



GROSSMONT-CUYAMACA  
COMMUNITY COLLEGE DISTRICT

**ADAPTABILITY IS A REALITY:  
REORGANIZATIONS TAKING PLACE THROUGHOUT OUR DISTRICT  
BUDGET UPDATE #12**

**October 9, 2009**

Dear Colleagues:

Over the last few months, it has been clear that once the dust settled a little on our adopted budget and various retirements and resignations, we would need to take a deep breath and assess where we are and what we need to do to function at the best level possible given our reduced resources. We've been working on this for some time at all three sites—District Services and both colleges. Here is where we stand today:

- **Each site has used its internal planning and consultation process to assess its status and needs.** Some positions will be filled this year; most will not. Let me assure you that any position identified to be filled has been extensively reviewed at its site and then recommended to the Chancellor's Cabinet, where it underwent additional consideration. These decisions are not taken lightly, nor are they made in isolation.
- **Our goal is to follow our strategic priorities and provide the maximum service possible within severe budget constraints with due consideration to students and staff.** Secondly, we strive to apply consistent decision-making criteria across the board and to balance resources as equitably as possible.
- **Open positions remain frozen except for those considered most critical to our core functions.** But vacancies have not occurred evenly. In some areas, more than one employee has left, leaving an office or a department disproportionately affected. Some offices lost their leadership. Some lost as much as 50% of their full-time staff plus part-time assistance. These are tremendously tough situations. Of the 131 positions open, we are filling only a handful at this time. Our priority is to preserve as many positions as possible, but the future is uncertain.

Undoubtedly the decisions we have made, and which are marked by imperfections, have been very difficult; we have weighed many options and their trade-offs. We will continue to solicit your input to help us do the best we can under our current circumstances. We will emerge from this dark era in the best form by pulling together to share what resources we have and by recognizing that *all sites* are severely affected by these cuts.

The major personnel changes we're undertaking – guided by our strategic priorities and constrained by our fiscal realities – are listed below. Getting here was like putting a puzzle together. Complicating this puzzle is the random nature of vacancies as a result of the ERI and other employee vacancies. But, we must put our puzzle together. In the staffing plans for each site listed below, you'll see our solutions to this puzzle. Truth be told, we don't know how long this "temporary" crisis will last. The state's budget forecast is not good. State budget cuts have forced us to make choices that amount to rationing of services to our students and to one another. We are pleased to be able to make the hires listed. But, we are not pleased by the balance. The limitations and holes left by these choices are sobering and continue to leave us with some unmet needs for the time being.

### Positions to be filled at Cuyamaca College:

- **College President:** We have three finalists and the position is anticipated to be filled January, 2010. **Ron Manzoni** will continue as Interim President until the position is filled.
- **Vice President, Instruction:** This position will be posted as soon as possible so that we can have finalists identified for consideration by a new president early next spring, with an eye towards a summer or fall 2010 hire. Interim Vice President, Instruction **Tim O'Hare** will continue his service through the academic year until the new hire is on board.
- **Associate Dean of Student Affairs:** The permanent position will be posted after the first of the year for an anticipated July 1, 2010, hire date. This critical position, which supports student life, co-curricular activities, and deals with student discipline issues, is temporarily being filled by **Serene Pritchett** as Acting Associate Dean of Student Affairs.
- **Custodians (1.5):** One full-time and one part-time custodian will be hired as soon as possible to help mitigate the four open positions. These positions are needed, particularly in light of enrollment growth and planned opening of the new Business & Technology building in January 2010.
- **Senior Account Clerk:** A part-time (.75) clerk will be hired to fill critical gaps in registration and program support for Continuing Education, which serves 18,000 students throughout the District.

### Positions to be filled at Grossmont College:

- **Vice President, Administrative Services:** Advertising for this position will be posted soon with the position anticipated to be filled in spring 2010. **Tim Flood** will continue as Acting Vice President, Administrative Services until the position is filled.
- **Dean Positions:** Four of the seven dean positions are open (one has an acting dean). The following **three** positions will be filled as soon as feasible:
  - **Dean, Counseling and Enrollment Services:** For the time being, this position will lead the departments managed by the two student services deans who retired last summer.
  - **Dean, Arts, Humanistic and Global Communications:** This position has been covered by **Steve Baker** as Acting Dean since January 2009.
  - **Dean, Learning and Technology Resources Center (LTRC):** This position became vacant in September and is essential for accreditation and continuous student support.
- **Printing Supervisor:** This position will be posted to be filled as soon as possible. It has been vacant since December 2007 with duties supported by **Holly Phan** and **Crystal Nguyen**.
- **Custodians (2):** Two of the five vacant custodian positions will be filled as soon as possible. Enrollment growth and additional square footage (new Health/Physical Sciences building opening in March 2010) make these priority positions.
- **Health Services Nurse:** This position was identified as crucial to meeting student needs; the position will be paid exclusively from student health fees.
- **Financial Aid Assistant:** One of four vacant positions may be filled to help meet critical needs, particularly in light of dramatic increases (25%) in financial aid applications.

### Positions to be filled at District Services:

- **Database Administrator/Web Support:** This position was recently filled. **Welcome Frank Moore!** Frank will provide critical support for GCCCD databases that support our student information system and web-improvement plan. He also will be part of the team charged with advancing our conversion to electronic/paperless processes.
- **Public Safety Dispatcher:** One of three open positions in Public Safety will be filled. This one is deemed essential to ensuring emergence response around the clock for both colleges.

- **Director, Human Resources:** This position will be posted for hire ASAP. The Vice Chancellor, Human Resource position will remain frozen, with administrative responsibility handled by Vice Chancellor **Sue Rearic**. Labor Negotiations have been contracted out. Our original intention was to leave the Human Resources position vacant for a full year; however, we were unable to find needed contractual services, and escalating employee relations needs make this hire essential.

### **Reorganizations and Changes in Responsibilities:**

**At both colleges and the District Services offices, many employees' responsibilities have changed as a result of our reduced workforce.** Almost every employee in the District has assumed additional responsibilities, absorbing work previously done by others. Some work done previously simply will not be done this year. All these changes are too numerous to list, and some of these shifts are still in flux.

Most of this additional work is being done without additional compensation. A handful of individuals who meet the criteria for working "out of class" or are taking on full-fledged "acting" roles beyond their previous position, will receive compensation as defined by contract and policy. For the most part, we are all just doing more or finding ways to work more efficiently – all so we can preserve existing jobs and serve as many students as possible. Thank you!

At our District Services offices, some major personnel changes have been made, and review is still in process regarding a long-term organizational structure that will best serve the District. For now, here is where we stand and who you can contact for service or support in the various departments:

- **Associate Vice Chancellor, Districtwide Academic, Student, Planning and Research Services:** This position is frozen. Leadership for institutional research is being provided by Grossmont College Dean **Jerry Buckley** on a half-time basis as Acting Director, Research Services. Jerry is maintaining his dean position half-time, as well.
- **Associate Vice Chancellor, Intergovernmental Relations, Economic Development and Public Information:** This position is frozen. **Dana Quittner** will be assisting by covering portions including the essential governmental relations and public information responsibilities, on a part-time contractual basis.
- **Director, Risk Management** was recently vacated and is now frozen. Administrative responsibility for this area, as for all human resources departments, is with Vice Chancellor **Sue Rearic**. Operational responsibilities for the department are being restructured within current staff:
  - **Emergency management** will be managed by Public Safety Director **Joel Javines**.
  - **Environmental Health & Safety/Hazardous Materials** will be managed by Sr. Director of Facilities, **Dale Switzer**.
  - **Health benefits and employee leaves** will be managed by Director of Employment Services, **Amber Green**.
- **Associate Vice Chancellor Business Services:** This position will be vacated soon and will be frozen. Administrative responsibility for this area, as for all business services, is with Vice Chancellor **Sue Rearic**. Operational responsibilities for the department are being restructured within current staff:
  - Districtwide **budget development, fiscal oversight, and the District Services Business Office** will be managed by **Sahar Abushaban** as Acting Manager of Business Services.
  - Districtwide oversight of **cash balances, transfers, student accounts receivable, financial aid disbursement, IFAS 7i upgrade, Payroll, and County Office of Education coordination** will be managed by **Linda Jensen** as Acting Senior Director of District Business Services.

If in doubt as to who to contact in any District Services department, use the same phone number that has been used before, and you will be directed to the right staff member. If you need help determining who to call or getting the help you need, feel free to contact my office or that of Vice Chancellor Sue Rearic directly.

Let me be clear that few of these re-adjustments at all three sites are sustainable for the long run, but these are what our best judgment and our budget say we can afford to do for now. As we settle into these changes and shifting/additional roles throughout the District, **let me continue to urge you to practice a little extra tolerance and patience with one another.** No doubt, response times may take a little longer. No doubt, everyone is under extra pressure. No doubt, we can all use a kind word and extra hand when you have one to offer.

Our next steps are to continue to thoroughly evaluate our operations, to conserve energy and funds wherever possible, and to stabilize our organization as much as possible. Additional updates to our District *E-Zone* (employee intranet site) will be coming soon to provide ongoing information, as well as a site for your questions and suggestions.

Thank you all for your participation in working out these tough, and we hope, temporary solutions. Thank you for all you do for our students and community!

Sincerely,

*Cindy L. Miles*

Cindy L. Miles, Ph.D.  
Chancellor