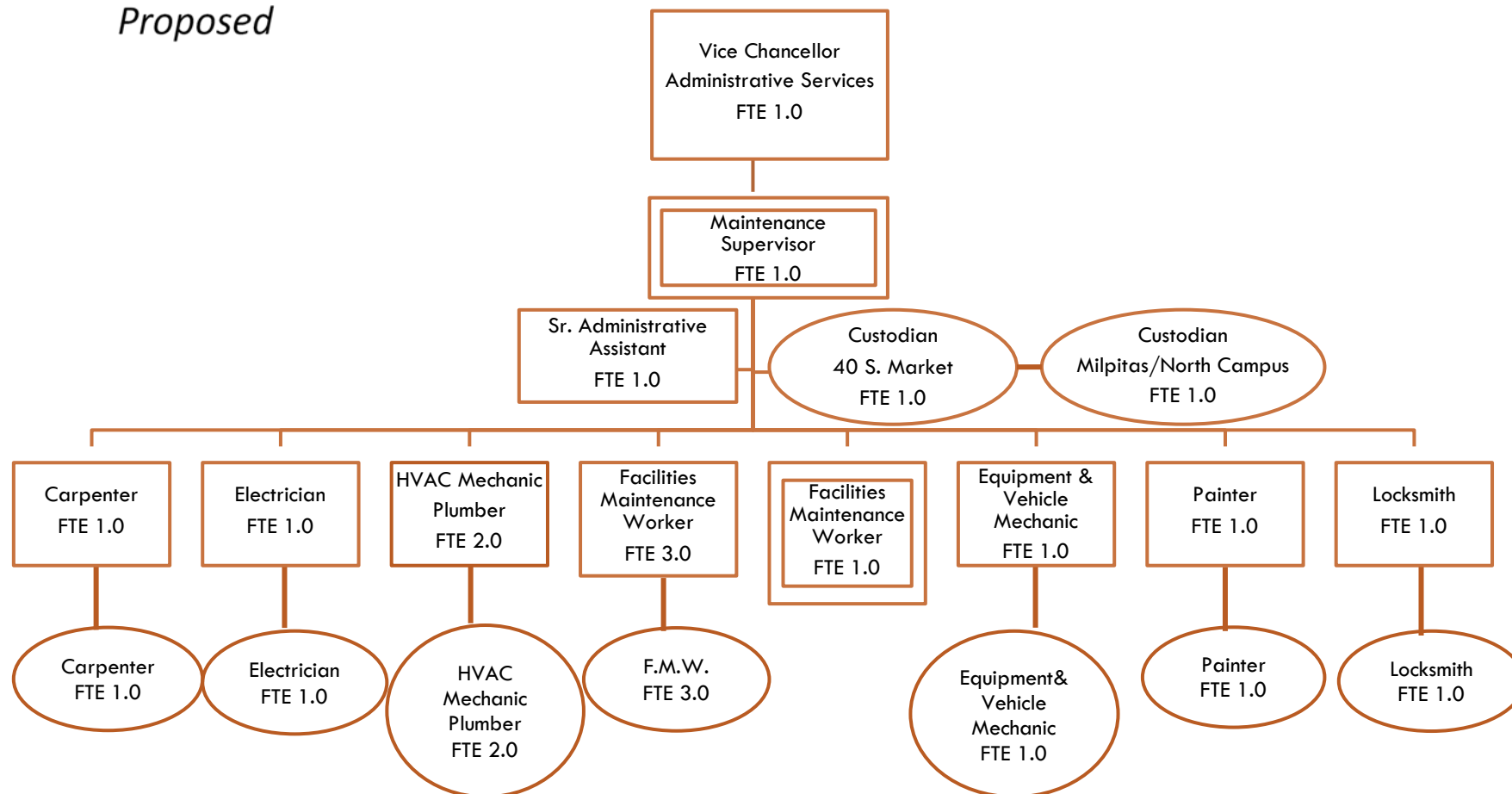
Updated on April 16, 2014

* Positions related to bookstore operation are under review for re-assignment as campus bookstores are scheduled to become independent.

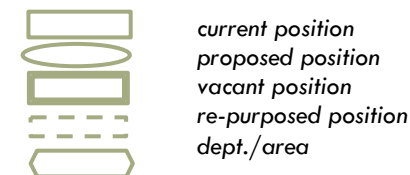


Maintenance Department

Proposed



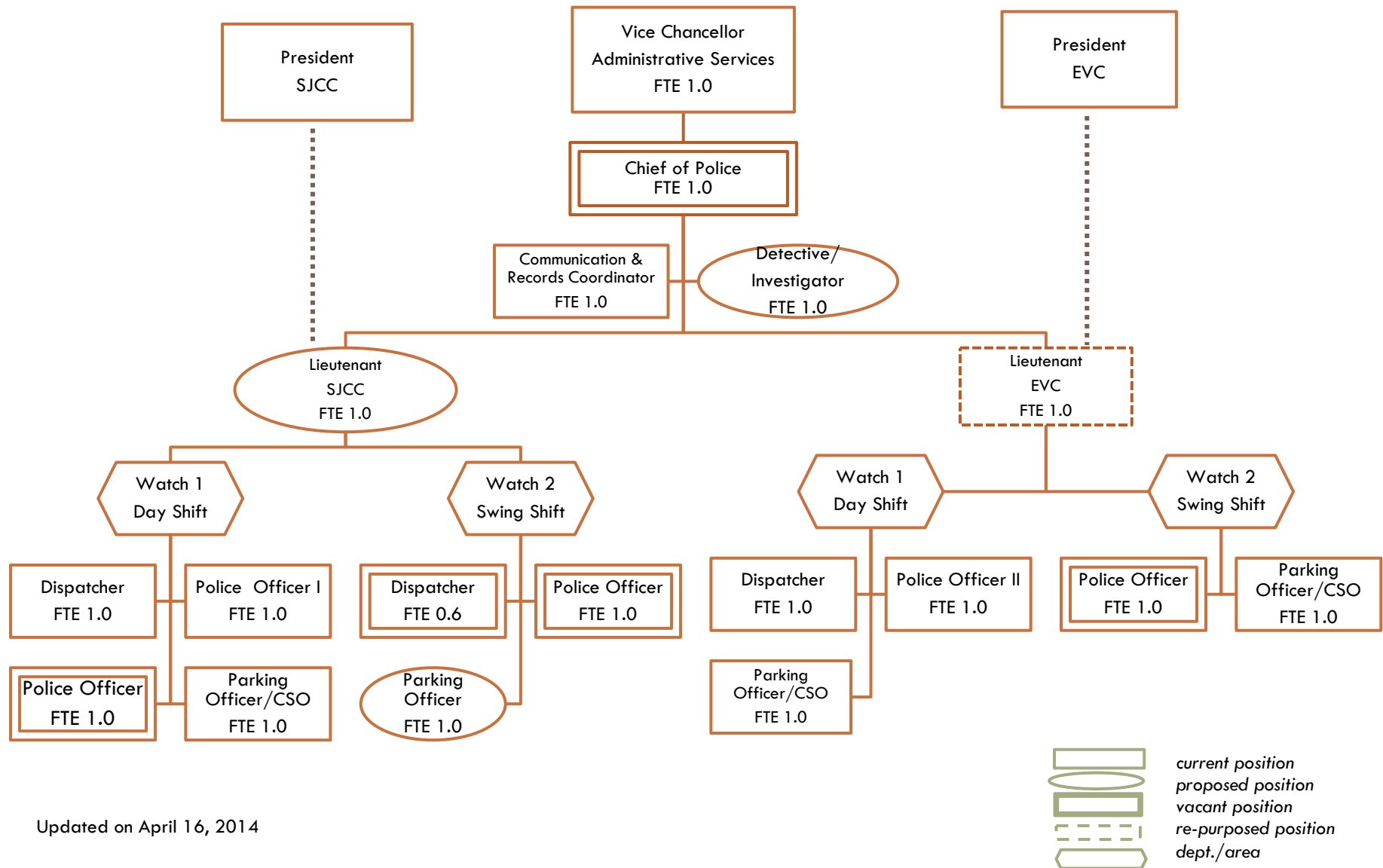
Updated on Jan. 28, 2014





Police Department

Proposed

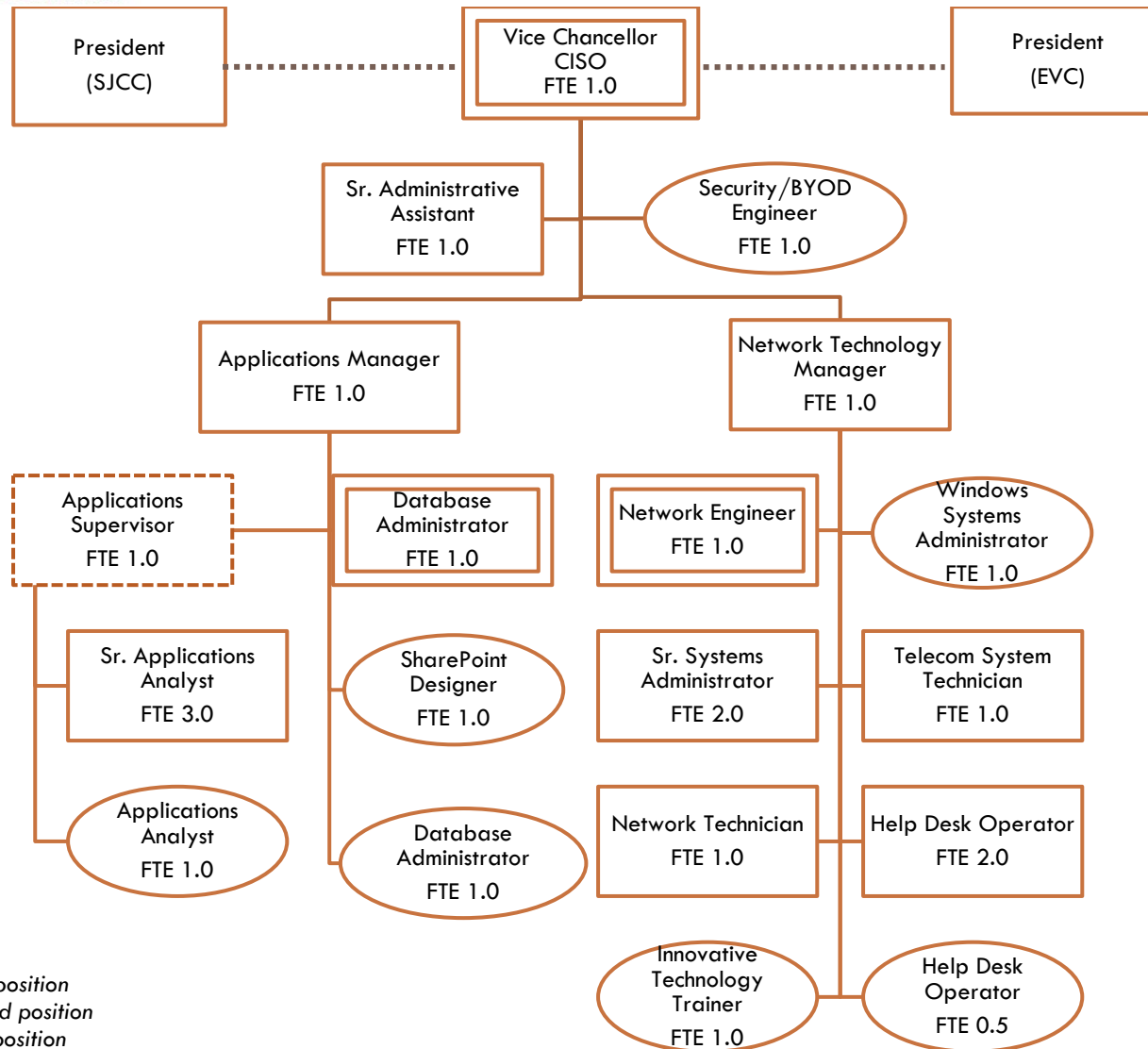


Updated on April 16, 2014



I.T.S.S. Organizational Chart

Proposed



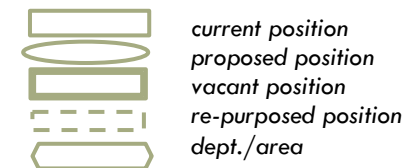
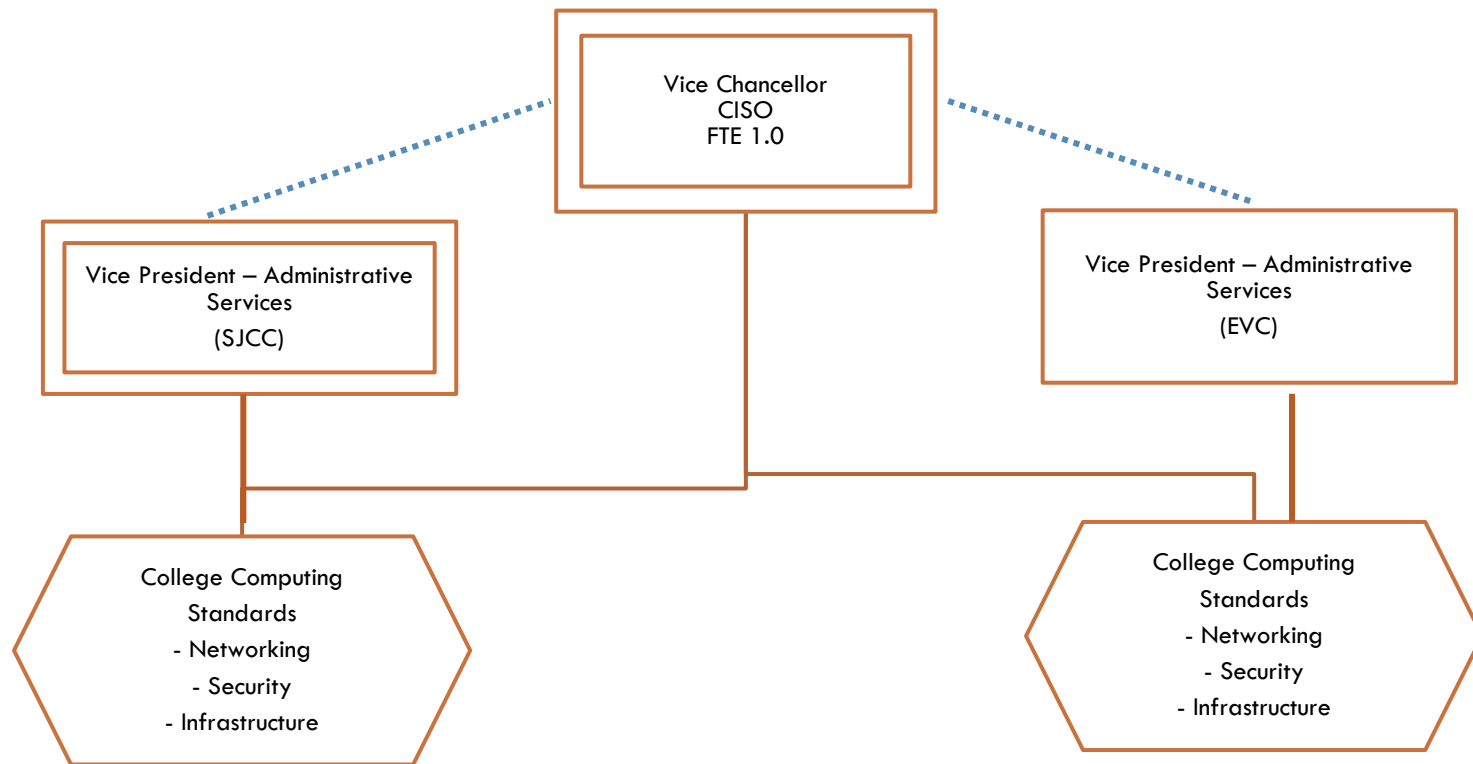
current position
proposed position
vacant position
re-purposed position
dept./area

Updated on: Jan. 31, 2014



C.T.S.S.

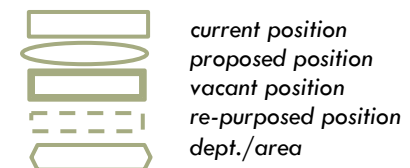
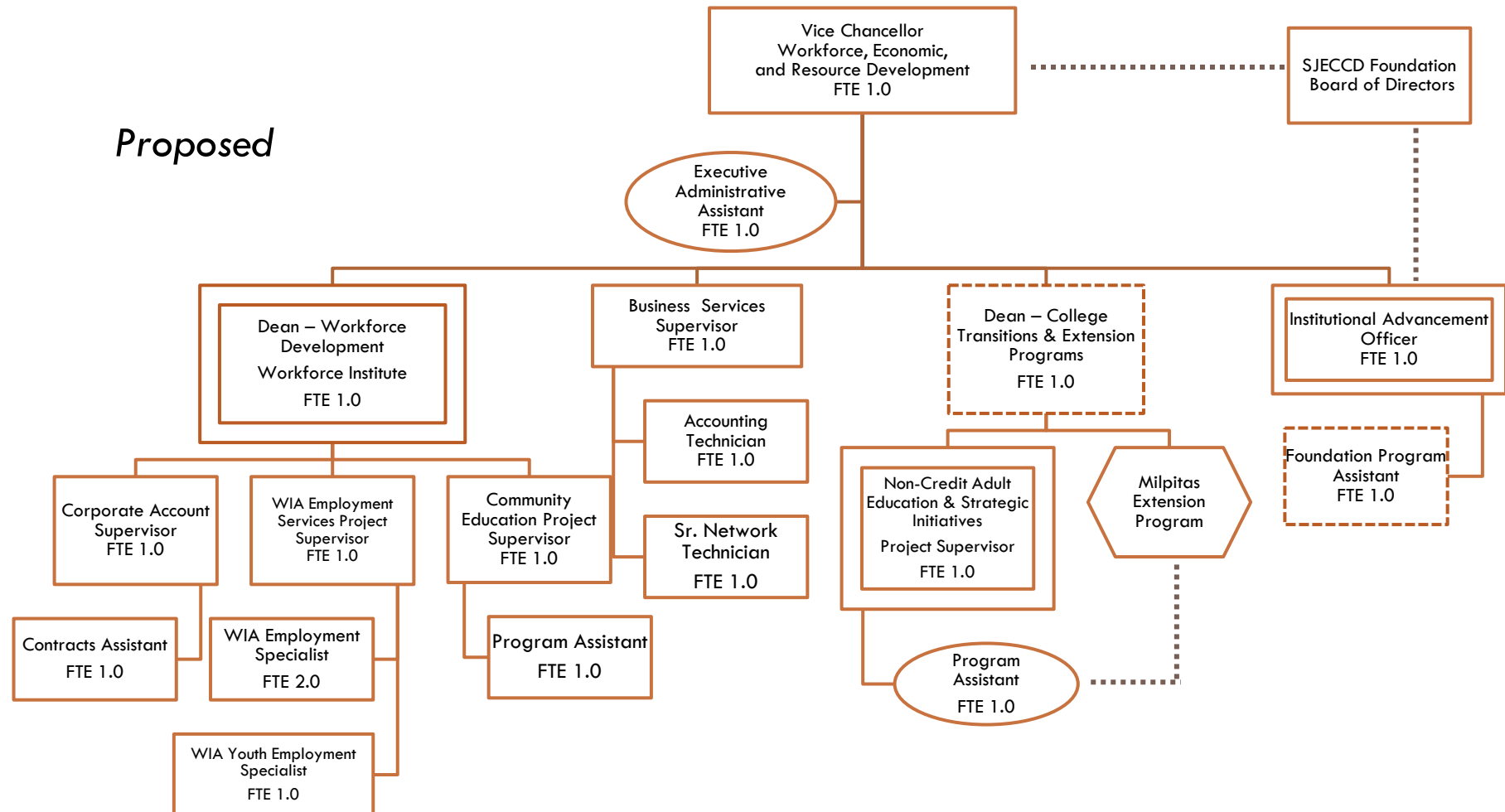
Proposed



Updated on: Jan. 28, 2014

Workforce Institute Organizational Chart

Proposed



Updated on Feb. 5, 2014

2. District's Workforce Profile

The table below represents the composite of the District's entire workforce. Table 1 includes staff and Table 2 references the faculty. It is important to note that Table 1 represents the outcome of the Redesign/Restructuring process undertaken by the District and focuses only on staff positions (i.e. Classified, Management and Supervisory). Table 2 references the prioritization and hiring process for faculty that as a group are not subject to the Redesign process. Faculty hiring follows a separate and ongoing annual process that is clearly established and is detailed in Part II of this report. Both tables are presented on this page side by side to provide a complete and comprehensive picture of workforce complement that supports the San José • Evergreen Community College District.

2.1 Table 1 - New/Repurposed/Vacant Staff Positions

	Classified			Management			Supervisor			Total Impacted Positions (FTE)
	New	Repurposed	Vacant	New	Repurposed	Vacant	New	Repurposed	Vacant	
District	27.5	7	6.6	5	4		1	1	1	53.1
EVC	22.979	15.034	7.7	1	3					49.713
SJCC	27.2	3	1	3	1	2	2		2	41.2
WI	1	2		1	1	1			1	7
TOTAL	78.679	27.034	15.3	10	9	3	3	1	4	151.013

2.2 Table 2 – Faculty Hiring: A Ten-Year Profile

Fiscal Year	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
San Jose City College	3	3	10	6	9	5	2	0	5	0	4
Evergreen Valley College	5	2	10	9	7	4	3	0	3	2	4
Total	8	5	20	15	16	9	5	0	8	2	8

3. Phase I, II, & III – Cost Analysis

3.1 San Jose City College

PHASE I - San Jose City College

		New	Projected Salary	Fringes	Benefits	Total Costs	Re-Purposed	Projected Salary	Vacant
	President Office						1. Repro Designer/Repro Coordinator (C115)		1. President 2. Executive Admin Assistant (C-110)
Academic Affairs	VP Office						1. Program Assistant (Academic Senate)(C75)		
	Match & Science								
	Library & LRC	1. Dean (M30)	\$109,692	\$13,437	\$21,401	\$144,531			
	Business & Workforce Dev.								
Administrative Services		1. Groundskeeper II (C71)	\$38,838	\$8,794	\$21,401	\$69,033	1. Business Services Specialist (C90)		1. Vice President (M34)
		2. Custodian 2.0 (C55)	\$66,372	\$15,028	\$42,803	\$124,203			2. Custodian Supervisor (S88)
		3. Lead Custodian (C80)	\$42,522	\$9,628	\$21,401	\$73,551			3. CTSS Supervisor (S120)
Student Affairs	Counseling & Student Success	1. Receptionist 0.25 (C70)	\$9,621	\$2,178		\$11,800			
		2. DSPS Supervisor (S130)	\$73,738	\$16,696	\$21,401	\$111,835			
	Student Support Services (FasTrack)								
	Total	6.25	\$340,783	\$65,761	\$128,408	\$534,952	3		5
	Total Projected Salary Cost of Phase 1		\$534,951.88						

PHASE II - San Jose City College

		New	Projected Salary	Fringes	Benefits *	Total Costs	Re-Purposed	Projected Salary	Vacant
President Office		1. Community Relations Officer (M20)	\$86,510	\$19,588	\$21,401	\$127,499			
		2. Grants Writer Supervisor (S110)	\$60,402	\$13,676	\$21,401	\$95,480			
		3. Grants & Contracts Coordinator (C100)	\$51,856	\$11,741	\$21,401	\$84,999			
Academic Affairs	VP Office								
	Business & Workforce Dev.	1. Career & Technical Education Director (M26)	\$99,755	\$12,220	\$21,401	\$133,376			
	Library & LRC	1. Sr. Div. Admin. Assistant (C90)	\$46,967	\$10,634	\$21,401	\$79,003			
	Kinesiology & Athletics	1. Sports Info. Director/Web Master (C112)	\$58,402	\$13,223	\$21,401	\$93,027	1. Dean (M30)		
Administrative Services		1. Network Technician (C112)	\$58,402	\$13,223	\$21,401	\$93,027			
		2. Audio/Visual Technican (C112)	\$58,402	\$13,223	\$21,401	\$93,027			
		3. Arborist (C81)	\$42,962	\$9,727	\$21,401	\$74,091			
		4. Custodian 7.0 (C55)	\$232,302	\$52,598	\$149,809	\$434,709			
		5. Groundskeeper (C61)	\$35,212	\$7,973	\$21,401	\$64,586			
Student Affairs	Counseling & Student Success								
	Enrollment Services								
	Student Dev. & Activities	1. Accounting Technician/Admin Asst. (C85)	\$44,635	\$10,106	\$21,401	\$76,143			
Total		18	\$677,039	\$142,929	\$321,019	\$1,140,987	1		
Total Projected Salary Cost of Phase 2		\$1,140,986.83							

PHASE III - San Jose City College

		New	Projected Salary	Fringes	Benefits *	Total Costs	Re-Purposed	Vacant
President Office								
Academic Affairs	VP Office							
	Library & LRC	1. LRC Lab Technician (C56)	\$33,480	\$7,581	\$21,401	\$62,462		
		2. Library Technician (C70)	\$38,485	\$8,714	\$21,401	\$68,600		
		3. Staff Assistant III (C64)	\$36,253	\$8,208	\$21,401	\$65,863		
	Business & Workforce Dev.							
Administrative Services								
Student Affairs	Counseling & Student Success	1. Program Specialist-International 0.5 (C89)	\$23,257	\$5,266	\$21,401	\$49,924		
		2. Academic Advising Specialist (C90)	\$46,967	\$10,634	\$21,401	\$79,003		
	Enrollment Services	1. Sr. Div. Admin. Assistant (C90)	\$46,967	\$10,634	\$21,401	\$79,003		
		2. Evaluations Specialist (C82)	\$43,373	\$9,821	\$21,401	\$74,595		
		3. Veterans Certification Officer 0.45 (C72)	\$17,649	\$3,996		\$21,645		
		4. Financial Aid Coordinator (C96)	\$49,816	\$11,279	\$21,401	\$82,497		
	Student Support Services (FasTrack)							
Total		7.95	\$336,247	\$76,133	\$171,210	\$583,590		
Total Projected Salary Cost of Phase 3		\$583,589.73						

3.2 Evergreen Valley College

PHASE I - Evergreen Valley College

		Position	Projected Salary	Fringes	Benefits *	Total Costs	Re-Purposed	Projected Salary	Fringes	Vacant
Academic Affairs	VP Office									1. Campus Personnel Services Coordinator (C115)
	Language Arts									1. Staff Assistant II 0.3 (C54)
	Business & Workforce									1. Sr. Div. Admin Assistant (C90)
	S.S.H.A.P.E.	1. Sr. Div. Admin. Assistant (Student Success) 0.5 (C90)	\$23,484	\$5,317	\$21,401	\$50,202	1. Athletics Director (to SJCC) 0.2 (Dean M30)	\$24,187	\$5,476	1. Program Specialist, AFFIRM 0.4 (C89)
Administrative Services		1. Administrative Secretary (C100)	\$51,856	\$6,352	\$21,401	\$79,610	1. College Fiscal Coordinator (C130)	\$4,183	\$947	1. Network Technician (C112)
		2. Accounting Technician (C85)	\$44,635	\$5,468	\$21,401	\$71,504				2. Custodian I 2.0 (C55)
										3. Groundskeeper II (C71)
Student Affairs	VP Office	1. Program Coordinator – Categorical Compliance & Reports (C96)	\$49,816	\$11,279	\$21,401	\$82,497				
	Student Success	1. Program Assistant (Transfer Center) 0.917 (C75)	\$40,495	\$9,169	\$21,401	\$71,065	1. Articulation Coordinator 0.917 (C110) 2. Assessment Specialist (C85) (relocation)	\$6,605	\$1,496	1. Sr. Div. Admin Assistant (C90)
	Enrollment Services	1. Sr. Div. Admin. Asst. (C90)	\$46,967	\$10,634	\$21,401	\$79,003	1. Associate Dean – Special Programs (M26)	\$99,755	\$22,587	
		2. Evaluations Specialist (C82)	\$43,373	\$9,821	\$21,401	\$74,595	2. CalWorks Coordinator (C96)	\$11,449	\$2,592	
		3. Financial Aid Specialist I (C66)	\$36,959	\$8,368	\$21,401	\$66,729	3. A&R Registrar (C120)	\$57,317	\$12,978	
							4. A&R Coordinator I (C86)	\$45,163	\$10,226	
							5. Financial Aid/Outreach Specialist (C89)	\$46,514	\$10,532	
	Student Services	1. Associate Dean – Student Support Services (M26)	\$99,755	\$12,220	\$21,401	\$133,376	1. EOPS Program Specialist (C89)	\$46,514	\$10,532	
		2. DSP Program Specialist (C89)	\$46,514	\$10,532	\$21,401	\$78,447	2. Outreach Specialist 0.917 (C89)	\$46,514	\$10,532	
	Student Life	1. Program Coordinator (C96)	\$49,816	\$11,279	\$21,401	\$82,497	1. Director – Student Development & Activities (M23)	\$25,313	\$5,731	
	Student Support Services (FasTrack)						1. Program Assistant (C75)			
Total		10.417	\$533,670	\$100,440	\$235,414	\$869,523	13.034	\$413,514	\$93,628	7.7
Total Projected Salary Cost of Phase 1		\$1,376,665								

PHASE II - Evergreen Valley College

		Position	Projected Salary	Fringes	Benefits *	Total Costs	Re-Purposed	Projected Salary	Vacant
Academic Affairs	VP Office								
	Language Arts	1. Program Assistant (C75)	\$40,495	\$9,169	\$21,401	\$71,065			
	Nursing & Allied Health	1. Sr. Div. Admin Assistant (C90)	\$46,967	\$10,634	\$21,401	\$79,003			
	S.S.H.A.P.E.								
Administrative Services		1. Software Trainer, SharePoint (C115)	\$60,236	\$7,379	\$21,401	\$89,016	1. Web Services Technician (C112) 2. Facilities Services Coordinator (C100)		
Student Affairs	VP Office								
	Student Success	1. Program Assistant, Transfer Center 0.917 (C75)	\$40,495	\$9,169	\$21,401	\$71,065			
	Enrollment Services	1. Program Assistant, Veterans & International (C75)	\$40,495	\$9,169	\$21,401	\$71,065	1. Enrollment Services Technician 2.0 (C72)	\$78,438	
		2. Outreach Specialist 2x0.5 (C89)	\$46,514	\$10,532	\$42,803	\$99,848	2. Financial Aid Lead Coordinator (C110)	\$57,317	
		3. Employment Development Specialist 0.5 (C95)	\$24,680	\$5,588	\$21,401	\$51,669			
	Student Services								
	Student Life								
	Student Support Services (FasTrack)								
Total		6.417	\$299,882	\$61,640	\$171,210	\$532,732	5	\$135,755	
Total Projected Salary Cost of Phase 2		\$668,487							

PHASE III - Evergreen Valley College

		Position	Projected Salary	Fringes	Benefits *	Total Costs	Re-Purposed	Vacant
Academic Affairs	VP Office							
	Language Arts	1. Instructional Support Asst. 0.145 (C78)	\$6,044	\$1,369		\$7,413		
	Nursing & Allied Health							
	S.S.H.A.P.E.							
Administrative Services		1. Software Trainer, Datatel (C115)	\$60,236	\$7,379	\$21,401	\$89,016		
		2. Groundskeeper II (C71)	\$38,838	\$8,794	\$21,401			
		3. Custodian 3.0 (C55)	\$99,558	\$22,542	\$64,204			
		4. Facilities Services Supervisor (\$110)	\$60,402	\$13,676	\$21,401			
Student Affairs	VP Office							
	Student Success	1. Program Specialist (C89)	\$46,514	\$10,532	\$21,401	\$78,447		
	Enrollment Services							
	Student Services Student Support Services (FasTrack)							
Total		7.145	\$311,592	\$64,291	\$149,809	\$174,876		
Total Projected Salary Cost of Phase 3			\$174,876					

3.3 District Office / Workforce Institute

PHASE I - District Office

	New	Projected Salary	Fringes	Benefit	Total Cost	Re-Purposed	Projected Salary	Fringes	Vacant
Chancellor's Office	1. Public Information Officer (M20)	\$86,510	\$19,588	\$21,401	\$127,499	1. Director – Community Relations & Diversity (M23)	\$110,090	\$24,927	
R.I.E.	1. Campus Based Research Analyst 2.0 (C100)	\$51,856	\$11,741	\$21,401	\$84,999	1. Vice Chancellor – IESS (EM-1)	\$79,845	\$9,781	
		\$51,856	\$11,741	\$21,401	\$84,999	2. Research Specialist (C84)	\$4,182	\$947	
H.R.						1. HR Analyst – Systems & Classification (C-122)	-\$20,540	\$15,430	
						2. HR Technician II – Personnel Services (C98)	\$4,784	\$1,083	
Administrative Services	1. Sr. Administrative Assistant (C90)	\$46,967	\$10,634	\$21,401	\$79,003				
	Fiscal Services					1. Associate Vice Chancellor –A.S. 2. Inventory Asset Management Specialist (C85)	-\$21,855	-\$4,948	
	Maintenance	1. Custodian (40 S.M.) (C55) 2. Electrician (Flat) 3. Mechanic (C88)	\$33,186 \$77,205 \$46,059	\$7,514 \$17,481 \$10,429	\$21,401 \$21,401 \$21,401				1. Facilities Maintenance Worker
	Police								1. Police Officer I 3.0 2. Dispatcher 0.6
I.T.S.S.	1. SharePoint Designer (C132) 2. Windows Systems Administrator (C132) 3. Vice Chancellor - IT/CISO (EM-1)	\$71,305 \$71,305 \$196,691	\$16,145 \$16,145 \$44,535	\$21,401 \$21,401 \$21,401	\$108,851 \$108,851 \$262,627	1. Applications Supervisor (S150)	\$90,025	\$20,383	1. Database Administrator 2. Network Engineer
W.I.	1. Executive Admin. Assistant (C-110)	\$60,402	\$13,676	\$21,401	\$95,480	1. Dean-College Transition & Extension Program (M30)	\$12,276	\$1,504	1. Project Supervisor - Non-credit Adult Ed. & Strategic Initiatives 2. Institutional Advancement Officer
Total	11	\$793,342	\$179,628	\$235,414	\$1,208,385	9	\$258,807	\$69,107	8.6
Total Projected Salary Cost of Phase 1		\$1,536,298.69							

PHASE II - District Office

		New	Projected Salary	Fringes	Benefit *	Total Cost	Re-Purposed	Projected Salary	Fringes	Vacant
Chancellor’s Office		1. Graphic Designer (C115)	\$60,236	\$13,639	\$21,401	\$95,276				
R.I.E.		1. Supervisor - Educational Services Support (S130)	\$73,738	\$16,696	\$21,401	\$111,835	1. Educational & Student Services Support Coordinator (C122)			
H.R.		1. HR Technician - Employment & Benefit Support (C88)	\$46,059	\$10,429	\$21,401	\$77,889				
Administrative Services	Administrative Services	1. Risk Manager (M23)	\$92,897	\$21,034	\$21,401	\$135,332				
	Fiscal Services	1. Budget Analyst (C-130)	\$73,738	\$16,696	\$21,401	\$111,835	1. Payroll Coordinator II (C130) 2. Account Clerk (C60)	\$6,605 \$2,890	\$1,496 \$654	
	Maintenance	1. HVAC Mechanic Plumber 2.0 (Flat) 2. Locksmith (C100) 3. Facilities Maintenance Worker 3.0 (C82)	\$171,196 \$51,856 \$130,119	\$38,762 \$11,741 \$29,462	\$42,803 \$21,401 \$64,204	\$252,761 \$84,999 \$223,784			1. Maintenance Supervisor (S135)	
	Police	1. Lieutenant (M20)	\$86,510	\$19,588	\$21,401	\$127,499	1. Lieutenant (M20)	\$43,255	\$9,794	
I.T.S.S.		1. Applications Analyst (C122) 2. Database Administrator (C132)	\$64,553 \$71,305	\$14,616 \$16,145	\$21,401 \$21,401	\$100,570 \$108,851				
W.I.		1. Program Assistant (C75)	\$40,495	\$9,169	\$21,401	\$71,065	1. Dean-Workforce Development (M30) 2. Foundation Program Assistant (C75)	\$109,692 \$40,495		
Total		15	\$962,702	\$217,975	\$321,019	\$1,501,696	6	\$202,937	\$11,944	1
Total Projected Salary Cost of Phase 2		\$1,716,576.51								

PHASE III - District Office

		New	Projected Salary	Fringes	Benefit	Total Cost	Re-Purposed	Vacant
Chancellor's Office								
R.I.E.	1. Director of Research Institutional Effectiveness (M23)		\$92,897	\$21,034	\$21,401	\$135,332		
H.R.	1. HR Analyst-Training & Investigation (C122)		\$68,149	\$15,430	\$21,401	\$104,981		
Administrative Services	Administrative Services							
	Fiscal Services							
	Maintenance	1. Custodian (Milpitas/N.Campus) (C55)	\$33,186	\$7,514	\$42,803	\$83,503		
		2. Carpenter (Flat)	\$62,732	\$14,204	\$21,401	\$98,337		
		3. Painter (Flat)	\$62,132	\$14,068	\$64,204	\$140,404		
	Police	1. Investigator/Detective (C118)	\$62,042	\$14,048	\$21,401	\$97,491		
		2. Parking Officer (C55)	\$33,186	\$7,514	\$21,401	\$62,101		
I.T.S.S.	1. Innovative Technology Trainer (C115)		\$60,236	\$13,639	\$21,401	\$95,276		
	2. Help Desk Operator 0.5 (C95)		\$24,680	\$5,588	\$10,701	\$40,969		
	3. Security/BYOD Engineer (C132)		\$71,735	\$16,242	\$21,401	\$109,379		
W.I.								
Total		9.5	\$570,975	\$129,280	\$267,516	\$967,771		
Total Projected Salary Cost of Phase 3		\$967,771.16						

PART II

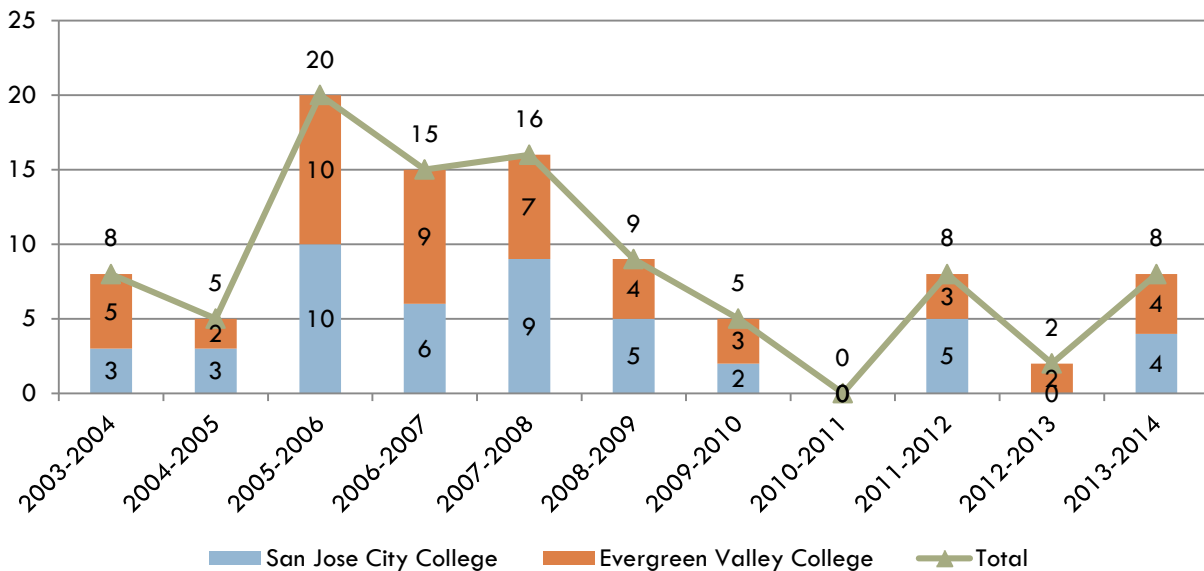
V. FACULTY HIRING

1. Full-time Faculty Hires 2003-2013

Fiscal Year	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
San Jose City College	3	3	10	6	9	5
Evergreen Valley College	5	2	10	9	7	4
Total	8	5	20	15	16	9

Fiscal Year	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
San Jose City College	2	0	5	0	4
Evergreen Valley College	3	0	3	2	4
Total	5	0	8	2	8

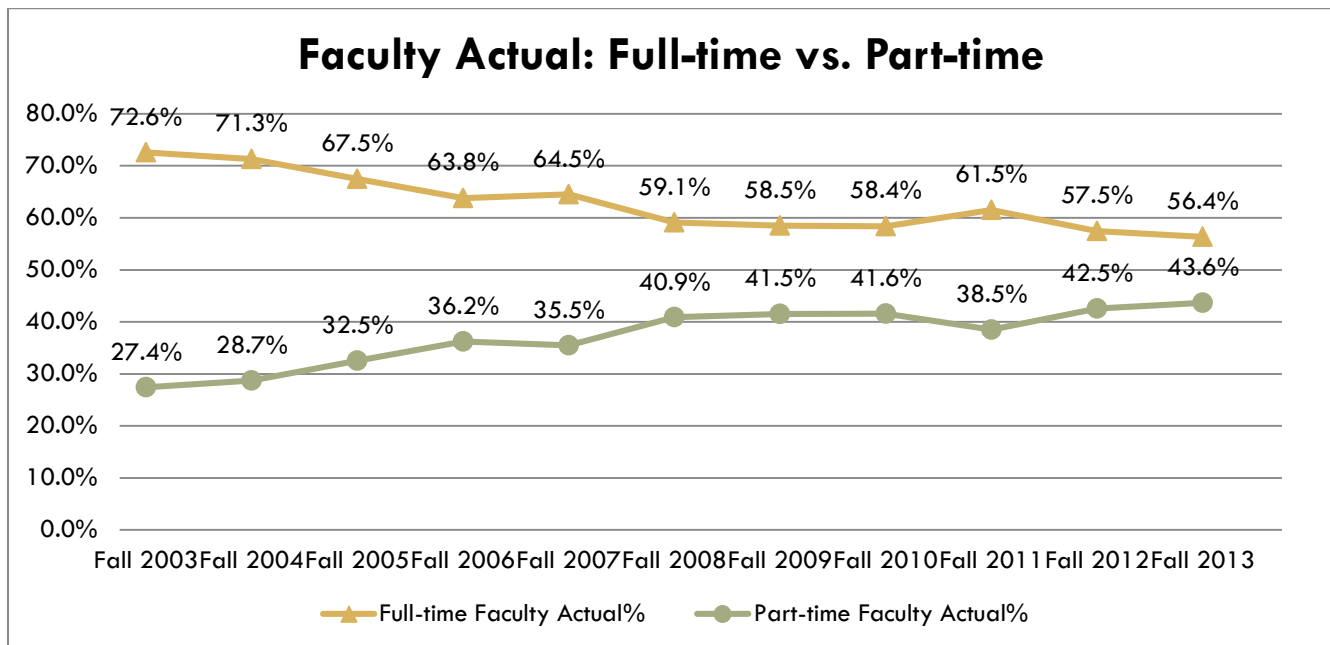
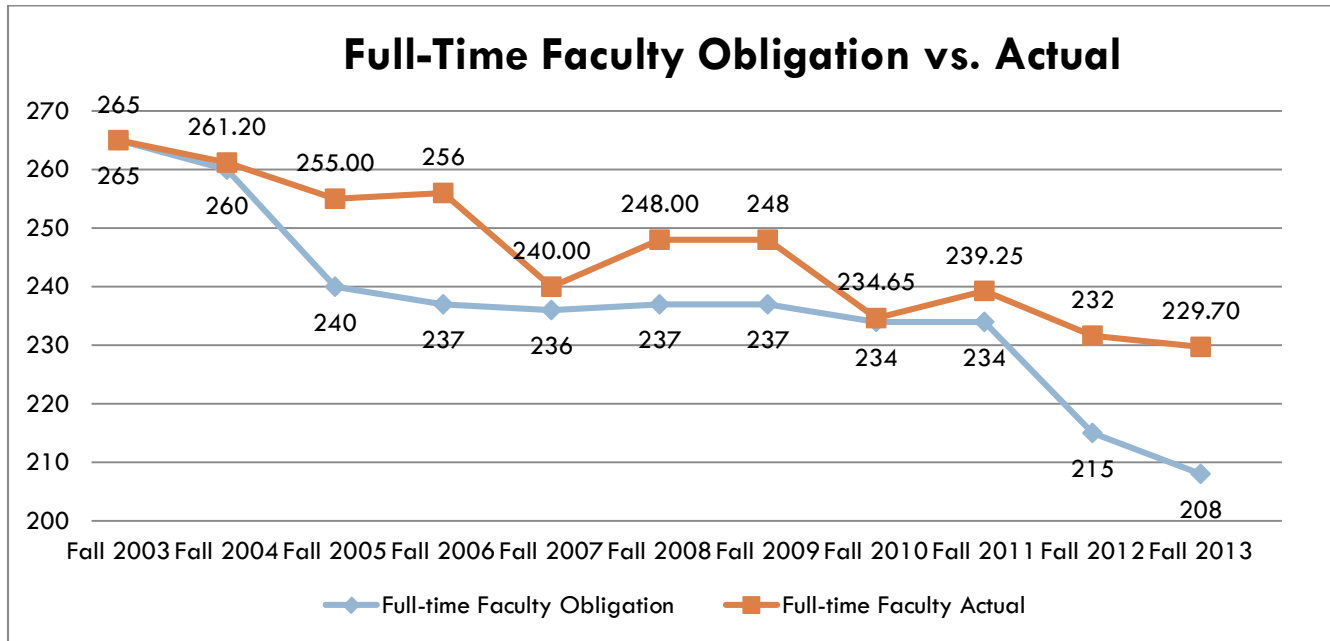
Full-time Faculty Hires



2. San José · Evergreen Community College District Full-Time Faculty Obligation 2003-2013

	Fall 2003	Fall 2004	Fall 2005	Fall 2006	Fall 2007	Fall 2008	Fall 2009	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Full-time Faculty Obligation	265	260	240	237	236	237	237	234	234	215	208
Full-time Faculty Actual	265	261.20	255.00	256	240.00	248.00	248	234.65	239.25	232	229.70
Full-time Faculty Actual%	72.6%	71.3%	67.5%	63.8%	64.5%	59.1%	58.5%	58.4%	61.5%	57.5%	56.4%
Part-time Faculty Actual%	27.4%	28.7%	32.5%	36.2%	35.5%	40.9%	41.5%	41.6%	38.5%	42.5%	43.6%
Full-time/Part-time Ratio	72.6%/27.4%	71.3%/28.7%	67.5%/32.5%	63.8%/36.2%	64.5%/35.5%	59.1%/40.9%	58.5%/41.5%	58.4%/41.6%	61.5%/38.5%	57.5%/42.5%	56.4%/43.6%

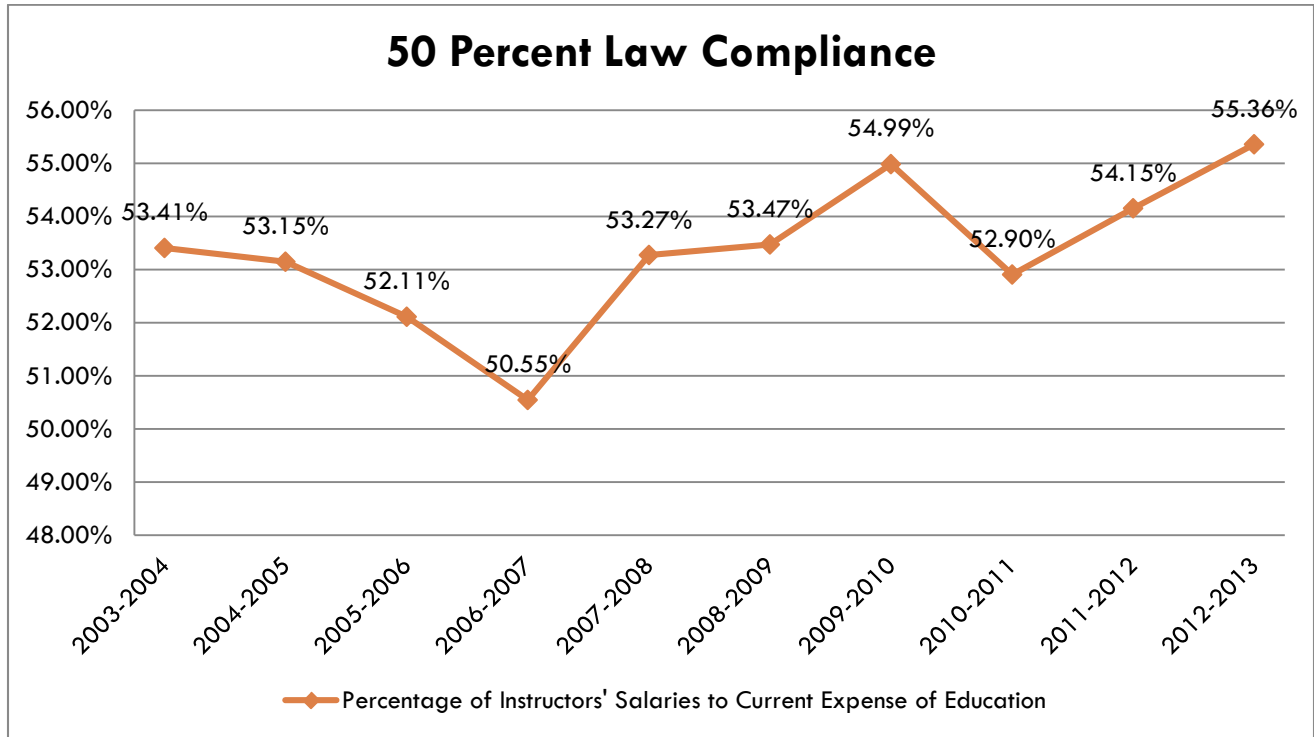
* Source: California Community Colleges Chancellor's Office - Full-Time Faculty Obligation Report 2003-2013



5. San José · Evergreen Community College District 50 Percent Law Compliance

	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Instructor's Salaries	32,407,016	33,038,574	33,950,164	36,242,585	41,728,863	42,032,019	40,456,270	38,252,460	38,424,650	37,842,053
Current Expenses of Education	60,679,166	62,166,239	65,145,556	71,700,454	78,327,841	78,605,136	73,573,761	72,305,167	70,953,312	68,360,627
Percentage of Instructors' Salaries to Current Expense of Education	53.41%	53.15%	52.11%	50.55%	53.27%	53.47%	54.99%	52.90%	54.15%	55.36%

* Source: California Community Colleges Chancellor's Office - Annual Financial & Budget Report (CCFS-311) 2003-2013



5.1 Education Code 84362 refer to as the “50 Percent Law” requires “there shall be expended each fiscal year for payment of salaries of classroom instructors by a community college district, 50 percent of the district’s current expense of education.”

5.2 Throughout the system many institutions struggle to meet and/or maintain that financial requirement for education for direct support to the payment of salaries of classroom instructors. Currently, we are the second highest in the state.

APPENDICES

APPENDIX I

San José · Evergreen Community College District Organizational Redesign Survey Open-ended Response Analysis

As a component of the District Organizational Redesign Survey, staff and faculty were shown organizational charts for each functional unit at the District Office, San José City College, Evergreen Valley College, and Workforce Institute. After each chart, respondents were simply asked to make any comments about the chart in the space provided.

These comments were analyzed separately by location and by grouping the comments into common themes in order to minimize the variation in the responses. The themes were coded in order to keep the analysis objective. The themes were then tested by sampling a percentage of the comments and coding them with using the coding schematic described above. The themes were modified to allow for clarity and the codes reapplied. After all comments had been coded, a frequency table was generated to see which themes received the most comments. What follows are the results of this qualitative analysis.

1. San Jose City College (736 responses)

- Support for plan or no comment
- Clarification needed
- No new administrators

Theme	Number	Percentage
Support for plan or no comment	302	41.03%
Clarification needed	91	12.36%
No new administrators	76	10.33%
Objection to Dean of Research, Planning, and Development	17	2.31%
Opposition to/suggestions for School of Business	10	1.36%
Questions about Learning Resource Center; confusion about ESL, tutoring, Distance Ed, Umoja, Puente, METAS	25	3.40%
Opposition to Dean of Kinesiology	9	1.22%
Hire more faculty	59	8.02%
Suggestions for/support for Journalism, Humanities	11	1.49%
General suggestions for various academic departments	42	5.71%
VP of Administrative Services, unclear about role, repurposing, accountabilities, and where a grant writer will go	13	1.77%

Reprographics, support for. Don't decentralize, keep graphic artist	16	2.17%
Support for hiring more facilities, grounds, maintenance, police, custodial personnel	17	2.31%
Student Affairs; lack of understanding of charts, enrollment services, support for hiring more classified staff throughout Student Affairs areas	23	3.13%
Don't add a webmaster/don't add a community relations person	17	2.31%
Basic disapproval of plan	8	1.09%

2. Evergreen Valley College (578 responses)

- Support for plan or no comment
- Clarification needed
- Hire more classified staff

Theme	Number	Percentage
Support for plan or no comment	447	77.34%
Clarification needed	20	3.46%
Hire more classified/increase FTE proposed	21	3.63%
Questions/suggestions about support programs (Enlace, etc.)	5	0.87%
No new positions are necessary	17	2.94%
Support for hiring more grounds, maintenance, police personnel	15	2.60%
Suggestions about what to do with various academic programs	10	1.73%
Questions about Dean for Distance Ed, questions about Library, Technology	9	1.56%
Hire more faculty	9	1.56%
Clarification about CTSS proposals	9	1.56%
Too many administrators	5	0.87%
Centralize police	5	0.87%
Don't centralize police	1	0.17%
Questions about proposal for Administrative Services	3	0.52%
Support for improving technology infrastructure	2	0.35%

3. Chancellor's Office (163 comments)

- Support for plan or no opinion
- Combine positions
- Clarification of chart and/or positions

Theme	Number	Percentage
Support for plan or no opinion	38	23.71%
Titles/chart unclear	19	11.59%
Too many Vice Chancellors	17	10.37%
Let PIO be the staff writer and gov't relations person	16	9.76%
Chancellor doesn't need graphic designer/don't move from SJCC	13	7.93%
No support for plan/negative comments/fear of the past	12	7.32%
Don't change anything/no new positions	8	4.88%
Clarify IESS title/VC position or what?	6	3.66%
Not sure how this supports student success	5	3.05%
Support for CISO position	4	2.44%
Communications & gov't relations not needed	3	1.83%
Let the chancellor do this work	3	1.83%
Let the people currently in these positions do the work	3	1.83%
Support for PIO/Gov't relations positions	3	1.83%
Don't promote current staff	2	1.22%
Work not needed at the district level/decentralize	2	1.22%
Hire more faculty	2	1.22%
Combine positions	2	1.22%
Share PIO with Campuses	2	1.22%
Funding concerns	2	1.22%
Need a different Vice Chancellor (i.e., VCAA)	1	0.61%
Support for graphic designer for chancellor	1	0.61%

4. Research Institutional Effectiveness Office (145 comments)

- Too many new positions proposed
- Support for plan or no opinion
- Clarification of charts and/or positions

Theme	Number	Percentage
Too many new positions proposed	26	17.93%
Support for plan or no opinion	33	22.75%
Chart is unclear	23	15.86%
Too many vice chancellors	14	9.66%

Too many administrators	12	8.28%
Proposed charts are good/supports student success	7	4.83%
Concerned it will look like the past/have a need for help on campuses/not fair/no salary increases for staff	6	4.14%
Campus research analysts are needed/more research analysts needed	5	3.45%
Proposed chart does not support student success	5	3.45%
Concerned how it will be funded	3	2.07%
Vice chancellor is needed (positive)	3	2.07%
Change director positions to supervisors	3	2.07%
More staff is needed (positive)	2	1.38%
Concerned about centralization/disempowering presidents	1	0.69%
Opposed to promoting current staff	1	0.69%
Need more faculty positions	1	0.69%

5. Human Resources (55 responses)

- Support for the plan or no opinion
- Don't understand HR
- Don't agree with plan

Theme	Number	Percentage
Support for plan or no opinion	25	43.8%
Do not agree/HR to be considered for outsourcing/No (too many) new positions	9	15.8%
Do not understand/know HR field	9	15.8%
Do not need an HR Analyst - Investigation and Training position.	4	7.0%
Missing guiding principles from the operation/First thing is to help faculty/Hiring process is cumbersome, lose applicants.	3	5.3%
HR people to answer their phones/poor phone etiquette	2	3.5%
Too top-heavy/Fewer administrators and more classified please	2	3.5%
Analyst positions not needed, but need technician positions.	1	1.8%

The proposed chart does not fix the broken HR dept.	1	1.8%
We cut back and now see the need to add back. It may require more personnel in this area.	1	1.8%

6. Administrative Services (51 comments)

- Don't add staff or change titles
- Clarification of chart and/or positions
- Support for plan or no opinion

Theme	Number	Percentage
No Associate Vice Chancellor needed	7	13.21%
No Risk Manager position needed	7	13.21%
Support for plan or no opinion	7	13.21%
Charts/Title are unclear	5	9.43%
Unclear why Admin Assistant and Exec Secretary are needed together	5	9.43%
Support for Police positions	4	7.55%
Put more police on campuses	4	7.55%
No new police positions needed/criticism of police	3	5.66%
No new positions are needed	3	5.66%
Don't decentralize reprographics	2	3.77%
Combine some of the job functions	2	3.77%
No full time Facilities Manager needed	1	1.89%
No need to repurpose current positions/people	1	1.89%
No more Vice Chancellors	1	1.89%
Decentralize maintenance	1	1.89%

7. Information Technology Support & Services (70 comments)

- Support for plan or no opinion
- No new positions
- Suggestions on specific positions

Theme	Number	Percentage
Support for plan or no opinion	21	30.00%
No new positions needed	13	18.57%
No Network engineer; BYOD/ SharePoint designer needed	6	8.57%
Titles/chart unclear	5	7.14%
Feedback/advise about technology	4	5.71%

Web master needed/Moodle support	4	5.71%
Too many new positions proposed	3	4.29%
Faculty need IT support	3	4.29%
Increase staff in help desk	2	2.86%
Support for more staff in ITSS	2	2.86%
Support for centralizing IT	2	2.86%
Negative feedback about ITSS or CTSS	1	1.43%
Funding concerns	1	1.43%
Don't centralize IT	1	1.43%
Distance education position is needed/Moodle support needed	1	1.43%
Support for CISO Vice Chancellor position	1	1.43%

8. Campus Technology Support Services (52 comments)

- Support for plan or no comment
- Clarification of charts and/or positions
- No new vice chancellors

Theme	Number	Percentage
Support for plan or no comment	27	51.93%
Titles/chart unclear	6	11.54%
No new vice chancellors	3	5.77%
Too many management positions proposed	3	5.77%
Support for centralizing IT	3	5.77%
More IT staff needed at the campuses	3	5.77%
Don't centralize IT	2	3.85%
No new positions needed	1	1.92%
Negative	1	1.92%
Feedback/advise about technology	1	1.92%
More helpdesk staff needed	1	1.92%
Support for CISO Vice Chancellor position	1	1.92%

9. Reprographics (46 comments)

- Support for plan or no opinion
- Clarification of charts and/or positions
- Support for reprographics staff and/or work ethic of repro

Theme	Number	Percentage
Support for plan or no opinion	20	43.48%
Titles/Chart Unclear	6	13.04%
Support/praise for repro staff	5	10.87%
Don't change anything	5	10.87%
Repro needs more staff	3	6.52%
Keep Repro under ITSS/Centralize Repro	3	6.52%
Don't take repro positions away from colleges	2	4.35%
Leave graphic designer at SJCC	1	2.17%
Outsource reprographics	1	2.17%

10. Workforce Institute (54 comments)

- Support for plan or no comment
- Clarification of role of WI
- Too many administrators

Theme	Number	Percentage
Support for plan or no comment.	22	40%
Don't really understand the Workforce Institute's role	8	15%
Too many administrators (no new faculty)	6	11%
Need clarification on Dean positions	5	10%
Don't really understand how Workforce Institute is funded	3	6%
I disagree with the Deans' positions	2	4%
Get rid of all vice chancellor positions - more deans and faculty positions.	1	2%
Too many staff in general	1	2%
Foundation combined with WI	1	2%

Do not approve position of Foundation Program Assistant	1	2%
Do not agree	1	2%
Don't know why there is a need for an Executive Assistant.	1	2%
Where will the money come from to fund these positions?	1	2%
What is the present layout and how does it differ from this one?	1	2%

APPENDIX II

Faculty Hiring Process

1. College Process: San Jose City College

1.1 Development of Faculty Hiring Priorities List

President initiates a request to the Academic Senate to submit its request for a certain number of faculty positions, in ranked order, along with a sound rationale for these particular hires. Included in this request is the criteria by which rankings are based; in particular, how requests for the non-instructional positions (e.g. counseling, librarians, student services) as well as how requests from the CTE areas will be considered. Weighted criteria should be clearly based in each of the following areas when making ranked lists for faculty hires:

- Engagement in SLO Assessment/Program Review
- College/Student Need
- Student Success Current FT Faculty

Additional consideration is to be given to the following factors when establishing hiring priorities: retirees, mandatory hires, emerging occupations, instructional/non-instructional positions, vacancies, and student success/basic skills initiatives.

1.2 Academic Senate Criteria for Considering New Positions:

The Academic Senate approved the following list of criteria that was informally used in 2013 as guidelines for faculty hiring priority list that was submitted to the President.

Faculty Hiring Criteria / Fall 2013

- Engagement in SLO Assessment/Program Review
- College/Student Need for Growth (wait lists, etc.)
- Student Success
- Number of Current FT Faculty

Consideration for the following factors when establishing our hiring priorities:

- vacancies due to retirement
- mandatory hires
- emerging occupations
- particular needs of non-instructional positions
- vacancies
- student success/basic skills initiatives
- diversity within departments (gender and/or ethnicity)

Academic Senate (1) heard short, 3 min. presentations related to new faculty hires,

(2) reviewed all vetted annual and comprehensive program reviews related to the request, and

(3) reviewed a one paragraph request and rationale for the position.

The Senate intends to have a formalized faculty hire rubric finished by Fall 2014.

2. College Process: Evergreen Valley College

2.1 Faculty Hiring Criteria

After input from the participatory governance process, the following factors are considered for final position determinations:

- Relevance to current and future student profile/needs

- Alignment with Integrated Plan Initiatives and Commitments to Action

- Student Centered

- Community Engagement

- Organizational Transformation

- Enrollment patterns of discipline and/or program courses

- Currency of curriculum

- Ration of full to part time faculty

- Program Reviews

- Institutional initiative(s)

- Institutional or professional program accreditation

2.2 Faculty Position Priority Determination

President informs Academic Senate President and Vice Presidents to begin discussion with their respective groups for faculty hiring for the following academic year.

Division-level discussions are led by the area dean (Academic and Student Affairs) with faculty/staff in each division.

Factors considered include:

- Current and future student profile and needs

- Enrollment patterns of discipline and/or program courses; college-wide enrollment patterns

- Currency of curriculum

- Full-time to part-time ratio

- Program reviews

- New mandates from the State, if any

- Alignment with college initiatives

Discussions occur amongst the Deans. Academic Senate representatives have discussion at Academic Senate meetings.

Deans forward a recommendation to the Vice President of Academic Affairs. On behalf of the Deans, Vice President of Academic Affairs forwards recommendation to the College President.

On behalf of the Academic Senate, the President of the Academic Senate forwards a recommendation to the College President.

President takes both recommendations to the College Council for discussion. College Council makes a recommendation to the College President.

President reviews recommendations based on the following factors and makes a decision.

- Budget

- Sufficient funding to hire faculty

- Full-time to part-time ratio

- Needs of the campus

- Accreditation

- Enrollment and student patterns and demands

President announces decision to the college community.

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