

SHARED CONSULTATION COUNCIL MEETING

STRATEGIC PLANNING ~ POLICY & PROCEDURE APPROVAL ~ ISSUE MANAGEMENT ~ CAMPUS COMMUNICATION

Wednesday, August 31, 2011, 4:00 – 5:00 pm L238

SWC Mission Statement

*Southwestern Community College District serves a diverse community of students
by providing a wide range of dynamic and high quality educational programs and comprehensive student services.*

Members

4 Academic Senate Representatives:	4 Classified Employee Representatives:	7 Planning Representatives
<i>Randy Beach</i>	<i>Bruce MacNintch, CSEA Rep.</i>	<i>AOC Rep: Mink Stavenga (interim)</i>
<i>Scott Finn</i>	<i>Michele Fenlon, CSEA Rep.</i>	<i>EP/EMC Rep: Victoria López (interim)</i>
<i>Eric Maag</i>	<i>Heather MacNintch, CSEA Rep.</i>	<i>FSC: John Brown (interim)</i>
<i>Gary Creason</i>	<i>Deborah Peckenpaugh, CSEA Rep.</i>	<i>IPRC Rep: Linda Hensley (interim)</i>
4 Administrator Representatives:	4 Associated Student Representatives:	<i>ITC Rep: Paul Norris</i>
<i>Aaron Starck, SCCDAA President</i>	<i>Claudia Duran, ASO President</i>	<i>OIE: Diana Kelly (interim)</i>
<i>Patti Larkin</i>	<i>Tameika Guerrero, ASO Rep.</i>	<i>ISLO Rep: Rebecca Wolniewicz (interim)</i>
<i>Debbie Trujillo</i>	<i>Candy Arias, ASO Rep.</i>	<i>BC Rep: tba</i>
<i>Bea Zamora-Aguilar</i>	<i>Angel Castro, ASO Rep.</i>	Non-Voting Resource Staff
1 Confidential Representative	1 SCEA Representative	<i>Angélica Suárez, Acting VP Academic Affairs</i>
<i>Patti Blevins, Confidential Employees Rep.</i>	<i>Andy MacNeill, SCEA Rep.</i>	<i>Robert Temple, consultant/ Acting VPBFA</i>
		<i>Joseph Quarles, Interim VPHR</i>
<i>Valerie Goodwin-Colbert (Facilitator)</i>	<i>Guest(s):</i>	<i>Angélica Suárez, VP Student Affairs</i>
		<i>Linda Gilstrap, Dean, OIE</i>
<i>Rosalva Garcia (Recorder)</i>		<i>Ben Seaberry, IT Director</i>
		<i>Victoria Lopez, Chair-of-Chairs</i>

10 + 1 Mutual Agreement

9. District and college governance structures, as related to faculty roles.
10. Processes for institutional planning and budget development including self-study and annual reports.
11. + 1 Other academic and professional matters as mutually agreed between the Gov. Board & the Academic Senate.

A G E N D A

AGENDA ITEM	PRESENTER/S	DECISION
1. Call to Order / Approval of Agenda	Co-Chair: Stuart/Whittaker	
2. VPAA Discussion & Recommendation (?) <i>Attachment</i>	Co-Chair: Stuart/Whittaker	
3. VP Salary Schedule – step addition <i>Attachment</i>	Co-Chair: Stuart/Whittaker	

TO: GOVERNING BOARD MEMBERS

8/26/11

FROM: DENISE WHITTAKER

SUBJECT: EXPLANATION FOR PROPOSING THAT THE VICE PRESIDENT SALARY SCHEDULE STEPS BE DECREASED AND INCREASED

As requested from SCC, I wanted you to see what I am circulating through the collegial consultation process regarding the vice president salary schedule. The options presented are all drafts and were suggested through various consultative processes. They are all a variation of what was originally presented to you. This goes out to the SCC next week as shown below.

* * * *

TO: College Constituent Groups, Academic Senate, SCC, SCEA, CSEA, SCCDAA, Confidential Employees, Interested Parties

FROM: Denise Whittaker, Interim S/P

SUBJECT: EXPLANATION FOR PROPOSING THAT THE VICE PRESIDENT SALARY SCHEDULE STEPS BE DECREASED AND INCREASED

There currently exists a disparity between the Classified Administrative Salary Schedule and the Vice President Salary Schedule. The highest Classified Administrator's Director's salary (\$159,660) exceeds the highest Vice President salary (\$150,072). This anomaly creates a problem in many ways.

Any of the proposed options as described on pages 2 and 3 bring balance and consistency for salary distance between that of the Director and that of the Vice Presidents so that this disparity is corrected.

Putting Salaries into Perspective:

Looking at the differences between the highest possible 12-month salaries for each employee group results in the following information:

- Classified Employee Highest Salary Possible: \$100,140 (Step 6, Range 46)
- Confidential Employee Highest Salary Possible: \$89,556 (Step 6, Range 24)
- Supervisor Highest Salary Possible: \$137,964 (Step 8, Range 45)
- Classified Director Highest Salary Possible: \$159,660 (Step 9, Range 45)
- Academic Director Highest Salary Possible: \$124,688 (Range F, Step 8)*
- Dean Highest Salary Possible: \$139,812 (Range D, Step 8)*
- Vice President Highest Salary Possible: \$150,072 (Range A, Step 8)

* Disparity in these salary schedules also occur compared to highest Supervisor and Classified Director salaries and may also need to be addressed.

Justification for Vice President Salary Schedule Adjustment:

1. **External Review:** Consistent with reclassification studies completed for the Classified Employees, Forsberg Consulting Services was asked to review the SWC vice president salary schedule to verify appropriate salary range options, in comparison to other single community college districts in our geographic location, taking into consideration similarity in the number of employees and student enrollment. The following information was provided from this study:
 - a. Comparable Colleges: Cerritos College, Chaffey College, Desert CCD, El Camino CCD, Long Beach City College, Palomar College, and Rio Hondo College.

- b. The average salary of vice president for these colleges ranged from \$171,971 (VPHR) to \$186,657 (VPAA).
- c. The top or highest VP salary possible at Southwestern College is \$150,072.
- d. CEO and Superintendent/Presidents usually have a separate negotiated benefits package. This is standard at this level. The average benefits package (i.e. car allowance, cell phone, home office, expense allowance, health & welfare, life insurance, disability insurance, etc.) for these colleges ranged from \$19,160 - \$20,095.
- e. The top or highest benefits VP package at Southwestern College is \$5,200. NO recommendation is being made to change this.

2. Impact on Southwestern College: Southwestern College has had 11 permanent vice presidents and several interims/acting VP's during the past 8 years (since 2003). This is a tremendous amount of turnover that has created the following problems:

<ul style="list-style-type: none"> a. Lack of overall senior leadership b. Lack of supervision and/or guidance in key areas c. Lack of continuity for managing areas and implementing advancements d. Lack of skill in critical areas e. Inconsistent decision mad 	<ul style="list-style-type: none"> f. Inadequate long-range planning g. Lack of follow-through applicable to Accreditation h. Failures in addressing major technology and operational issues particularly in Business and Financial Affairs and in Human Resources i. Lack of effective dispute resolution
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3. Turn-Over: I believe some of the turn-over has to do with the initial hiring pools for these positions. I have spoken with professional community college search firm consultants who indicated to me that our VP salary is simply not competitive. For the recent VPBFA (which resulted in a failed search), Bob Temple, Interim VPBFA, received numerous calls from highly qualified sitting chief fiscal officers who inquired about the low salary, indicating that the cut in pay would be too drastic for them to consider even if they were placed at the top step of \$150,072.

4. Applicant Pool and Hiring Impact: If we maintain the current salary schedule for vice presidents, we can expect to maintain the same minimal level of expertise in our applicant pool. The options proposed are still competitively lower than other community colleges similar to SWC, but adding steps to the current 8-step VP salary schedule at least allows us to attract applicants with advanced experience and expertise which I believe is critical to the overall health, preservation, and positive environment of this institution.

What are the Salary Schedule Options?

Options	Background	Recommendations
<p>Option A: Take the current Academic Administrative Salary Schedule and only add steps and delete Ranges for flexibility and to correct disparity within salary schedules. [See Attachment A]</p>	<ul style="list-style-type: none"> • The current Academic Administrator's Salary Schedule has 26 Ranges and 8 Steps with \$42,024 being the lowest entry-level salary and \$150,072 being the highest. • <i>Option A</i> does not automatically raise the salary for any current employee. 	<p>Option A Recommendations:</p> <ul style="list-style-type: none"> • Delete Ranges W-X-Y-Z because the starting salary is below \$50,000 which would be lower than most professional academic positions and these Ranges are currently not being used. • Add a new Step 1 and Step 2 so that entry level salaries are lower than what is currently being offered. • Add 10 Steps beyond Step 8 which takes care of the current disparity that exists on the salary schedule between other classified managers and it brings the maximum vice president salary to slightly above the <i>average</i> level comparable with other community colleges of our size.
<p>Option B: Delete Vice Presidents altogether from current Academic Administrator Salary Schedule and use current Range A as the basis to add Steps</p>	<ul style="list-style-type: none"> • The current Vice Presidents' Salary is noted on the Academic Administrator's Salary Schedule at Range A with 8 Steps with \$122,040 being the lowest entry-level VP 	<p>Option B Recommendations:</p> <ul style="list-style-type: none"> • Add a new Step 1 and Step 2 so that entry level salaries are lower than what is currently being offered. • Add 10 Steps beyond Step 8 which takes care of the current disparity that exists between the Classified Directors' s highest and it brings the maximum vice president salary to slightly above the <i>average</i> level comparable with other community colleges of our

[See Attachment B]	salary and \$150,072 being the highest which is lower than the highest Director's salary.	size.
Option C: Delete Vice Presidents from current Academic Administrator Salary Schedule and use current Range A as the basis to add Steps and Ranges. [See Attachment C]	<ul style="list-style-type: none"> The current Academic Administrator's Salary Schedule has 26 Ranges and 8 Steps with \$42,024 being the lowest entry-level salary and \$150,072 being the highest which is lower than the highest Director's salary. 	Option C Recommendations: <ul style="list-style-type: none"> Add a new Step 1 and Step 2 so that entry level salaries are lower than what is currently being offered. Add 10 Steps beyond Step 8 which takes care of the current disparity that exists on the salary schedule between other classified managers and it brings the maximum vice president salary to slightly above the <i>average</i> level comparable with other community colleges of our size. Add 3 Ranges (for a total of 4) to provide greater pay options for the vice president upon initial hire.

Step advancement would not occur automatically but only based on a rigorous evaluation process and with the recommendation of the S/P.

What Options Do We Have IF We Do Not Adjust the VP Salary Schedule?

I cannot in good faith propose any of the following options because I do not feel the integrity of Business and Finance, Human Resources, Academic Affairs, or Student Affairs can be maintained without experienced leadership. Can we get-by? Probably, but it will take an extraordinary amount of time and energy away from the Superintendent/President's time to manage oversight of all of these areas which distracts him/her away from other pressing items. It will be very difficult to operate a smooth-running operation with inexperienced vice presidents. Having said that, if faced with no change in the salary schedule, I would consider the following options:

1. Hire retired, seasoned former vice presidents as consultants to mentor inexperienced vice presidents.
2. Recognize that individuals hired under these circumstances will be trained by us and then will likely leave to take a better job – obtaining on-the-job training on our nickel.

VPAA Options
for discussion at the
August 30, 2011
Academic Senate Meeting

These options are provided below in unranked order:

Option #A: Do nothing.

This option would continue with the VPSA doing **both** Student Affairs & Academic Affairs, which is physically and mentally draining, for the full semester until a full-time VPAA is selected.

Option #B: Keep VPSA in Student Affairs.

This option would allow the VP Suárez to focus on **Student Affairs 100%**. This would allow the VPAA position to be filled with either of the following methods:

- a) Hire an outside interim VPAA;
- b) Provide an opportunity for a Dean to do the VPAA as an Acting VPAA to “grow our own”, which would then allow the opportunity for faculty to step up into an Acting Dean position for the administrative experience.
- c) Open the position internally to all College-wide personnel who are interested and who have administrative/supervisory/leadership experience.

Option #C: Assign the VPAA position to A. Suárez.

This option would allow the VPAA to focus on **Academic Affairs 100%**. This would allow the VPSA position to be filled with either of the following methods:

- a) Hire an outside interim VPSA;
- b) Provide an opportunity for a Dean to do the VPSA as an Acting VPSA to “grow our own”, which would then allow the opportunity for faculty to step up into an Acting Dean position for the administrative experience.
- c) Open the position internally to all College-wide personnel who are interested and who have administrative/supervisory/leadership experience.

Option #D4: Other ideas?

SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
OPTION A - Director, Dean, Vice President Academic Administrator Salary Schedule Effective October 1, 2011
BLUE STEPS REPRESENT PROPOSED CHANGES

Monthly Rate																				
Range	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20
A	9587	9874	10170	10,476	10,789	11,112	11,448	11,789	12,142	12,506	12,881	13,268	13,666	14,076	14,498	14,933	15,381	15,842	16,317	16,807
B	9258	9535	9821	10,116	10,419	10,732	11,053	11,385	11,727	12,079	12,441	12,815	13,199	13,595	14,003	14,423	14,856	15,301	15,760	16,233
C	8928	9195	9471	9,758	10,050	10,350	10,660	10,979	11,310	11,651	12,001	12,361	12,731	13,113	13,507	13,912	14,329	14,759	15,202	15,658
D	8604	8861	9127	9,402	9,682	9,970	10,269	10,581	10,896	11,220	11,557	11,903	12,260	12,628	13,007	13,397	13,799	14,213	14,640	15,079
E	8278	8526	8782	9,045	9,316	9,597	9,882	10,180	10,485	10,799	11,123	11,457	11,800	12,154	12,519	12,895	13,281	13,680	14,090	14,513
F	7958	8196	8442	8,697	8,958	9,226	9,504	9,791	10,085	10,389	10,701	11,022	11,352	11,693	12,044	12,405	12,777	13,160	13,555	13,962
G	7616	7844	8079	8,322	8,570	8,828	9,092	9,365	9,647	9,938	10,236	10,543	10,860	11,185	11,521	11,866	12,222	12,589	12,967	13,356
H	7288	7506	7731	7,963	8,204	8,449	8,701	8,963	9,231	9,506	9,791	10,085	10,387	10,699	11,020	11,351	11,691	12,042	12,403	12,775
I	6975	7184	7399	7,617	7,849	8,083	8,326	8,577	8,834	9,100	9,373	9,654	9,944	10,242	10,549	10,866	11,192	11,528	11,873	12,230
J	6672	6872	7078	7,292	7,512	7,737	7,967	8,208	8,453	8,706	8,967	9,236	9,513	9,799	10,093	10,395	10,707	11,029	11,359	11,700
K	6386	6578	6775	6,979	7,187	7,404	7,628	7,854	8,091	8,333	8,583	8,840	9,106	9,379	9,660	9,950	10,249	10,556	10,873	11,199
L	6112	6295	6484	6,677	6,878	7,085	7,298	7,517	7,741	7,973	8,212	8,459	8,712	8,974	9,243	9,520	9,806	10,100	10,403	10,715
M	5849	6024	6205	6,391	6,581	6,782	6,983	7,193	7,408	7,631	7,860	8,096	8,339	8,589	8,846	9,112	9,385	9,667	9,957	10,255
N	5598	5766	5939	6,115	6,300	6,489	6,683	6,882	7,090	7,305	7,524	7,750	7,982	8,222	8,468	8,723	8,984	9,254	9,531	9,817
O	5355	5516	5681	5,851	6,027	6,209	6,394	6,585	6,785	6,990	7,200	7,416	7,638	7,867	8,103	8,346	8,597	8,855	9,120	9,394
P	5126	5280	5438	5,600	5,768	5,943	6,120	6,304	6,492	6,687	6,888	7,094	7,307	7,526	7,752	7,985	8,224	8,471	8,725	8,987
Q	4906	5053	5204	5,360	5,521	5,685	5,856	6,032	6,213	6,400	6,592	6,790	6,993	7,203	7,419	7,642	7,871	8,107	8,351	8,601
R	4695	4836	4981	5,129	5,285	5,442	5,605	5,774	5,947	6,124	6,308	6,497	6,692	6,893	7,099	7,312	7,532	7,758	7,990	8,230
S	4493	4627	4766	4,908	5,055	5,207	5,364	5,525	5,690	5,859	6,035	6,216	6,402	6,594	6,792	6,996	7,206	7,422	7,645	7,874
T	4299	4428	4561	4,698	4,839	4,985	5,132	5,288	5,446	5,609	5,777	5,951	6,129	6,313	6,502	6,697	6,898	7,105	7,318	7,538
U	4113	4236	4363	4,496	4,631	4,769	4,913	5,058	5,211	5,367	5,528	5,694	5,865	6,041	6,222	6,408	6,601	6,799	7,003	7,213
V	3936	4054	4175	4,301	4,430	4,563	4,700	4,841	4,987	5,138	5,292	5,451	5,614	5,783	5,956	6,135	6,319	6,509	6,704	6,905
W	3769	3882	3998	4,116	4,239	4,365	4,499	4,633	4,771	4,913	5,060	5,212	5,369	5,530	5,696	5,866	6,042	6,224	6,410	6,603
X	3605	3713	3824	3,939	4,058	4,178	4,305	4,434	4,566	4,702	4,843	4,988	5,138	5,292	5,451	5,614	5,783	5,956	6,135	6,319
Y	3450	3553	3660	3,769	3,880	3,999	4,118	4,244	4,371	4,502	4,637	4,776	4,919	5,067	5,219	5,376	5,537	5,703	5,874	6,050
Z	3301	3400	3502	3,608	3,717	3,828	3,941	4,060	4,181	4,305	4,434	4,567	4,704	4,845	4,991	5,140	5,295	5,453	5,617	5,786

EARNED DOCTORATE: ADD \$2,000.00 ANNUALLY

RANGE A: VICE PRESIDENT OF ACADEMIC AFFAIRS

VICE PRESIDENT OF ADMINISTRATIVE AFFAIRS

VICE PRESIDENT OF HUMAN RESOURCES

VICE PRESIDENT OF STUDENT AFFAIRS

RANGE C: CHIEF ADVANCEMENT OFFICER

DEAN OF ACADEMIC INFORMATION SERVICES

DEAN OF COUNSELING & PERSONAL DEVELOPMENT

DEAN OF THE EDUCATION CENTER-SAN YSIDRO

DEAN OF THE HIGHER EDUCATION CENTER-NATIONAL CITY

DEAN OF STUDENT ACTIVITIES & HEALTH SERVICES

DEAN OF STUDENT SUPPORT SERVICES

SCHOOL DEAN

RANGE D: ASSOCIATE DEAN OF STUDENT SUPPORT SERVICES

RANGE F: DIRECTOR OF ATHLETICS

DIRECTOR OF CENTER OPERATIONS

DIRECTOR OF CONTINUING ED. & SPECIAL PROJECTS

DIRECTOR OF DENTAL HYGIENE PROGRAM

DIRECTOR OF DISABILITY SUPPORT SERVICES

DIRECTOR OF NURSING & HEALTH OCCUPATIONS

DIRECTOR OF STUDENT DEVELOPMENT

HISPANIC SERVING INSTITUTION PROJECT/ACTIVITY DIRECTOR

RANGE Q: DIRECTOR OF M.E.S.A.

Approved by the Governing Board:

NOTE: All salary amounts have been rounded to the nearest dollar.

SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
OPTION B - Vice President Academic Administrator Salary Schedule Effective October 1, 2011
BLUE REPRESENTS PROPOSED CHANGES

Monthly Rate																				
Range	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20
A	9587	9874	10170	10,476	10,789	11,112	11,448	11,789	12,142	12,506	12,881	13,268	13,666	14,076	14,498	14,933	15,381	15,842	16,317	16,807

Earned Doctorate: Add \$2000.00 Annually

Note: All salary amounts have rounded to the nearest dollar.

Initial salary placement is pabed on experience, years of service, and qualifications with no less than 5% higher than the current verified salary upon employment. Upon recommendation by the Superintendent/President, Step Advancement includes, but is not limited to, job performance as demonstrated when the majority of the "Excellent" and "Above Average" categories on the Vice President 360 degrees evaluation totals no less than 75% satisfaction.

SOUTHWESTERN COMMUNITY COLLEGE DISTRICT
OPTION C Vice President Academic Administrator Salary Schedule Effective October 1, 2011
BLUE REPRESENTS PROPOSED ADDITIONAL STEPS

MONTHLY RATE																				
Range	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20
A	8604	8861	9127	9,402	9,682	9,970	10,269	10,581	10,896	11,220	11,557	11,903	12,260	12,628	13,007	13,397	13,799	14,213	14,640	15,079
B	8928	9195	9471	9,758	10,050	10,350	10,660	10,979	11,310	11,651	12,001	12,361	12,731	13,113	13,507	13,912	14,329	14,759	15,202	15,658
C	9258	9535	9821	10,116	10,419	10,732	11,053	11,385	11,727	12,079	12,441	12,815	13,199	13,595	14,003	14,423	14,856	15,301	15,760	16,233
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