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Report from Organizational Study Group

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REPORT FROM ORGANIZATIONAL STUDY GROUP

RECOMMENDATIONS FROM ORGANIZATIONAL STUDY GROUP

I. ORGANIZATIONAL STRUCTURE

We believe there is an opportunity at this time to improve organizational structure in ways that will facilitate client/service orientation and a sense of "community" with a common vision. We also believe that there is the possibility of college personnel becoming wearied and experiencing burn-out unless some of the human resource issues are addressed. We are pleased, therefore, to offer the following ideas from our brainstorming and discussion sessions.

- A. Decision-maker at each campus, whether provost or other title, to represent, communicate, and respond to the needs of that site in terms of its role within district. Working very closely with president and other administrators, official would enable personnel to be more innovative, would oversee facilities, and would provide a mechanism for communicating campus needs. In general, this person would nurture the potential of the campus, improve communication, and look after the overall welfare of the campus within the goals of the district.

This official needs to have enough authority-- particularly must have the president's trust and ear-- so that the official can make things happen; other administrators, therefore, can respond to his requests as if they had come from the president. Faculty and staff motivation and dedication to the good of the whole will be greatly enhanced because they know ideas are heard, considered, and dealt with as deemed appropriate.

- B. Consider a "staff" and "line" structure. We think this would help us accomplish functions, assisting in communication without adding layers within the hierarchy. Identify all functions that cross over multiple areas and make them staff positions which consult, co-ordinate, and communicate to multiple areas and people.

The rough organizational chart in the Appendix includes some positions which might operate as staff level "consultants." We believe all areas of the college would have better access to the assistance they require because the consultants do not report to one division within the college. See organizational chart & notes in APPENDIX.

- C. Decision-makers are needed on each campus at top levels and at lower levels as much as possible. The use of associate deans for academic areas is one possible way to address some of the need for dean level decision-making on each campus.

In lower level units it is important that the organizational structure encourage persons to feel involved in and responsible for the well-being of the service or function. Assisting students with problems, cutting through red-tape, nurturing & truly caring about the area, ensuring that the quality is the very highest possible--all of these attitudes and actions are discouraged if no one on site has the ability to control conditions or the authority to make decisions. (Numerous times I have seen students frustrated, turned away with no explanation or decision, because only student workers or no one with authority/ responsibility or "ownership" oversaw the site.)

- D. Consider rotating academic deans every two years to a different campus, with associate dean at other campus(s).
- E. We need to ensure more equitable cost center expenditures between campuses. Since this ultimately depends on attitude, personnel development might be useful.
- F. Some positions, such as Internal Auditor and Legal Counsel, should work closely and daily with the president, but should report to the board with final decisions being made at that level.
- G. Decide which functions are district-wide and which are campus specific.
- H. We recommend adding quality drop-in child care facilities at Central for students and faculty/staff.
- I. Any re-organization of business area should bring a new approach to current business procedures with strong service-orientation.
- J. Twice daily delivery of internal mail should be given high priority and adequate back-up staff and should be reorganized so that the one function is not mixed & overridden by other functions. Low priority given this function currently results in inadequate predictability and frustration for students and faculty/staff.

II. PRIORITIES FOR BUILDING FUND DOLLARS

We focused on two priorities--expansion at Central and development of college-wide technology. To some persons attending one meeting expansion of Central Campus was a top priority; to some persons attending another meeting technology was a top priority, with Central expansion as an additional priority.

- A. Expansion at Central Campus--if well done--to provide adequate classroom space and other student facilities was a priority for building funds. We should be finished with SCC and there is not enough money to do anything of significance at Preston Ridge. The opinion was expressed that any expansion at Central must be a quality job and that a piecemeal job would be a mistake.

Facilities needed at Central include classrooms, auditorium, eating facilities, student lounge\dev. kinds of facilities, padded floor work-out center, storage, and if possible general science wet lab for students (since labs are tied up with classes now), tennis courts (now or later, shared with city perhaps), etc.

- B. Technology in instruction and management information systems was a priority which would result in money savings by automating procedures and limiting the need for additional staff in some areas.

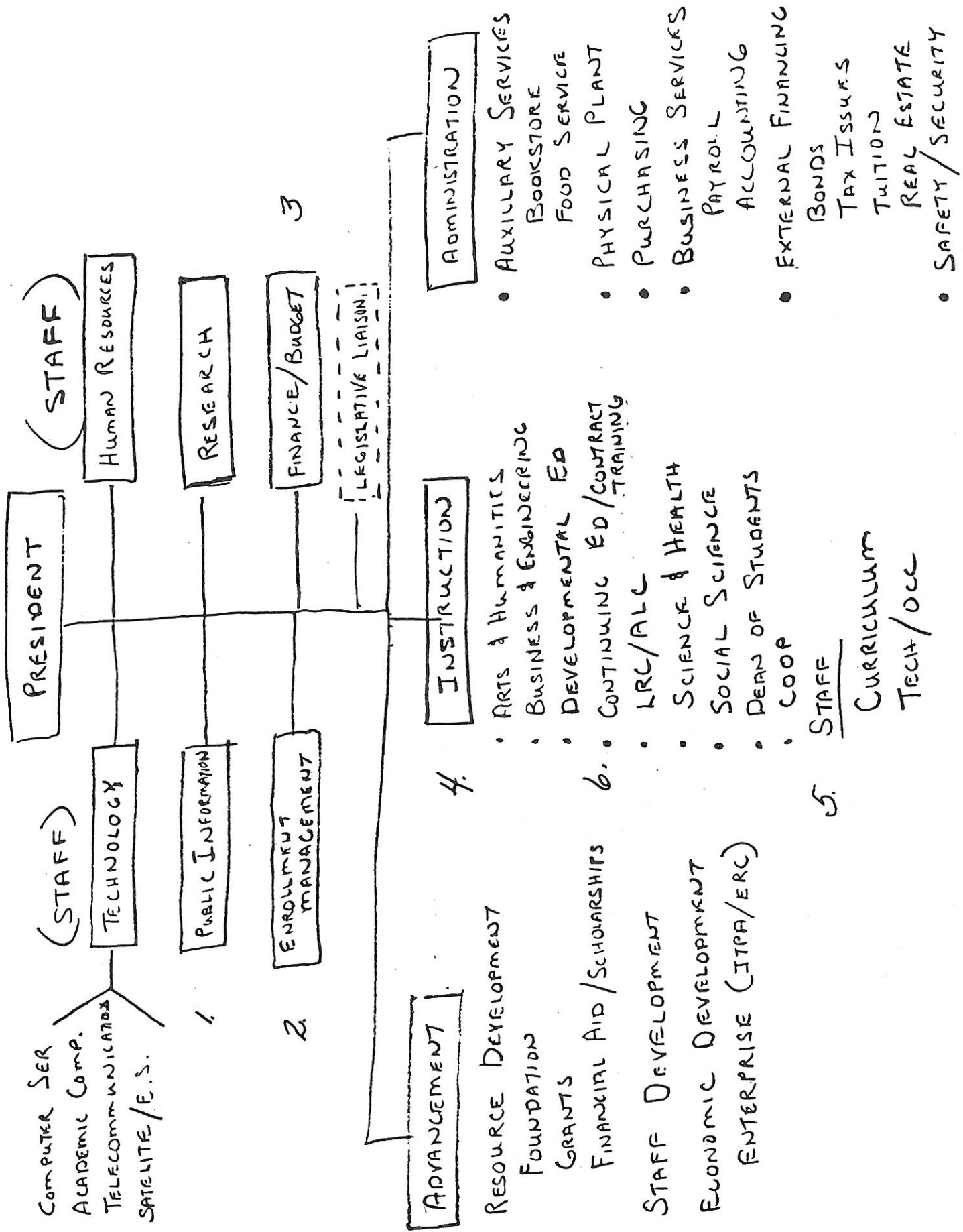
We should "not only teach state-of-the-art, we should practice state-of-the-art." Some specifics included getting management on the computer, giving cost center managers access to the financial and budgeting information, having student ID cards for a variety of purposes, automating room scheduling and degree audits, etc.

III. MONEY SAVING IDEAS

- A. Automate in areas of degree plans, storage & retrieval of records which would save time\effort\space, etc. See notes under "Technology in instruction and management..." (page 3 above).
- B. Copy shop on campuses: photocopying for a charge for students or others to pick up later. Typically these services make a profit, yet charge a low price per copy. Students could be employed; machines would last longer. (Would not replace do-it-yourself.)
- C. Streamlining business procedures, making them customer-oriented, with moderate turn-around time. Clear-cut procedures would also reduce wasted time, phone calls, effort. Reduce costs by planning for the year & buying predictable supplies for areas in bulk.
- D. Pursue recycling opportunities seriously, for profit and for student/college experience in environmental responsibility.

5/9/91

APPENDIX



APPENDIX:

NOTES FOR ROUGH ORGANIZATIONAL CHART

1. PUBLIC INFORMATION: Placed here to serve all areas of the college. We believe that this area should be elevated and given resources to allow it to carry out its logical responsibilities. At this time all parts of the college are producing materials, with the resulting lack of unified vision and quality.
2. ENROLLMENT MANAGEMENT: This area, marketing, public information, could be organized in several ways or grouped together.
3. FINANCE/BUDGET: Staff role as consultants to assist all areas of the college.
4. INSTRUCTION: Needs additional levels of management, not drawn in here, to ensure all functions are accomplished since there are too many functions for one manager to oversee.
5. INSTRUCTION STAFF POSITIONS: A **curriculum consultant** would see the big picture and assist with objective decision-making. A **tech/occupational consultant** would help all programs with paper work requirements, advisory boards, advancement.
6. CONTINUING EDUCATION: Placed here to facilitate cooperation with credit courses and reduce competition. The two kinds of instruction need close co-ordination without stifling flexible, fast-moving advantage of continuing ed.