

# District Office: Functional Map Realignment

June 27, 2022

Interim Chancellor and members of the PCCD Leadership Team

# Agenda

- Background Information
- Review of Functional Areas
  - Chancellor's Office, HR, Finance, DGS, Safety, IT
- Summary of Alignment
- Financial Implications
- Questions & Answers



# Historical Background...how we got here

## **Title 5 Authorization – Section 53021 (C ) sub-paragraphs 1-3**

**(c) For purposes of this section, a new vacancy is not created when:**

- (1) there is a reorganization that does not result in a net increase in the number of employees;**
- (2) one or more lateral transfers are made and there is no net increase in the number of employees;**
- 3) a position which is currently occupied by an incumbent is upgraded, reclassified, or renamed without significantly altering the duties being performed by the individuals**

**Note: This regulation was amended by the Chancellor of the California Community Colleges with the issuance of Executive Order 2020-04, April 27, 2020. waiving 2 year interim appointments.**

# Historical Background...how we got here



- **FCMAT Recommendations – 2019 FCMAT report noted 75 areas of concern**
  - **In-house Legal Counsel**
  - **Fill Critical Vacancies**
  - **Balance Resources more effectively with our needs**
  - **Retain our Employees**

# Historical Background...how we got here

- **ACCJC Recommendations**
  - **Special Report Site Visit on Fiscal Monitoring was conducted on December 16 and 17, 2020.**
  - **The District Office staffing was insufficient in the prior year to demonstrate accountability.**
  - **Adopting a restructuring plan to improve efficiencies and accountability at the District office and the Colleges**
  - **Establishing a Student Success Infrastructure Plan to comply with the Student-Centered Funding Formula as announced by the California Community College Chancellor's Office**
    - **Cambridge West presented Resource Allocation Model – Alignment with SCFF (BoT presentation April 12, 2022)**



# Requirement 10 – Functional Maps

## Peralta Community College District Function Map

The Peralta Community College District (PCCD) Function Map is intended to illustrate how the four colleges and the district office manage the distribution of responsibility by function. It is based on the Policy and Procedures for the Evaluation of Institutions In Multi-College/Multi-Unit Districts or Systems of ACCJC/WASC.

It was produced as the result of a collaborative process among the four colleges of the District, Berkeley City College, College of Alameda, Laney College, Merritt College, and the Peralta Community College District Office.

The Function Map includes indicators that depict the level and type of responsibility:

P = Primary Responsibility, S = Secondary, SH = Shared Responsibility, N/A = Not App


### Standard I: Institutional Mission and Effectiveness

| A. MISSION   |         |          |
|--|---------|----------|
| The institution has a statement of mission that defines the institution's broad educational purposes, its intended student population, and its commitment to achieving student learning.   |         |          |
|  | College | District |
| 1. The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.  | P       | S        |
| 2. The mission statement is approved by the governing board and published.   | SH      | SH       |
| 3. Using the institution's governance and decision-making processes, the institution reviews its mission statement on a regular basis and revises it as necessary.   | P       | S        |
| 4. The institution's mission is central to institutional planning and decision-making.   | P       | S        |
| B. IMPROVING INSTITUTIONAL EFFECTIVENESS   |         |          |
| The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key processes and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning. |         |          |
|  | College | District |
| 1. The institution maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.   | P       | S        |
| 2. The institution sets goals to improve its effectiveness consistent with its stated purposes. The institution articulates its goals and states the   | P       | S        |

- Prior reports contained college/district functions by the Standards -- This does not really delineate functions in a useful way.
- With all the reorganization and staffing changes, it is important to know who is responsible.

# Requirement 10 – Functional Maps

- **Action:**
- Clearly define & delineate who is responsible college/district for each function, NOT each standard
- This holds people accountable & explains how to FUNCTIONALLY get things done.
- 10/29/ 2021 (1<sup>st</sup> reading)
- 11/9/2021 approved by PCCD Board.



## District Function Map

8/19/2021

The Peralta Community College District Function map was developed to show the delineation of functions between the district and both colleges.

The purpose of this document is to clarify shared responsibilities, authority, and functions in the District and Colleges ant to reference guiding Policies and Procedures related to those tasks. Where applicable, relevant Board Policies (BP) and Administrative Procedures (AP) are listed with each function. These listings are meant to serve as a quick reference and are not comprehensive to each function. Responsible District and College positions are listed for each function.

| Function  | District Role   | College Role   |
|---|---|--|
| <b>Accreditation</b><br><br>(BP 3200<br>AP 3200)                                    | <ul style="list-style-type: none"> <li>Act as liaison between colleges and district for accreditation functions and issues.</li> <li>Responsible for addressing accreditation standards related to centralized district functions</li> </ul>  | <ul style="list-style-type: none"> <li>Coordinate and facilitate ongoing accreditation functions.</li> <li>College ALOs and Presidents are primary points of contact for ACCJC.</li> </ul>   |
| <b>Admissions, Records, and Registration</b><br><br>(BP5010, 5011<br>AP 5010, 5011) | <ul style="list-style-type: none"> <li>Chief of Staff, VC of Academic Affairs and Student Success</li> <li>Maintain online application (CCCApply) and automated process</li> <li>Set registration, rosters and related schedules.</li> <li>Establish Priority Registration</li> <li>Provide transcripts electronically and in print</li> <li>Offer annual training and updates to college A&amp;R staff</li> <li>Serve as lead on all A&amp;R PS functionality projects</li> <li>Serve as centralized registrar</li> <li>Ensure regulation compliance</li> <li>Serve as lead on annual internal audits of A&amp;R items</li> <li>Maintain and monitor storage of student records (i.e. grades, attendance records etc.)</li> <li>Evaluates applications to determine eligibility for admission, review for complements and accuracy, code and process applications according to established policies and procedures.</li> </ul> | <ul style="list-style-type: none"> <li>Presidents</li> <li>College Accreditation Liaison Officers</li> <li>Maintain registration processes and services</li> <li>Maintain student records</li> <li>Designate priority registration for categorical programs and special populations</li> <li>Review external reporting (MIS, NSC, IPEDS) for accuracy related to student data/records</li> <li>Evaluate and award student degrees and certificates</li> <li>Assess the student requests for enrollment</li> <li>Educate campus staff, faculty and students enrollment forms</li> </ul> |
|   | <ul style="list-style-type: none"> <li>Vice Chancellor of Academic Affairs and Student Success</li> </ul>   |  |

Peralta Community College District  
August 22, 2021

Function Map  
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# EXAMPLE

## Functional Map – CTE/SWP/GRANTS pg 6-8

GAP: Lack of leadership at the District level who is knowledgeable of Career Education (including regulations, fiscal management, grant information and management, as well as how best to support the college's CE and grant management processes.

- Recommendation: Identify a strong leader at the District level who can communicate and partnership with BACCC, state and other high-level partners.

GAP: Lack of qualified personnel in the Fiscal Services who can facilitate the grant fiscal management with confidence and competence to work with the colleges including navigation of NOVA. GAP: Lack of leadership at the District level to be the liaison with regional partners including BACCC. Lack communication back to colleges.

- Recommendation: Identify a qualified personnel at the Fiscal Services level to ensure that the disseminated funds from the funding source entities are a) received correctly mat the district fiscal b) disseminate to the colleges correctly, and accurately with proper communication as to how much and where they are parked.

GAP: Disconnect between State and Federal original funds dissemination to the District (SWP funds and Perkins) do not match the amount distributed to the colleges

- Recommendation: Identify a qualified personnel at the Fiscal Services level to ensure that the disseminated funds from the funding source entities are a) received correctly mat the district fiscal b) disseminate to the colleges correctly, and accurately with proper communication as to how much and where they are parked. (currently there is a gap)
- Recommendation: Have a clearly identified Grant-related shared timeline for the district annually which includes report, fiscal check, and other key activities

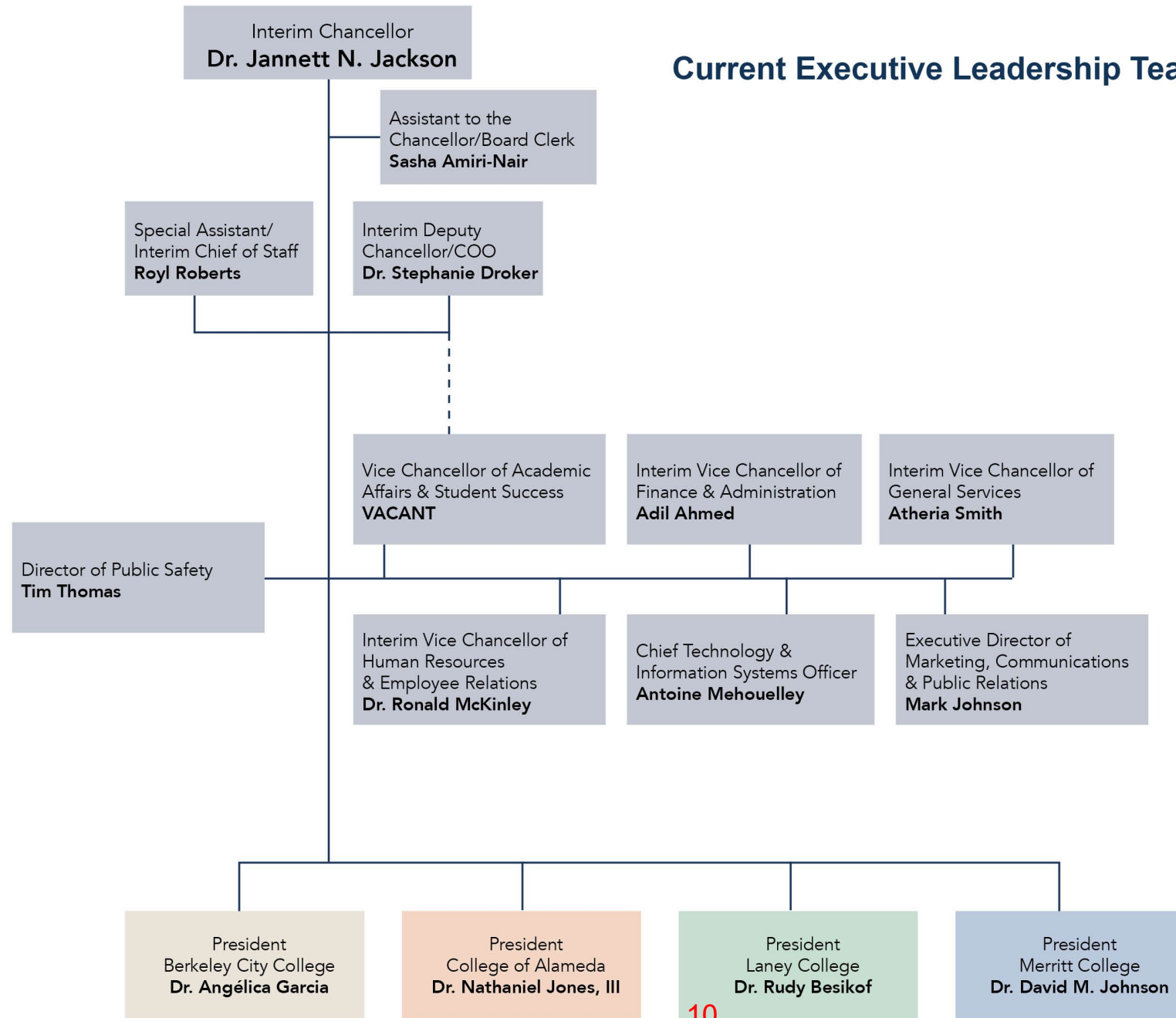


# Review of Functional Areas

- **Current Executive Leadership Team**
- **Chancellor's Office**
- **HR**
- **Finance**
- **DGS**
- **Campus Safety**
- **IT**
- **Future Executive Leadership Team**



# Current Executive Leadership Team



# Review of Functional Areas – Chancellor’s Office

| Current State                                      | Future State  | Fiscal Impact                                       |
|--|---|---|
| Chief of Staff: Royl Roberts, Esq                  | General Counsel: Royl Roberts, Esq  | NONE  |
| Vice Chancellor Academic Affairs & Student Success | Position modification to Associate Vice Chancellor, Educational Services                    | Fiscal Impact : Fund 1 Savings of \$24,210 per year |
|  | New Position: Director of Grants Management (FCMAT, Functional Map (indirect costs funding) | No Fund 1 Impact                                    |

# Review of Functional Areas – Human Resources

| Current State  | Future State   | Fiscal Impact |
|--|--|---------------|
| HR Risk Management Staff report to <u>Vice Chancellor of Human Resources</u> | HR Risk Management Staff to report to <u>General Counsel</u> | NONE          |

# Review of Functional Areas – Finance

| Current State                     | Future State   | Fiscal Impact                 |
|-----------------------------------|--|-------------------------------|
| Exec. Director of Fiscal Services | Associate Vice Chancellor of Fiscal Services                     | NONE                          |
|                                   | New Position: Executive Director of Operations                   | \$181,578 Annually via Fund 1 |
|                                   | New Position: Budget Financial Analyst (Paid via Indirect Costs) | No Fund 1 Impact              |
|                                   | New Position: Bond Construction Manager (Paid via Measure G)     | No Fund 1 Impact              |

# Review of Functional Areas – General Services

| Current State  | Future State                                       | Fiscal Impact    |
|--|--|------------------|
| Design Management currently via AECOM and Other Vendors  | New Position: Design Manager (Paid via Measure G)  | No Fund 1 Impact |
| Project Management currently via AECOM and Other Vendors | New Position: Project Manager (Paid via Measure G) | No Fund 1 Impact |
| DGS Coordinator  | Public Safety Coordinator                          | NONE             |
| DGS Staff Assistant                                      | Public Safety Staff Assistant                      | NONE             |

# Review of Functional Areas – Public Safety

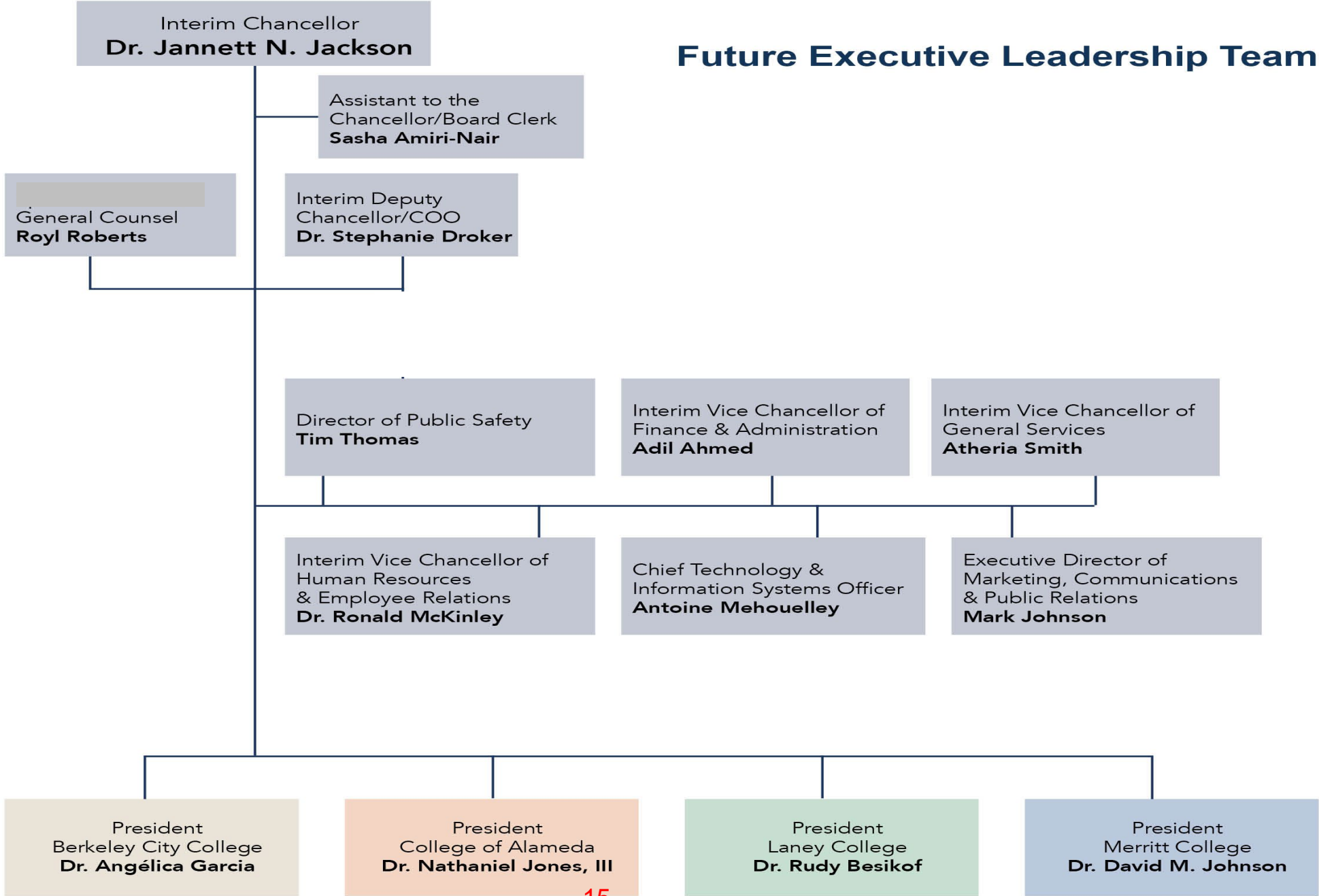
| Current State | Future State                  | Fiscal Impact |
|---------------|-------------------------------|---------------|
|               | Public Safety Coordinator     | NONE          |
|               | Public Safety Staff Assistant | NONE          |

# Review of Functional Areas – Information Technology

| Current State       | Future State              | Fiscal Impact            |
|---------------------|---------------------------|--------------------------|
| Enterprise Director | Director of IT Operations | None                     |
| Network Director    | Project Manager           | \$12K per Annual Savings |



# Future Executive Leadership Team





# Summary of Fiscal Impact

| Actual Position Control |                           |                        | New Position Control (Adopted Budget)          |                 |                  |                |   |                      |                        |                          |                           |
|-------------------------|---------------------------|------------------------|--|-----------------|------------------|----------------|---|----------------------|------------------------|--------------------------|---------------------------|
| Department              | Position Title            | Yearly Budgeted Salary | Title Changed                                  | Adjusted Salary | Financial Impact | Yearly Savings | New Position Title                          | Though Indirect Cost | Funded Through Fund 01 | Funded Through Measure G | Funded Through DGS Budget |
| Chancellor Office       | Chief of Staff            | 217,893                | General Counsel                                | 217,893         | No               |                |   |                      |                        |                          |                           |
| Academic Affairs        | Vice Chancellor           | 205,788                | Associate Vice Chancellor Educational Services | 181,578         | Yes              | 24,210         |   |                      |                        |                          |                           |
| Academic Affairs        | New Position              |                        |  |                 | Yes              |                | Director of Grants Management               | 157,368              |                        |                          |                           |
| Finance                 | Executive Fiscal Director | 181,578                | Associate Vice Chancellor                      | 181,578         | no               |                |   |                      |                        |                          |                           |
| Finance                 | New Position              |                        |  |                 | Yes              |                | Executive Director of Operations            |                      |                        | 181,578                  |                           |
| Finance                 | New Position              |                        |  |                 | Yes              |                | Budget Financial Analyst                    | 125,665              |                        | 130,999                  |                           |
| Finance                 | New Position              |                        |  |                 | Yes              |                | Bond Construction Manager / Budget Director |                      |                        |                          | 133,157                   |
| DGS                     | New Position              |                        |  |                 | Yes              |                | Design / Project Manager                    |                      |                        |                          | 133,157                   |
| DGS                     | New Position              |                        |  |                 | Yes              |                | Project Manager                             |                      |                        |                          | 133,157                   |
| Information Technology  | Entreprise Director       | 145,262                | Director of IT Operations                      | 145,262         | No               |                |   |                      |                        |                          |                           |
| Information Technology  | Network Director          | 145,262                | Project Manager                                | 133,157         | No               | 2,105          |   |                      |                        |                          |                           |
| Public Safety           | New Position              |                        |  |                 | Yes              |                | Coordinator of Public Safety                |                      |                        |                          | 81,750                    |
| Public Safety           | New Position              |                        |  |                 | Yes              |                | Staff Assistant                             |                      |                        |                          | 56,693                    |
| <b>Total</b>            |                           | <b>895,783</b>         |  | <b>859,468</b>  |                  | <b>36,315</b>  |   | <b>283,033</b>       | <b>181,578</b>         | <b>399,471</b>           | <b>138,443</b>            |
|                         |                           |                        |  | 16              |                  |                |   |                      | 130,999                |                          |                           |






# Summary of Fiscal Impact

Overall Impact Fund 1:  
\$94,684 Net Cost\*

Overall Impact Indirect Costs:  
\$283,033

Overall Impact Measure G:  
\$399,471

# Questions & Comments?



BERKELEY CITY COLLEGE  
1974  
TRANSFORMING LIVES



COLLEGE OF  
ALAMEDA



COLLEGE OF  
ALAMEDA



Laney College



LANEY  
COLLEGE



MERRITT  
COLLEGE



PERALTA COMMUNITY  
COLLEGE DISTRICT