



## **ORGANIZATIONAL UNIT CHANGE FORM**

**DIRECTIONS:** Use this form when proposing a change to an existing organizational unit, center, institute, department, school, or college that is the result of a significant reorganization of existing units, consolidation, or change in mission.

**DATE OF REQUEST:** November 17, 2016

*Date of AAC Approval:*

November 30, 2016

**INSTITUTION:** Truckee Meadows Community College

**CURRENT UNIT NAME:** Academic Divisions/Student Services

*Date of Board Approval:*

**PROPOSED UNIT CHANGE:** Academic Divisions/Student Services

**EFFECTIVE DATE OF CHANGE:** July 1, 2017

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### **PART 1**

#### **A. Brief description of proposal**

This request seeks to reorganize the departments within our academic divisions at TMCC under the office of the VPAA. In addition, we intend to move our office of Equity, Inclusion, and Sustainability which now reports to the President to the office of the VPSS. We have included an organization chart that highlights changes to various divisions.

#### **B. Justification for proposed change in existing program or structure**

The proposed reorganization addresses the imbalance that exists amongst the academic divisions at TMCC and allows us to better align areas for greater synergy in an effort to meet workforce development needs. TMCC's inclusive and transparent process resulted in this proposal to reorganize and balance academic units without adding additional administrative positions.

In addition, TMCC will realign the Equity, Inclusion and Sustainability Office with Student Services. Many of the efforts Equity, Inclusion and Sustainability champions are student-based, making an alignment with Student Services a natural transition. However, just like the current Student Services areas, the Equity, Inclusion and Sustainability Office will continue to work with Academic Affairs on issues that affect that division e.g. diversity issues. Furthermore, moving Equity, Inclusion and Sustainability under Student Services would allow that office to coordinate the efforts of building a multi-cultural center that aligns with the other NSHE institutions.

**C. Relationship to other programs or units within the institution and system**

The reorganization will involve moving some academic units from one division to another in order to balance the FTE workload and the number of full-time and part-time faculty among the division deans and to better align similar areas where resources are being shared.

**D. Estimate of resources needed for proposed change (personnel, library holdings, facilities, equipment)**

Existing Classified Staff supporting existing Department Chairs will move with their respective departments. Changes in PeopleSoft will be handled through internal processes with some additional part-time hires to assist with coding changes. The estimate for resources is minimal.

**E. Estimated annual financial impact of proposed change**

There is no negative fiscal impact to reorganize the academic departments as the reorganization will be a reporting line change and not a physical one. In fact, this reorganization will help with balancing FTE and workload among the deans and allows greater sharing of resources between departments.

**PART II**

**A. Description and mission of unit as proposed for change**

All academic divisions are being realigned for greater synergy, efficiency, and balance. Our office of Equity, Inclusion, and Sustainability are being aligned with our SGA and with our Multi-cultural efforts.

**B. Statement of objectives**

Align divisions to better balance workloads.  
Respond to economic development requests.  
Provide greater opportunity to engage with faculty  
Coordinate efforts between Equity, Inclusion, and Sustainability with SGA, and our multi-cultural student groups.

**C. Plan for assessment of objectives**

Conduct a deans survey  
Assess changes in timelines for evaluations and observations

**D. Contribution and relationship of proposed change to the following –**

**i. Institution mission**

Truckee Meadows Community College promotes student success, academic excellence and access to lifelong learning by supporting high-quality education and services within our diverse community. To better provide quality and excellence, deans will have greater time to spend with various departments and will increase opportunities for engagement. Our two largest divisions can devote more attention to our gateway project which will result in higher success rates for students. Part of our mission is to respond to workforce needs and this realignment enables us to conduct feasibility studies for new program requests and to develop new programs when needed.

**ii. Campus strategic plan**

At our Pennington Health Science Center, we are aligning our paramedic program with our nursing program for greater sharing of resources. For this campus, we will be conducting feasibility studies regarding other programs. For the Dandini campus, we are aligning areas to research teacher alternate teacher certifications. In our Pennington Applied Technology Center, we are bringing together our computer technologies and our engineering departments to work with that dean to respond to requests for industrial engineering and cyber security coursework.

**iii. College strategic plan**

Our overall strategic plan includes having students succeed at higher rates and complete in greater numbers. We also constantly work to assist with transfer to our other institutions of higher learning and to meet local workforce development demands.

**iv. Other programs in the institution**

Greater balance will enable our deans to pursue other opportunities for feasibility studies; to develop new programs in response to community demands, to increase efforts on our gateway project; to create environments that encourage greater engagement, and to invigorate our academic support area by combining our tutoring center into our library space.

**v. Other related programs in the System**

None

**E. Evaluation of need for the proposed change**

Nearly 18 months ago, we started discussions about balancing our divisions and improving how we can respond to community and economic development requests. In meeting with the deans and faculty senate president and vice president, we decided to postpone any changes until we had a new liberal arts dean in place and a new president in office. Back in August 2016, we again met with faculty leadership and with the deans to begin discussions. In September during the senate meeting, calls for an ad hoc committee were made. In the meantime, the VPAA and deans have continued to meet with all affected faculty and staff to answer questions and make adjustments based on feedback. The divisions are currently out of balance. Liberal Arts has more than 3,000 FTE compared to Technical Sciences with only 646 FTE. Supervision of full-time faculty goes from two divisions with nearly 70 faculty to one with only 11 faculty. Two of our divisions currently have no chairs while two divisions have 5 and 4 respectively.

**F. Procedures used to arrive at the decision to make the proposed change**

Reorganization of the academic departments has been an ongoing discussion over the past 18 months, but was tabled until TMCC completed its search for a new President. Over the last few months discussions and feedback have been conducted with all areas including the President, deans, chairs, Classified Council, academic departments, NFA, faculty, and Faculty Senate. Two open campus sessions were held, more than 30 meetings with individuals and with departments were held, presentations to faculty senate occurred, and an ad hoc Faculty Senate committee has participated in this proposal.

**G. Capability within the following areas to make the proposed change –**

**i. Faculty strengths**

Reorganizing some of the academic departments, faculty will be able to further increase synergy. Some areas can share resources and work together in planning. For example, paramedic and nursing are already looking at some regional emergency response exercises. In other areas, we expect combining computer technologies with our advanced manufacturing area will improve programs and allow us to respond to additional workforce development requests.

**ii. Organizational arrangements that must be made within the institution to accommodate the unit**

All moves are organizational rather than physical except for the Office of Equity, Diversity, and Inclusion which we hope to relocate in greater proximity to our SGA and Multi-Cultural area.

**H. Resource Analysis – proposed source of funds necessary for the proposed change (enrollment-generated state funds, reallocation of existing funds, grants, other state funds)**

There will be minimal expense as we will need to have some coding take place but no other resources will be needed.

**I. Estimated budgetary and financial ramifications that may result from the proposed change**

There is no negative fiscal impact to reorganize the academic departments as the reorganization will be a reporting line change and not a physical one. In fact, the reorganization will help with balancing FTE and workload among the deans of the divisions, eliminating the need to hire additional administrators.

**J. Impact of proposed change on institution's existing resources**

There is no negative fiscal impact on the institution's existing resources.

*Please attach any supporting documentation (i.e. support letters from community, industry).*

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President**

**Estela  
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Vice President Student Services**

Sharon Wurm  
Director Financial Aid,  
Student Success and  
Veteran Services

Joan Steinman  
Director Retention  
Support Programs

Andy Hughes  
Director Admissions &  
Records

Robert Hernandez  
Director Veterans Upward  
Bound

**Equity, Inclusion &  
Sustainability**

**Jim New  
Interim Vice President Finance &  
Admin Services \***

Thomas Dobbert  
Director Information  
Technologies

Richard Williams  
Director of Accounting  
Services

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English

Biology

Energy Technologies

Business

Humanities

Physical Sciences

Transportation  
Technologies

WDCE ABE / ESL

Visual & Performing  
Arts

Health Sciences

Construction  
Technologies

**Social Sciences**

**Learning Commons**

Veterinary  
Technology

Manufacturing  
Technologies

**Political Science**

Mathematics

Apprenticeships

**History**

**Fire Science /  
Paramedic**

Criminal Justice

**Culinary**

**Computer  
Technologies**

**Culinary**

**Customized Training**

**Child Care Center**

**Engineering**

**Early Childhood  
Education**

**Paralegal**

**Safety Center**

**Education**

\* No changes in Finance & Admin Services