ONE CONNECTICUT. ONE COLLEGE.

Organizational Chart
Guiding Principles & Priorities
Key Guiding Principles & Priorities for Connecticut State Community College

• Ensure students are at the center of all decisions

• Serve as an engine of social mobility for historically underserved populations

• Prioritize teaching, learning and high quality academic programming

• Preserve and enhance student support services

• Be a user-friendly institution with a single admission process and a single point of contact

• Ensure campuses are positioned to build partnerships with the state’s business and other enterprises to prepare a highly skilled and well-educated workforce
Proposed Structure of Connecticut State Community College: Framework and Design
Connecticut State Community College Organizational Chart Presentation

- www.ct.edu/sf/org

- Please sent questions to CSCCQuestions@commnet.edu

- Organizational Chart
  - Represents leadership and reporting lines, not how things get done
  - Need to build capacity to fulfill our mission
  - Organizational chart positions are color coded
*Note that administrative support and other classified staff are not represented in this draft but will be included across the final college structure.
Connecticut State Community College
Structure & Student Success

• The structure of CSCC was built using the Guided Pathways approach

• The structure is driven by two goals:
  1. Organize people in an optimal way to achieve the mission of student success
  2. Build capacity to ensure that every student—regardless of location—receives the same level of support to achieve both short-term and long-term academic goals.

• The structure supports the complexity of one of the largest, geographically distributed community colleges in the country.

• It enables the dissemination of standard policies, procedures, interpretations, best practices and training.
Proposed Structure of Connecticut State Community College: Academic Affairs
Academic Affairs: Overview

- Reimagining our community college
- One of the largest in the country, and certainly the largest in Connecticut
- We owe it to our 80,000 credit/non-credit students to build it right
- Organizational chart was Benchmarked against similarly sized institutions nationally
- Appropriate staffing levels; avoid “making do” with too few staff
- But also avoid duplication of staffing 12 times
*Note that administrative support and other classified staff are not represented in this draft but will be included across the final college structure.
Academic Affairs: Overview

• Satisfy NECHE’s request for adequate staffing for an institution of this size and complexity
  • seeking accreditation in 2023

• Organization that also needs to avoid duplication of staffing 12 times

• We will need to do a lot of hiring over the next two years

• Opportunities for anyone looking for career advancement and who understands community colleges

• I look forward to helping us recruit good, committed people who share this vision as we create these new roles
Academic Affairs: Key Functions

• Associate Vice-Presidents of major academic areas and functions for the single college

• Administrative capacity building, based upon NECHE feedback

• Specialists needed for these important areas
  
  • Academic Programs and Curriculum
  • Quality Assurance, Accreditation and Strategic Planning
  • Course Delivery, Scheduling and Catalog
  • Higher Education Transitions (including Dual Enrollment)
  • Teaching and Learning
  • Institutional Effectiveness and Assessment
  • Title IX Coordinator (new regulations released 5/7/2020)
Academic Affairs: Key Functions

• We need to bring best practices from individual colleges to scale for Connecticut State Community College

• Currently many of our colleges can only do limited work in these areas due to capacity – one example is Prior Learning Assessment

• Many of these areas need a sole focus of attention in order to be successful at scale- this is an opportunity to fully develop and grow these areas.
Connecticut State Community College

DRAFT - Quality Assurance and Strategic Planning - DRAFT

Associate Vice President
Quality Assurance and
Strategic Planning

Director of Regional and
Specialized Accreditation
(NECHE)

Director of Strategic
Planning

Director of Program
Review

System Office Position

Campus Position

College Office Position,
College Oversight

Regional Position,
Regional Oversight

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**Connecticut State Community College**

**DRAFT - Higher Education Transitions - DRAFT**

Michael Stefanowicz, Interim Associate Vice President
Higher Education Transitions

- Director of Bridge and Transition Programs
- Director of Dual Enrollment
- Director of First Year Experience
- Director of Prior Learning Assessment

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Academic Affairs: Programs & Curriculum

• In keeping with Guided Pathways principles, faculty departments are organized within Areas of Study, as developed by the GP Choice Architecture team

• Faculty work directly with colleagues across Connecticut State Community College who share their disciplines and programs

• Faculty also maintain local control for hiring adjunct faculty and academic assistants (e.g., lab coordinators) in their disciplines and programs

• Creating an infrastructure to support faculty
Francine Rosselli-Navarra, Interim Associate Vice President

Academic Programs and Curriculum

Dean of Manufacturing, Industry, & Technical Careers

Dean of Humanities & Creative Arts

Dean of Health Careers

Dean of Social & Behavioral Studies, Education, & Public Service

DRAFT - Academic Programs - DRAFT

Associate Dean

Psychology

Early Childhood

DARC

Disability Specialist

Associate Dean

Anthropology

Economics

Geography

Political Science

History

Associate Dean

Sociology

Human Services

Associate Dean

Criminal Justice

Associate Dean

Maths

Bio Chem

BioTech

Associate Dean

Astronomy

Chemistry

Environmental Geology

Associate Dean

Nursing

Associate Dean

Culinary & Hospitality

Associate Dean

Advanced Manufacturing

Associate Dean

Automotive

Railroad

Construction Management

Fire Tech

Etc

Associate Dean

English

Associate Dean

Communication

Foreign Language

ESL

Philosophy

Associate Dean

Fine Arts

Photography

Music

Graphic Design

Digital Arts

Theatre

Associate Dean

Computer Science

Computer Technology

Associate Dean

Allied Health

Exercise Science

Massage Therapy

Medical Assisting

Medical Lab Technician

Nuclear Medicine Tech

Occupational Therapy

Ophthalmic Design

Paramedic

Physical Therapy Assistant

Radiography

Radiation Therapy

Respiratory Care

Surgical Tech

Vet Tech

Associate Dean

System Office Position

Regional Position, Regional Oversight

College Office Position, College Oversight

Campus Position

Associate Dean

Full Time Faculty, Discipline Leads, Program Coordinators

Adjunct Faculty

Academic Lab Techs (Science, Studio, Culinary, etc.)

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Academic Affairs: Teaching & Learning

Academic support services
Tutoring, disability services, and library services - have a single point of coordination helping to assure equity in the provision of services.

Center for Teaching
Will have greater support to coordinate and provide faculty and staff professional development opportunities grounded in nationally recognized evidence-based instructional pedagogy and practices.
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Proposed Structure of Connecticut State Community College: Enrollment Management & Student Affairs
Enrollment Management & Student Affairs (EMSA)

- The structure of Enrollment Management and Student Affairs was built using the same Guided Pathways approach as Academic Affairs.

- The structure is driven by two goals:
  1. Organize people in an optimal way to achieve the mission of student success.
  2. Build capacity to ensure that every student—regardless of location—receives the same level of support to achieve both short-term and long-term academic goals.

- The structure supports the complexity of one of the largest, geographically distributed community colleges in the country.

- It enables the dissemination of standard policies, procedures, interpretations, best practices and training.
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Connecticut State Community College

Associate Vice President of Admissions and Outreach

- Director, Regional Operations
  - Director, Admissions Operations & Processing (CRM: Recruit, System Admin)
  - Assistant Director of Operations - Statewide
    - Communications Specialist
    - Application Processing Specialist
    - Admissions Technical Support & Reporting Specialist (CRM: Recruit)
  - Communications Specialist
  - Application Processing Specialist
  - Application Processing Specialist
  - Admissions Technical Support & Reporting Specialist (CRM: Recruit)

- Regional Director, Outreach and Admissions
  - Campus Recruiters and Outreach Staff
  - Application Processing Specialist
  - Application Processing Specialist
  - Admissions Technical Support & Reporting Specialist (CRM: Recruit)

- Regional Director, Outreach and Admissions
  - Campus Recruiters and Outreach Staff
  - Application Processing Specialist
  - Application Processing Specialist
  - Admissions Technical Support & Reporting Specialist (CRM: Recruit)

- Regional Director, Outreach and Admissions
  - Campus Recruiters and Outreach Staff
  - Application Processing Specialist
  - Application Processing Specialist
  - Admissions Technical Support & Reporting Specialist (CRM: Recruit)

- Director, Regional Oversight
  - College Office Position, College Oversight
  - Regional Position, Regional Oversight

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Connecticut State Community College

Associate Vice President of Enrollment & Retention Services/College Registrar (Registration)

Associate Registrar Reporting and Compliance

Associate Registrar Curriculum Management and College Catalog

Assistant Registrar Class Scheduling

Reporting Specialist

Scheduling Specialist

Curriculum Specialist

Event Management System Administration/Program Analyst II

Coordinator of Degree Audit

Coordinator of Degree Audit

Coordinator of Degree Audit

Regional Position, Regional Oversight

College Office Position, College Oversight

College Office Position, Regional Oversight

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Connecticut State Community College

Associate Vice President of Student Support Services

Director of Mental Health

Mental Health Counselor
Shoreline - West Region

Mental Health Counselor(s)
Gateway

Mental Health Counselor(s)
Norwalk

Mental Health Counselor(s)
Nonaesthetic

Mental Health Counselor(s)
Nantucket

Mental Health Counselor(s)
Northwestern CT

Mental Health Counselor(s)
Tunxis

Mental Health Counselor(s)
Capital - East Region

Mental Health Counselor(s)
Capital

Mental Health Counselor(s)
Manchester

Mental Health Counselor(s)
Middlesex

Mental Health Counselor(s)
Quinebaug Valley

Mental Health Counselor(s)
Three Rivers

Director of Child Care, Transportation, Housing, Food Insecurity

Child Care, Food Insecurity, Transportation, Housing
Shoreline - West Region

Child Care, Food Insecurity, Transportation, Housing
Gateway

Child Care, Food Insecurity, Transportation, Housing
Norwalk

Child Care, Food Insecurity, Transportation, Housing
Nonaesthetic

Child Care, Food Insecurity, Transportation, Housing
Nantucket

Child Care, Food Insecurity, Transportation, Housing
Northwestern CT

Child Care, Food Insecurity, Transportation, Housing
Tunxis

Child Care, Food Insecurity, Transportation, Housing
Capital - East Region

Child Care, Food Insecurity, Transportation, Housing
Capital

Child Care, Food Insecurity, Transportation, Housing
Manchester

Child Care, Food Insecurity, Transportation, Housing
Middlesex

Child Care, Food Insecurity, Transportation, Housing
Quinebaug Valley

Child Care, Food Insecurity, Transportation, Housing
Three Rivers

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Connecticut State Community College

DRAFT - Student Information Systems, Data & Reporting - DRAFT

Nancy Melnicsak, Executive Director, Student Information Systems, Data & Reporting

Associate Director, Academic Information Services

Student and Academic Information Support Analyst

Associate Director, Student Information Services and Reporting

Senior Functional Support Analyst

Admissions, General Person Data, Duplicate Resolution, Dual Enrollment, Document Imaging

Associate Director, Continuing Education Information Services

Senior Functional Support Analyst

Scheduling, Registration, Enrollment Reporting, Records & Transcribing

Director, Online Student and Faculty/Advisor Services

Student and Academic Information Support Analyst

Director, Learning Information Systems

Instructional Technologist

Instructional Technologist

System Office Position

Campus Position

College Office Position, College Oversight

Regional Position, Regional Oversight

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Proposed Structure of Connecticut State Community College:

Campus View
The Campus View

• Campus, College, and Regional Positions

• Structures to facilitate cohesion and communication

• Common college goals (i.e. campus goals are college goals)

• The Matrixed Organization

• Current Examples
Connecticut State Community College

Campus Team with Direct Report to the CEO

Campus CEO

- Dean of Faculty and Students
- Associate Dean of Campus Operations
- Director of Community and Alumni Relations, Grants and Foundations
- Building Maintenance and Custodians
- Cashier
- Academic Computing and Tech Support
- Title IX Deputy and Student Conduct
- Student Activities and Government
- Associate Dean(s) of Faculty and Students

Campus Advising Lead

- Regional Directors, Advising
- Guided Pathways Advisors
- Adjunct Faculty
- Academic Lab Techs (Science, Studio, Culinary, ect.)

Regional Directors, Enrollment Services

- Regional Directors, Financial Aid Service
- Financial Aid Specialists
- Tutors

Regional Director of Institutional Research

- Director of Institutional Research
- Mental Health Counselor(s)
- Each campus

Director of Library Services

- Director of Library
- Library Staff

Director of Workforce and Continuing Education Programming

- Regional Chief Workforce Officer
- Regional President
- Director of Workforce and Continuing Education Programming

Regional President

- Regional Chief Workforce Officer
- Director of Workforce and Continuing Education Programming

Regional Director of Institutional Research

- Director of Mental Health
- Mental Health Counselor(s)
- Each campus

Director of Child Care, Transportation, Housing, Food Insecurity

- Director of Child Care, Transportation, Housing, Food Insecurity
- Child Care Food insecurity
- Transportation
- Housing
- Each campus

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Concluding Comments

• The structure presented today is a draft

• The leadership team wants to hear your thoughts and feedback

• To schedule a meeting with a Council or campus team please contact:
  Victoria Thomas: thomasv@ct.edu
Questions