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COLLIN COUNTY COMMUNITY COLLEGE DISTRICT
PROPOSED ORGANIZATIONAL STRUCTURE
1988-91

"No Institution will be governed on the basis of structure alone. It is the people making up the organization that will meet the challenges of the future. Trust and respect for the Individual are the indisputable elements that make up the successful operation of any organization."

After some six months of dialogue and interaction, on the part of all staff, the following recommendations regarding the College's organizational structure for the three years - 1988-89, 1989-90, 1990-91 - are presented for a final review. These recommendations are based on the following organizational principles:

1. The District will operate as a single College, multi-campus District with campuses located in the central, south east, and eventually the west sections of Collin County.,
2. The administration of the college will remain centralized and administrative functions will not be duplicated on individual campuses unless such duplication clearly enhances the teaching-learning process.
3. The College will attempt to avoid bureaucracy, excessive structure, and over prescription.
4. Participation in College governance will involve all interested parties, and open communication throughout the organization will be encouraged.
5. The organization's purpose will be to promote harmony, creativity and cooperation, enhance leadership opportunities, and promote effective decision making.
6. The organization will place the highest priority on the teaching-learning process.

I. DIVISIONAL DEANS:

Effective July 1, 1988, three Associate Dean's positions will be created to assist the Division Deans in carrying out their leadership functions. The responsibilities (line and staff) for each Associate Dean position will be determined by the Division Dean in consultation with the faculty of that division and the Vice President of Instruction. Job descriptions will be created by the division staff and criteria for the screening and selection of candidates will be developed. Both internal and external candidates will be considered, however, appointments will be for only one (1) year, with the possibility for a one (1) year renewal.

Effective July 1, 1989, two additional Division Dean's positions will be created - one in the Arts & Social Science Division and one in the Business & Industry Division. These two additional Deans will replace the Associate Deans in these areas. Criteria for selection and areas of responsibility will be delineated by the Vice President of

Instruction in consultation with the faculty and existing Dean in that area. The selection process will again be open to both internal and external candidates.

Effective July 1, 1990, an additional Dean's position will be created in the Science & Health Division following the same procedures as in the other two divisions. Note: As a result of the College's move into Allied Health & Nursing, it may be necessary to move the time table for the creation of this additional Dean's position up to July of 1989.

Additional Associate Dean's positions, i.e., in the L.R.C., Continuing Education, Developmental Education, and Student Services will be considered on an individual basis as need dictates and resources become available.

II. ADMINISTRATIVE ASSISTANTS:

In addition to the Associate Dean's positions, the position of Administrative Assistant (Level 4) will be created effective August 15, 1988. The Administrative Assistant will be responsible for freeing the Dean from many of the routine, yet important functions required for the operation of an effective division. Administrative Assistant positions will be created for each new division as it develops.

III. COOPERATIVE WORK EXPERIENCE:

As a result of the increased demand for experiential learning, a position responsible for facilitating internships, cooperative work experience, and on-the-job training will be developed. The Director of Cooperative Work Experience will be responsible to the Vice President of Instruction for developing comprehensive educational opportunities for students in both career oriented and transfer oriented programs requiring work site experience. This position will become effective Sept. 1, 1988.

IV. ASSISTANT TO THE VICE PRESIDENT OF INSTRUCTION:

The Assistant to the Vice President of Instruction position will be expanded to include coordination of all evening and off-campus programs.

V. DEVELOPMENTAL EDUCATION

With the increased emphasis on testing for basic skills (TASP), the impending demand for more developmental studies offerings, and the proposed revisions in the state criteria for funding developmental education courses, no changes in the reporting authority of Development Education will be made at this time. Cooperation and coordination among the areas of Development Education, math, and writing will be enhanced through joint meetings of staff, joint participation in the selection of staff, and by working together in program development and articulation.

The role of Developmental Education and its relationship to student development and instruction will be reviewed annually, and changes in the program to reflect both internal and external needs will be addressed. A major priority for the College's research office is to

develop a tracking system to determine how well students who have completed developmental classes do in college credit classes. This data along with pressure for more basic skills courses, ESL, and a GED program will be taken into consideration when reviewing the placement of Developmental Education.

VI. CONTINUING EDUCATION AND ECONOMIC DEVELOPMENT:

Effective September 1, 1988, the Division of Continuing Education and Economic Development will be re-established as a new entity in the College District functioning in some ways similar to a business and Industry Institute and an open-college organization.

The major emphasis for this new enterprise will be in the area of economic development and contract training with corollary responsibilities in continuing education. The key to this re-established division of the College will be the ability to respond quickly to the needs of business and industry. The division will also assume new responsibilities for the operation of a small business assistance center, and for working with local municipalities in the recruitment of new businesses to the area. The re-established division will function as an arm of the President's Office with a close liaison being maintained with the Vice President of Instruction and the Instructional divisions.

VII. DIRECTOR OF PERSONNEL:

Effective July 1, 1989, the position, Director of Personnel, will be changed to Director of Human Resources. The position will assume increased responsibility for the areas of employee relations, affirmative action, and staff development. The Director of Human Resources will report directly to the College President.

VIII. PLANNING AND DEVELOPMENT:

It is anticipated that by July, 1991, an additional Vice Presidential position may be necessary. This position would assume responsibility for the function of planning and development related to the opening of a third campus. Additional areas of responsibility might include district-wide responsibility for institutional advancement, human resources, economic development, and facilities planning.

IX. AUXILIARY SERVICES

As the College grows and expands into new areas, it will be necessary to add staff to accommodate such change. These additional staff positions should not have a significant impact on the overall College organization, but could very well impact individual responsibilities within the organization, i.e., food services, telecommunications, computer networks, copy and printing services, facilities management, coordinating board liaison, marketing, etc.

X. INSTITUTIONAL GOVERNANCE

For the purpose of promoting communications and participation in Institutional governance:

- a. The Faculty Senate will be expanded to include representatives from both the Spring Creek and Central Campus staffs.
- b. An All-College Counsel consisting of elected representatives from all employee categories will be established to address all College Issues.
- c. Task forces will continue to be utilized to address specific areas within a specific time period.
- d. Quality teams of approximately ten (10) staff members each will be created to address short-term issues. Such groups will also be utilized to provide a variety of perceptions on issues related to organization, communication, etc.

The above recommendations span a three year time frame and must take into consideration various internal and external forces that might impact the organizational development of the College. The organizational structure can not be cast in stone, but must remain fluid and flexible in addressing the needs of the College District and its constituency.

Please feel free to contact me verbally or in writing if you have additional recommendations you wish to make prior to the implementation of this plan.