Designing an Organizational Structure to Better Support our BP4S Goals

DRAFT

Goal: Seizing upon the opportunity of planned vacancies, design an organizational structure to support The Blueprint for Success

A 12-week redesign process structured in three phases: (1) framing and data-gathering, (2) option design and participatory vetting, and (3) decision, transition planning, and communication, with clear roles for governance groups and transparent feedback loops throughout. week reorganization process structured in three phases: (1) framing and data-gathering, (2) option design and participatory vetting, and (3) decision, transition planning, and communication, with clear roles for governance groups and transparent feedback loops throughout. -week reorganization process structured in three phases: (1) framing and data-gathering, (2) option design and participatory vetting, and (3) decision, transition planning, and communication, with clear roles for governance groups and transparent feedback loops throughout.

Overall structure and principles

- **Duration and phases**

    - **Phase 1:** Feb 23- Mar 13 (weeks 8-10 of Winter Quarter) Problem framing, criteria, and shared understanding of current state.

    - Pause for end of winter/start of spring quarter – SLT uses this time to prepare for brainstorming sessions

    - **Phase 2:** Apr 13-May 15 (weeks 2-6 of Spring quarter) Co-creation and testing of division/administrative structure options: brainstorming ideas from constituency groups, open campus forums

    - May 18-22 (W7 of Sp quarter) SLT refine design concept into draft plan

- **Phase 3:** May 25- Jun 5 (week 8 & 9 of Spring quarter): Share out broad strokes of plan and transition and implementation plans.

- **Guiding principles**

  - Honor Title 5 participatory governance by engaging Academic Senate, classified, and student leadership in defined consultation points. Note: for Academic Senate review, May 18 and June 1 are the last set of meetings for this academic year. For Classified Sentae Review, May 14th or May 28th are the last meetings.

  - Emphasize authentic engagement: structured dialogue, visible incorporation of feedback, and clear distinctions between consultation, recommendation, and decision authority.

Phase 1 (Feb 23- Mar 13 weeks 8-10 of Winter Quarter**): Frame, listen, and define**

Goals: Build urgency, clarify the "why," and develop shared criteria and guardrails for any new structure.

- Prep before launch: prepare materials to set the stage

  - Current vacant positions

  - Positions on the SRP

  - Positions/ work being done by TEAs

  - Positions requested through budget process for next year

  - Data on instructional divisions and CAPs (FTEF, FTES, # sections)

  - Temporary (grant, one time) funded positions with long term needs

  - Reminder of BP4S goals, objectives, data for key metrics

  - Data from Unlocking Opportunity

  - Other

- Week 1 (Feb 23 week): Launch and framing

  - President/Chancellor's Cabinet issues a concise case for change (enrollment, budget, service fragmentation, equity gaps, re-allocation of resources to support The BP4S).

  - Announce the process, timeline, decision points, and how feedback will be used, using multiple channels (email, website hub, division meetings, governance councils).

- Week 2-3 (Mar 2 & Mar 9 weeks): Stakeholder mapping and process architecture

  - Meet with key stakeholder groups to explain process and timeline, answer questions about consultation versus decision making

    - Academic Senate

    - Classified Senate

    - Unions (FA, ACE, Teamsters)

    - ASFC

    - College wide deans

  - Affirm/get feedback on the decision criteria (consider using the BP4S two transformational goals and the criteria already laid out in the RAG)

  Meet with key stakeholder groups to explain process and timeline, answer

  Questions.

- **Phase 2 (**Apr 13-Apr 24 (weeks 2 & 3 of Spring quarter)**): Co-create and vet options**

Goals: Generate multiple reorganization models, refine them with broad input, and test them against agreed criteria.

- **Apr 13-Apr 24 (weeks 2 & 3 of Spring quarter):** Design teams convened

  - Form several cross-role Design Workgroup (faculty, classified, deans, VP-level, student reps) charged with proposing 2–3 structural options within agreed principles.

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- Have the design happen in one half day retreat

- Have a number of different options for that retreat—either just different time slots or different groups of people – we could do advance sign-ups to make sure each has a robust set of participants

- Have some questions that are posed ahead of time so people come with ideas/ thoughts

  o Design Workgroup drafts scenarios that assist the college in establishing an organizational structure that supports The Blueprint (this might include fewer divisions organized by meta-major, by pathways, or by service clusters; rebalancing dean portfolios; equitable classified support for design ideas), each with pros/cons and resource implications.

  o Ensure models address silos, opportunities to move forward transformative work, and support collaboration and efficiencies.

  o Draft models developed

  o Workgroup recommends; then President/SLT communicates decision after analysis is inclusive of district-wide implications and compliance considerations.

- **Week of Apr 27 (week 4 of spring quarter):** Need a week here to refine input into clear "options packet"

- **Week of May 4 (week 5 of spring quarter)** : Campus-wide engagement on options

  o Share a succinct options packet and host mixed-audience charrettes, division forums, and open sessions to react to the models.

  o Use structured feedback tools (surveys, small-group prompts) to gather input on feasibility, risks and threats (per SWOT analysis), and equity impacts.

- **Week of May 11 (week 6 of spring quarter):** Synthesis and governance consultation

  o Design Workgroup synthesizes feedback, revises/merges options, and delivers 1–2 (at the most) recommended models with rationale and impact analysis. Decisions need to work within the existing Resource Allocation Guide process, or exceptions need support with clear rationale.

- o Present recommendations to Academic Senate, Classified Senate, student government, and MIPC for formal feedback or recommendations within a defined timeline.

May 18-22 (Week 7 of Sp quarter) SLT refine design concept into draft plan

Phase 3 (May 25- Jun 5 (weeks 8 & 9 of Spring quarter)**): Decision, transition design, and communication**

Goals: Make and communicate decisions, design transition details, and prepare implementation with clear support.

- Leadership decision and documentation

  - o Senior leadership selects a final structure, documenting how criteria and feedback informed the choice. The choice and rationale will be shared at MIPC. Clarify that while not every suggestion can be adopted, every group's input will be visible in the rationale and final documentation.

  - o Share a high-level organizational chart, division roles, and anticipated admin positions or consolidations (with HR and labor input where needed).

- Individual and program-level impact conversations

  - o Deans and VPs meet with impacted programs, departments, and units to review changes, address concerns, and collect transition needs.

  - o Provide FAQs, any role-clarity memos, and a simple channel for continued questions.

- Finalize plan and announce implementation timeline

  - o Publish a consolidated transition plan with milestones (e.g., effective term, transition plan).

  - o Close the process with a campus-wide forum highlighting how input shaped the structure, and outline how the new model will be assessed in year one (metrics, feedback loops).