All Managers’ Meeting
Rock Creek Campus

June 12, 2019
Organizational Structure Study

Consultants: George Boggs, PhD & Christine McPhail, EdD

Purpose: To review PCC’s organizational structure with intent to assess level of support needed to maximize equitable student success and recommend best practice organizational ideas for PCC.

What they did: Collected information through survey, focus groups, interviews, review of documents, and examination of other data to determine if our core function of serving students is best supported and delivered - given our current structure.

What we have today: Executive Summary only; final Report underway
• Many thanks to everyone who participated in survey, discussions, focus groups

• This is part of Work Plan timeline - strategic planning, alignment of priorities with budgeting, accreditation

• Executive Summary-Report: culmination of input, not end result

• Next steps - determine how to move forward in a way that best serves students: seeking input, feedback, ideas

• No major changes before Fall 2019
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<tbody>
<tr>
<td><strong>Budget</strong></td>
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<td>17-18</td>
<td>18-19</td>
<td>19-20</td>
<td>20-21</td>
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<td>Supplemental Budget due to board in June 2018</td>
<td>Supplemental Budget due in June 2020</td>
<td>Supplemental Budget due to board in March 2021</td>
<td>Supplemental Budget due in June 2022</td>
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<tr>
<td>Work on Phase 1* of new distribution formula</td>
<td>Complete Phase 1* of new distribution formula</td>
<td>Work on Phase 2* of new distribution formula</td>
<td>Complete Phase 2* of new distribution formula</td>
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<td><strong>Strategic Plan</strong></td>
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<tr>
<td>Structural Study</td>
<td>Plan the Strategic Planning Process (Env. Scan, External Input, Internal Input, etc.)</td>
<td>Continue Strategic Planning Process</td>
<td>Align Plan with 21-23 Budget by March of 21</td>
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<td>Mid Cycle Visit</td>
<td>Review Mission Statement</td>
<td>Write the Plan</td>
<td>New distribution formula completed and implemented in 23-25</td>
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<td><strong>Accreditation</strong></td>
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<td>Review Mission Statement</td>
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*END OF WORK PLAN, BEGINNING OF STRATEGIC PLAN*
Survey asked about: structure, processes, staffing levels, distribution of responsibilities/workload, communication processes, efficiency, and student services across the college.

- Overwhelming indications: student needs are the main focus of everyone’s work; employees encouraged to take initiative to improve equitable student success.
- Given size, complexity of PCC - themes around strengthening communication structures, processes, practices.
• Concern about competitive culture between campuses, silos with different structures and procedures - stagnate further development of “one college model”
• Lack of clarity about aspects of centralization and decentralization of programs, services
• Important to ensure students have equitable access and high quality instruction, services
• Current budget model places emphasis on internal competition. Employees welcome more participation in budget process.
Summary of Survey Results (cont.)

- Belief among some that programs, departments providing college-wide services are not adequately staffed
- Comments about full-time/part-time faculty ratios
- Desire for professional development, training, career advancement
- Assess and integrate initiatives that support diversity, equity, and inclusion in all areas, especially through professional development
Notes about Recommendations

• Suggestions for the President to consider
• Important to obtain input before major decisions
• Opportunities for feedback (discussions, Inside PCC, etc.)
• New ideas, variations on recommendations encouraged
• Focus on equitable student success
• Timeline for decision: end of Fall 2019
Overall Recommendations for Realignment

Nine areas:

1. Academic Program/Discipline Administration
2. Class Scheduling
3. Part-time Faculty Employment/Evaluation
4. Part-time/Full-time Faculty Ratio
5. Strategic Resource Allocation
6. Student Affairs Administration
7. Partnerships: Business, Industry, Community, High Schools
8. Operations (at each campus for budget, other logistics)
9. Professional Development and Training Structure
Executive Administration Structure Realignment

- Two options; not “either/or” – we decide what will work for us
- Pros and cons of each will be expanded in final report
- How programs, disciplines, services aligned - determined by college

- **Option 1**: Aligns college-wide academic divisions under Chief Academic Officer; no campus presidents; executive dean/provost; campus operations manager; dean of students reports to Chief Student Affairs Officer.

- **Option 2**: Aligns college-wide academic divisions under four campus presidents each responsible for portfolio of college-wide programs.
Leadership Development & Transformational Change Management

- Common framework for resulting changes
- Leadership development strategy
- Uniform organizational change model
- Best practices that enhance our equitable student success efforts
All Managers’ Feedback Today

• At previous AM meeting, we asked who should be part of consultants’ inquiries
• Today, we have two questions (cards):

1. Who (constituents, groups, etc.) shall we ask for feedback on report?

2. List any questions *you have* about the report or the college’s process for soliciting input in the fall.
Remember

• Go to: Inside PCC to the “You Asked” option to provide feedback, ask questions or see responses

• Essential for us to become adept at strategically managing change in ways that best serve our students and the college mission

• More to come this fall!