Manager Session: Department Reorganizations

MarComm, Advancement, BSO, HR

May 2023

Agenda

- ➔ Context & Considerations
- ➔ Marketing & Communications Reorg Review
- ➔ Advancement Reorg Review
- ➔ BSO Reorg Review
- ➔ HR Reorg Review
- ➔ Discussion & Questions

Context & Considerations

- ➔ The college had to take a more creative and integrated approach to identifying ways to achieve the staff salary savings required to balance our budget
- ➔ We recognize that this is a challenging moment for everyone - the majority of teams are experiencing impact in some way
- ➔ Decisions around reductions and organizational structures have been finalized but collaboration with managers and your teams around job descriptions, positions and priorities is critical to ensure effectiveness
- ➔ Clarity around priorities and ensuring appropriate workloads is important

Please ask if you have any questions about how work will get done, new structures, priorities, workloads, etc!

Marketing & Communications

Creative critical engagement for CCA

Mission
Our purpose

The MarCom team is the strategic, creative studio of the college. We shape CCA's voice and visual identity through storytelling across design, media production, content strategy, communications, and digital platforms.

We're dedicated to reflecting campus life and creative activism authentically, partnering with students, faculty, alumni, and staff to showcase their work, words, and ideas.

Mission
What, why, and how

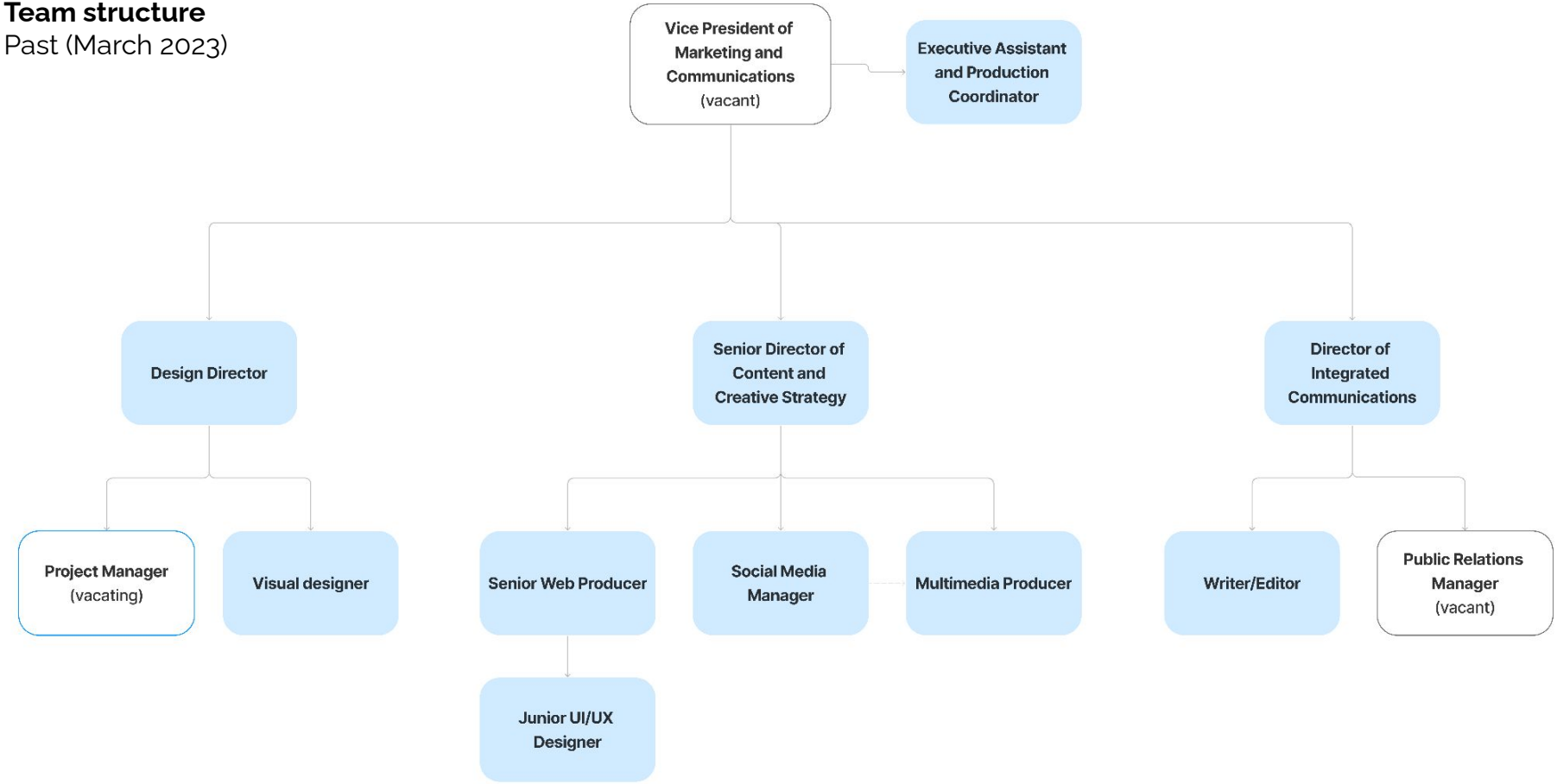
Mission
Orienting around goals

MAKE ART
THAT MATTERS

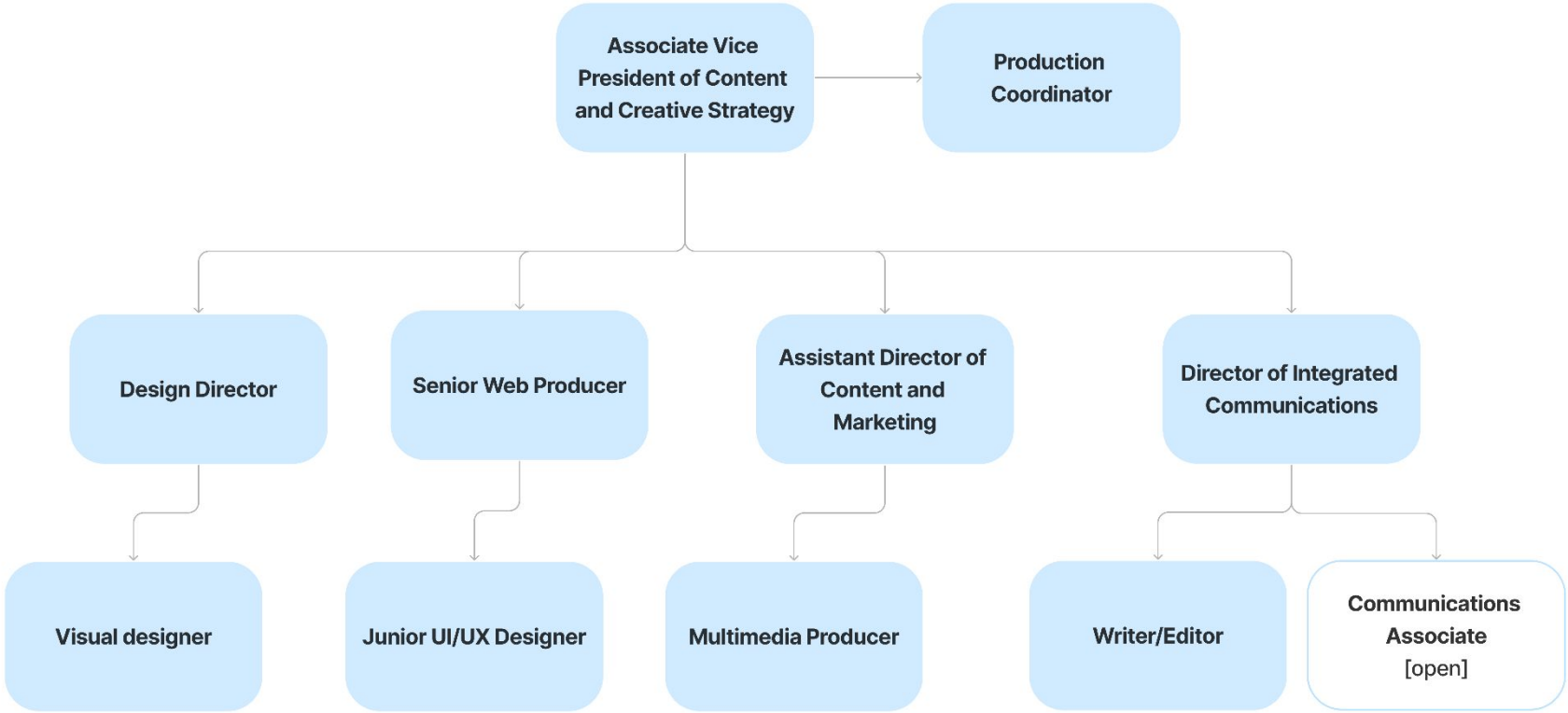
- **Visibility**
- **Recruitment**
- **Advancement**

theory +
practice

Team structure
Past (March 2023)



Team structure
Present (May 2023)



Supporting goals
Our tactics

Digital-forward approach

Embrace the possibilities of digital space in addition to print

Staff change / Production Coordinator to focus on overall project & content management
Gap / Print production expertise, combined role

Integrated institutional storytelling

Unified messaging about CCA's mission and expansion in San Francisco

Staff change / AVP brings a centralized approach to content and creative strategy
Gap / VP position paused. Marcom now under Advancement

Supporting goals
Our tactics

Partnership opportunities

Telling stories, centering student voices, and amplifying CCA pedagogy

Staff change / Assistant Director role oversees content across social & digital projects
Gap / Social media balanced within workload and outsourced by student content producers

Expanding outward

Building visibility about CCA citywide, emphasizing public engagements

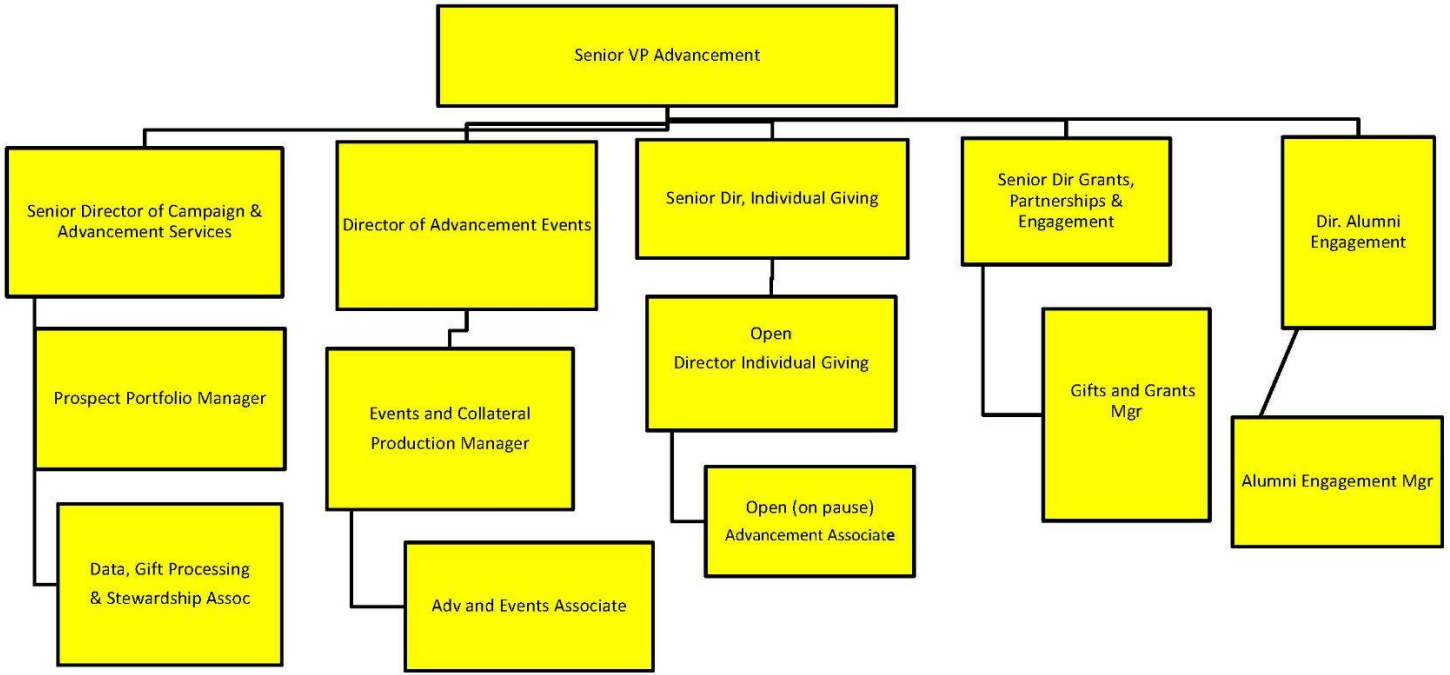
Staff change / Assistant Director role includes external marketing in partnership with Enrollment Marketing Manager

Advancement

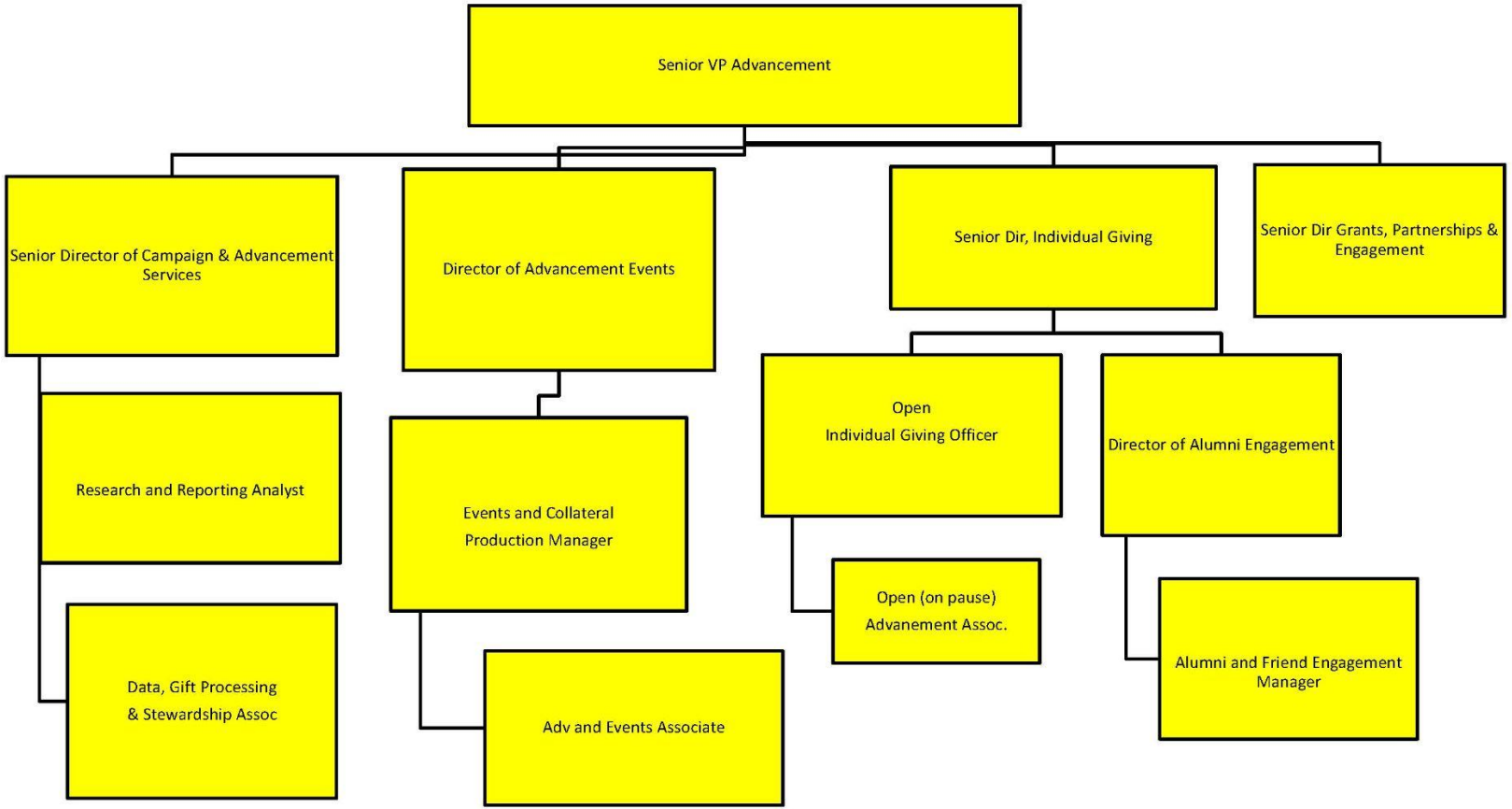
Core Advancement Goals FY24

- Reach fundraising income goals
- Sustain alumni & donor relations through leadership transitions
- Leverage opportunities of new campus opening
- Build momentum for healthy fundraising future

CCA ADVANCEMENT ORG CHART FEB 2023



ADVANCEMENT FY 23/24



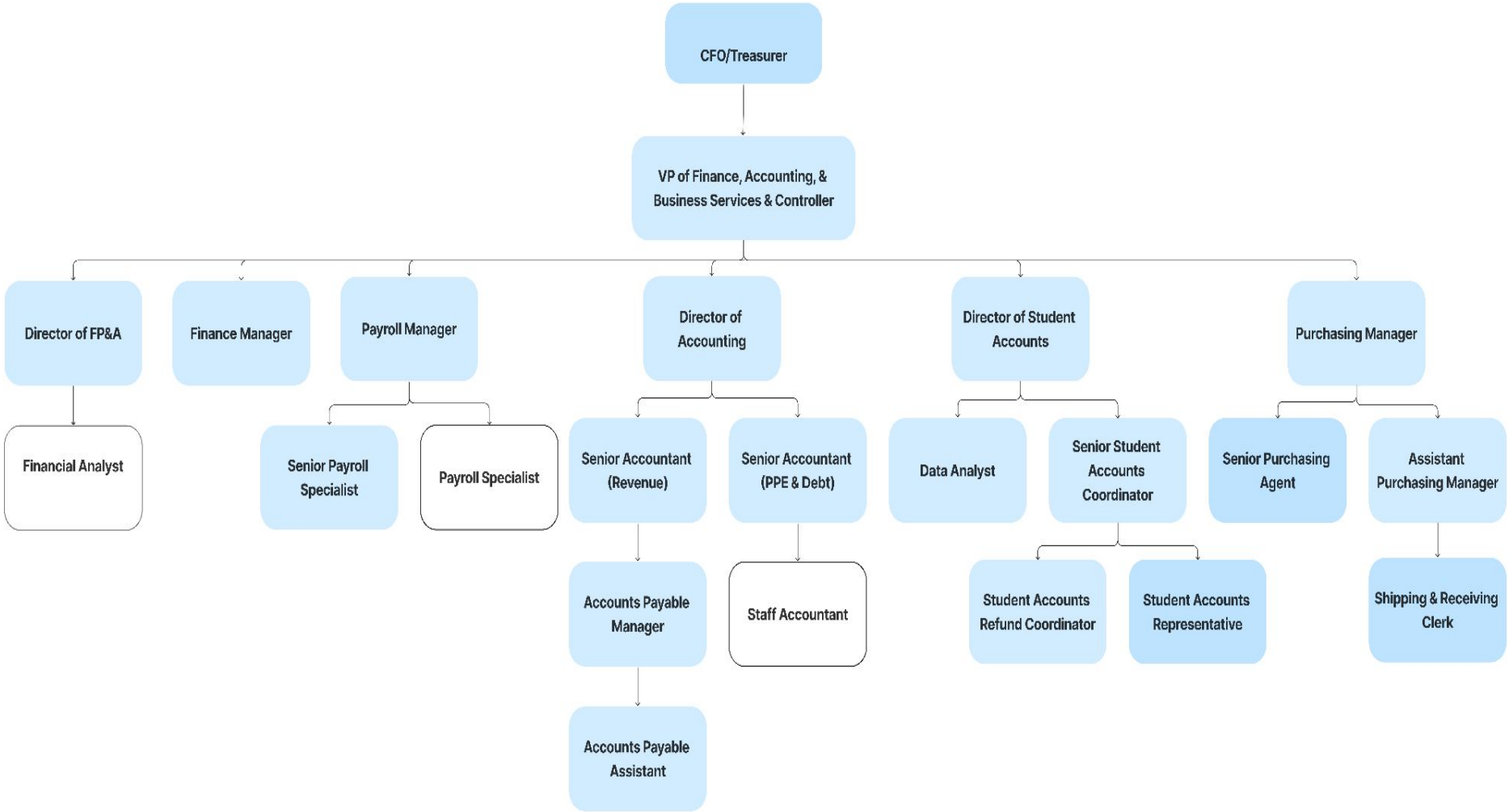
Impacts for FY 24

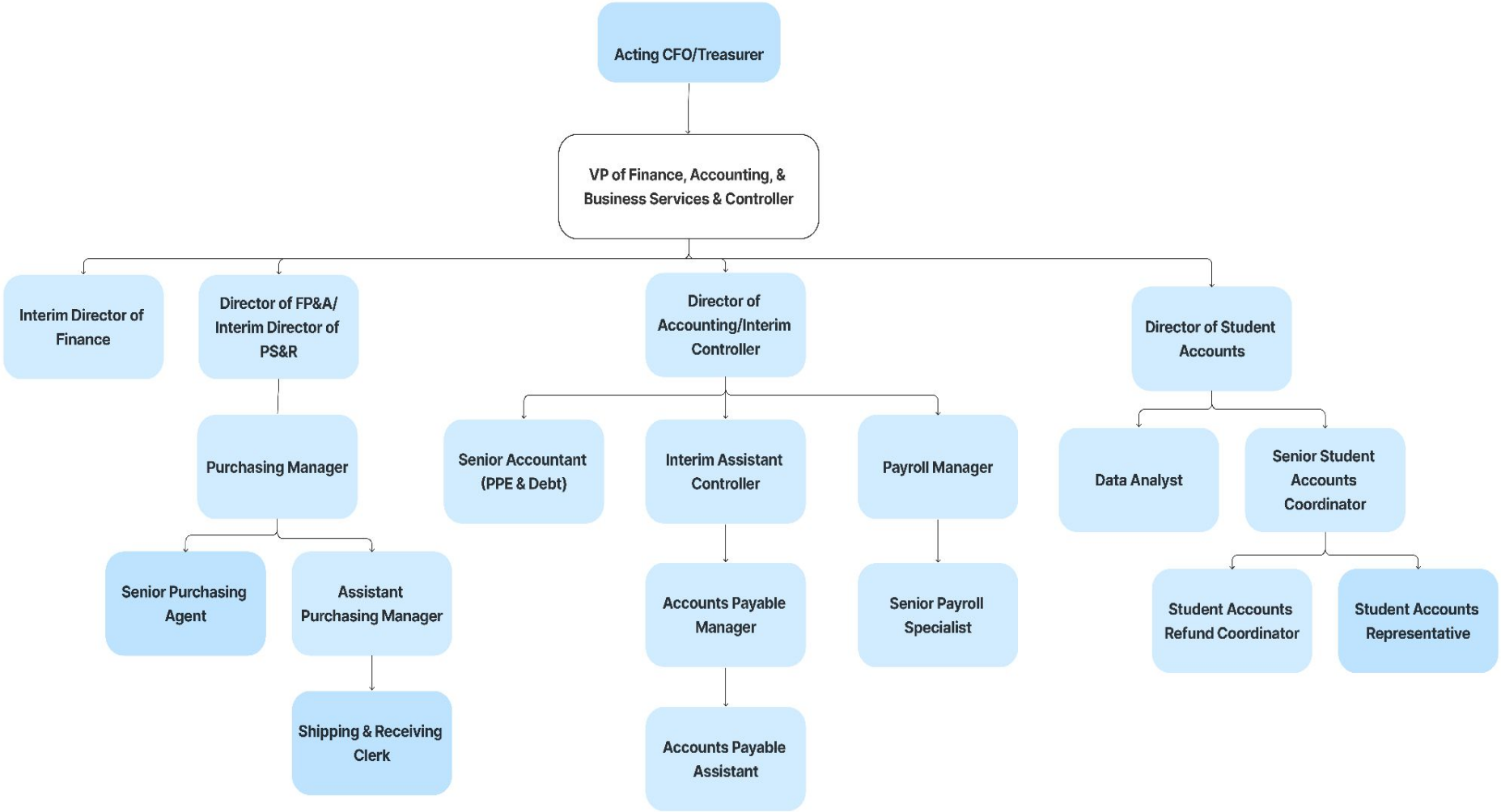
- Alumni programming scaled to staff size/ structure
- Grants written by Adv focused on mission critical or Fund 10 budget
- Create process/procedures for faculty/staff to pursue other grants on their own w BSO & Admin approval

BSO/Finance

Finance/Business Office Priorities

- Serve CCA community through shipping & receiving mail and goods, purchasing, managing the credit card program, payroll processing, and vendor payments.
- Manage student accounts including billing and collections. Provide payments to students (refunds) for loans, grants and scholarships.
- Provide timely information to enable business decisions.
- Comply with federal, state and local laws and regulations.
- Manage the college's funds.
- Provide quarterly and annual reporting to the Board, external auditors, and other stakeholders.


CFO/Treasurer
VP of Finance, Accounting, & Business Services & Controller
Director of FP&A
Finance Manager
Payroll Manager
Director of Accounting
Director of Student Accounts
Purchasing Manager
Financial Analyst
Senior Payroll Specialist
Payroll Specialist
Senior Accountant (Revenue)
Senior Accountant (PPE & Debt)
Data Analyst
Senior Student Accounts Coordinator
Senior Purchasing Agent
Assistant Purchasing Manager
Accounts Payable Manager
Staff Accountant
Student Accounts Refund Coordinator
Student Accounts Representative
Shipping & Receiving Clerk
Accounts Payable Assistant


Acting CFO/Treasurer
VP of Finance, Accounting, & Business Services & Controller
Interim Director of Finance
Director of FP&A/ Interim Director of PS&R
Director of Accounting/Interim Controller
Director of Student Accounts
Purchasing Manager
Senior Accountant (PPE & Debt)
Interim Assistant Controller
Payroll Manager
Data Analyst
Senior Student Accounts Coordinator
Senior Purchasing Agent
Assistant Purchasing Manager
Accounts Payable Manager
Senior Payroll Specialist
Student Accounts Refund Coordinator
Student Accounts Representative
Shipping & Receiving Clerk
Accounts Payable Assistant

FY24 Reprioritization & Considerations

- Implementing Adaptive Planning to aid in budgeting, planning and reporting
- Rely on contractors during peak times
- Sourcing payment and payroll solutions to enable us to reduce workloads
- Reviewing policies and procedures to identify low-contribution/time consuming tasks that can be reengineered or eliminated
- Working as one big team to support each other and share resources

Human Resources

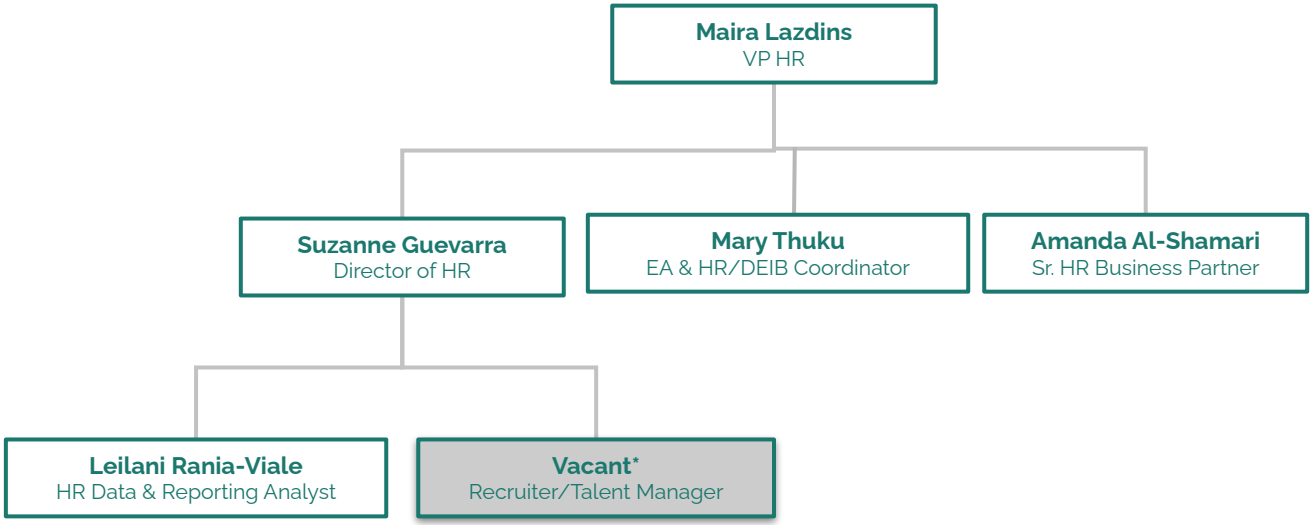
Human Resources Mission & FY23-24 Goals

HR Team Values
Embody a service-oriented culture by providing high quality and timely customer service to the CCA community
Maintain ongoing knowledge of HR best practices to educate employees and ensure a safe, equitable and compliant work environment
Empower employees and managers to be successful in their jobs by providing support, resources and partnership
Ensure data accuracy and integrity to support documentation, analytics and decision making

- ➔ Support staff learning and development
- ➔ Enhance talent management by focusing on onboarding and recruitment
- ➔ Maintain and educate around the college's benefits and compensation packages
- ➔ Identify enhancements and efficiencies in how we manage and access our data
- ➔ Support employee engagement and community

CCA HUMAN RESOURCES

FY23 and FY24



*1 FTE elimination - Recruiter/Talent Manager

FY24 Reprioritization & Considerations

- ➔ Adjust team responsibilities to allow space to focus on recruitment; we are at a time where staff morale is low, retention is critical and even with reduced hiring, when we do hire, we need to ensure that it works out
  - ◆ Recruitment will likely remain fairly decentralized but we can enhance available tools, training and Workday
- ➔ Shift focus to retention programs such as career paths and growth, mentorship programs, stay interviews, etc
- ➔ Pull back on processes that are already in place and working but maybe could have been enhanced, such as performance evaluations, CCA Skillstudio, onboarding
- ➔ HR Lead support to business units may be impacted and slow down
- ➔ Leverage support that HR team members can offer to other departments, outside of typical HR support

Manager Resources

Updates, FAQs and Resources

- CBA Considerations
  - Point union eligible employees to the CBA - Article 8 (Effects Bargaining) and Article 26 (Layoff, severance and recall)
  - Negotiations with the union are ongoing - the fifth meeting will be on Monday May 22
- Navigating remaining team members and providing a supportive place for your team after the effective layoff date
- Keeping an eye on workloads
- Supporting employee morale
  - What can you do to help your staff feel motivated and to help with retention?
    - Financial transparency, recognition, appropriate workloads, good prioritization, overall understanding and empathy -> contribute to building trust

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- Open positions on “Find Staff Jobs” in Workday
- Portal FAQs - adding some additional finance details
- Spring 2023 Department Reorganizations portal page
- Claremont EAP
- Helpful Articles
  - The Psychological Impact of Layoffs
  - 5 Ways to Cope with Layoff Survivor Guilt

Questions & Discussion