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**From:** Douglas Garrison

**Sent:** Monday, September 24, 2007 7:40 PM

**To:** Alfred Hochstaedter; Bruce Wilder; Caroline Carney; Debra Schulte Hacker; Diane Boynton; Gary Fuller; Homer L. Bosserman; Jeannie Kim; John Anderson; John Gonzalez; Kathleen Rozman; Leandro Castillo; Lyndon Schutzler; Michael Gilmartin; Pat Xavier; Sal Cardinale; Sharon Colton; Stephanie Tetter; Susan Steele

**Cc:** Bernadine Abbott; Carsbia Anderson; Joe Bissell; John Gonzalez

**Subject:** Q & A On Administrative Reorganizations

Good afternoon.

At the last College Council meeting on September 18, two administrative reorganizations were presented for first readings, one in Administrative Services and one in Academic Affairs. They will return for action on October 2. At the meeting, two dean positions were presented, a Dean of Technology and a Dean of Instruction. Both reflect revisions of prior administrative positions. Several questions were raised at the meeting, and I wanted to share the responses with you in case you were not able to be present.

*Does this reorganization result in the addition of new administrative positions?*

No. Previously, there were two associated administrative positions, the Associate Dean of Instructional Technology & Development and the Director of Information Technology. The reorganization will retain two administrative positions, a Dean of Technology and a Dean of Instruction.

*Does Academic Affairs "lose" an administrator?*

No. The previous position was an Associate Dean under Academic Affairs, and the recommended position is a Dean of Instruction, based on the initiatives identified by AAAG.

*Why is the "old" Director of Information Technology position being reorganized? Why is it a Dean?*

The Administrative Services reorganization is driven by the convergence of technology that has occurred over years. The "old" system that separated "information technology" from "instructional technology" was designed in the days of big box computers that were restricted in access. Only a select few had access to the institutional computer network. As a result, a "silo" approach of a distinct operation with no

responsibility for instructional technology developed at nearly every college. However, as the demands for academic or instructional computing grew, the old “silo” method was not prepared to respond. Most colleges created a separate operation to address instructional technology needs, as did MPC. However, as computers changed from restricted access to a distributed user base, the lines between the technology have blurred. In addition, what was once clearly “audio-visual” has converged with computers. It is now difficult to draw the line between the computers, telecommunications, the network, the web, and media. They all converge in one system. The proposed Dean of Technology centralizes responsibility for all of these functions in one administrative function, for delivery of technology support for all college operations, at all college sites. This centralization matches the technological convergence and directs all technology resources toward a common goal, creating an efficient delivery model. The Dean level is warranted due to the significant increase in administrative responsibility.

*Will there be a search for the Dean of Technology position?*

No. This is a reorganization that does not result in an increase in employees. Dr. Sharon Colton would assume this position if the reorganization is approved by the Board of Trustees.

*Will Academic Affairs lose attention to their technology needs since the Dean of Technology position will report to the Vice President of Administrative Services?*

No. Nor will Student Services lack attention to their technology needs. The job description clearly identifies this position as having district-wide responsibilities. In addition, it specifically calls for collaboration with Academic Affairs and Student Services and provides for regular attendance at advisory group meetings. It is not unusual for college-wide services to report to a single office though the service supports multiple offices. The Facilities office supports all college functions but reports to the VP of Administrative Services. The Institutional Research office serves everyone but reports to the President. The print shop serves everyone but reports to the Public Information office. There are more examples in our existing structure of this situation.

*How were the duties of the Dean of Instruction developed?*

John Gonzalez worked with the proposed Institutional Goals, developed by College Council, and with AAAG to review institutional initiatives to identify areas requiring administrative attention. After considerable review, AAAG identified the following institutional initiatives: concurrent enrollment; distance learning; MPC Education Center at Marina; workforce and economic development; and grant support. After an examination of the duties of the two current Deans of Instruction, Dr. Gonzalez and AAAG have recommended an additional Dean of Instruction position, allowing a distribution of the duties in a more effective manner, as well as assigned responsibility for the identified initiatives. This recommendation forms the basis for the proposed new Dean of Instruction position.

*Will there be a search for the Dean of Instruction position?*

Yes. We currently have one opening filled on an interim basis, and if approved by the Board, this position would be advertised nationally, along with the current opening.

*Will the reorganization require additional resources?*

Yes. The difference in cost between the proposed reorganization (Dean of Technology and Dean of Instruction) and the "old" structure (Associate Dean of Instructional Technology & Development and the Director of Information Technology) will be an additional \$7,363.00 annually. In other words, if we replaced the existing "old" positions at their 06-07 funding level, we would save \$7,363.00 a year, but the initiatives identified above would remain unaddressed.

*Is there a link between the reorganization proposal and college planning?*

Yes. The proposed reorganization addresses initiatives identified by AAAG and the draft institutional goals developed by College Council and the Academic Senate. The current administrative structure has not been able to support the additional goals and initiatives effectively. The proposed reorganization positions the college more effectively with minimal additional resources.

John will answer any additional questions for you at your next meeting. I hope this information is helpful.

Thanks,

Doug

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