

FREQUENTLY ASKED QUESTIONS

Regarding the Proposed Re-organizations

1. Why add a Vice President, Economic Development and IWS?

MCC has a long-standing commitment to Workforce Development. In the past, the college has tried different models (e.g. Assistant VP and Dean; Assistant to the President). Most recently, MCC's efforts in this area have become less successful. Why? First, the economic landscape in the greater Rochester area changed. While the region used to be dominated by three large employers (i.e., Kodak, Xerox, and Bausch and Lomb), it is now home to a small business economy in which over 90% of all businesses employ fewer than 100 employees and in which the largest employer is the University of Rochester (largely in its healthcare operations). Second, historically, within MCC, workforce development was seen as exclusively the domain of non-credit enrollment. But changes in SUNY funding for such programming has made it increasingly difficult to sustain.

In response to BOT direction, Interim President Larry Tyree commissioned a report on Workforce Development by Dr. Larry Warford to determine how the college could regain its footing in this changed environment. Dr. Warford recommended a Vice President to elevate Workforce Development. The Office of Workforce Development (OFD) and the faculty/staff of ATC met with the president in fall and, independently, made the same request. Then, this spring, one of five priorities arising from the Budget Resource Committee was a request to elevate the efforts that support external funds and relationships—such as workforce development and federal funding.

The proposals of the consultant and OFD map directly to the changing role and definition of workforce and economic development in community colleges. The role of community colleges in the economic development of their regions has expanded dramatically, taking into consideration both credit and noncredit offerings that create and sustain a strategic workforce pipeline in support of regional development. The increasing connection between academic programming and economic development can be seen in SUNY's new strategic plan, where quality of life and economic development come together as a key system outcome. MCC's growing role in this work is made manifest in our board membership in Greater Rochester Enterprises, our renewed relationship with the Rochester Business Alliance, our involvement in recent discussions with the US China Commission on the impact of trade policy on Western New York, MCC's invitation to testify to the Task Force on Higher Education and Industry Partnerships and to participate in the recent SUNY discussions on Research, Innovation, and Globalism, and more. The creation of this VP position allows the college to effectively play and fully embrace the role it has already been assigned in the economic future of our community.

2. What are the budget implications?

Since there are 2 vacancies in the president's division (James Winston's retirement, Dick Degus' retirement), we expect the new Vice President will be

budget neutral.

3. **Will there be a search?**

Yes. We anticipate a nationwide search.

4. **Why re-locate the grants office to this area?**

We expect that our Grants Office will need to substantially support the Vice President in obtaining large, targeted federal grants and appropriations related to workforce programs. MCC needs to increase its visibility and better coordinate its efforts in order to compete successfully for these much needed funds.

5. **Why re-locate academic programs to this Vice President?**

The addition of academic programs to the Vice President will provide a credit/non-credit continuum of training from certification to degree programs. These are high quality, academically-grounded programs, but their focus is different from that found in programs within the liberal arts and sciences. In the latter, the closest relationship is with upper division transfer colleges and universities. In contrast, in the technical programs, the involvement of business and industry is significant and a primary driver behind their creation and continuance. In addition, the capital needs associated with the technical curriculum are large and recurring—quite different from programs in liberal arts and sciences. Finally, the Office of Workforce Development has also expressed concern that it needed to be “aligned more with the academic side of the house”.

Within MCC, it is also true that the scope of responsibility for the Academic Services VP has become unmanageable. This organizational chart literally spans two pages. We need to provide an organizational structure that promotes the best and most focused leadership for our academic programs.

6. **Why re-locate the Public Safety Programs?**

The programs at PSTF provide non-credit and credit to community first responders. It is a collaborative facility with budget control that allows it to be entrepreneurial.

7. **Why re-locate the Agriculture & Life Sciences Institute and the Homeland Security Management Institute?**

The consultant suggested the college create “institutes” that serve an occupational area by assessing workforce needs in the area and meeting those needs through a variety of formats. These 2 institutes are good examples that already exist within the college.

8. **Will academic programs under the new Vice President remain academic?**

Yes. In order to offer credit, courses and programs must be part of the academic enterprise. The Vice President of Economic Development and the Vice President of Academic Services will need to partner on matters of curriculum, for

example. All credit curriculum will be run through the college's existing curriculum approval processes. This process guarantees the integrity of our academic offerings and will not change.

9. **Will academic departments relocated to the Vice President remain on hard money?**

Yes. The goal is to identify "soft money" (e.g., federal grants) to support the intensive capital needs of these programs, to provide start-up funds for new programs, and/or to expand offerings.

10. **Will soft money programs like HSMI remain on soft money?**

Yes.

11. **How will this affect national accreditation?**

Not at all. We expect that programs like Electrical Engineering will continue to seek accreditation such as ABET.

12. **Do you envision new staff for the office of Vice President?**

Not at this time. The Vice President will be supported, as are all vice presidents, by a secretary, recruited from our existing staff. In keeping with the goal of making this change budget neutral, no new staff positions will be created.

13. **Who will support the needs of academic departments (such as budget, hiring, workload management) that are currently supported by the Office of Vice President, Academic Services?**

We anticipate that those needs will be met in the new division with existing services such as human resources and the budget office.

14. **Do you envision new staff for other departments?**

As growth and our financial situation permit but not immediately.

15. **Why are you suggesting a reorganization of the Office and Computer Programs department?**

The multi-disciplinary department, which resulted from a merger under President Emeritus Spina, has a variety of programs – some of which appear to be more clearly aligned with workforce. The initial proposal suggested one route for a more discipline-appropriate realignment, but certainly, others may be recommended as more appropriate following the SCAA hearings.

16. **Will the reorganization violate the existing collective bargaining agreement?**

Reorganization is a mission decision that does not require Faculty Association approval. We are committed to working with the Faculty Association to resolve

any contractual issues that arise as a result of the reorganization—though we do not anticipate any.

17. Why reorganize the Office of General Counsel to include Policy?

It is time to move MCC from a “memo culture” to a more transparent, policy culture. As the General Counsel's office is a direct report to the president and is staffed by a trained lawyer, this seems like an appropriate home for policy.

18. Will the Office get extra staff?

No.

19. Why reorganize the Office of Human Resources to include Organizational Development?

As reflected in the report of the Budget Resource Committee (BRC), it is time to be strategic with our professional development: to focus it on college priorities. In reviewing best practices within community colleges, including our League for Innovation peers, it became apparent that the responsibility for organizational development typically was aligned with Human Resources. And, in colleges recognized as particularly effective in organizational development (e.g., Johnson County CC), the office reported to the president. (At MCC, HR already reports to the president, see below.)

20. Will the Office get extra resources?

As the budget permits, yes.

21. Is this a promotion?

In 2008-09, the Director of Human Resources became a direct report to Interim President Tyree. A title change is expected (proposed as “Assistant to the President for Human Resources and Organizational Development”).

22. Why reorganize the Executive Dean, DCC, to include community partnerships?

The Executive Dean already serves as the president's liaison to RSCD and Rochester Downtown Development Corporation to name two. This recognizes those responsibilities.

23. Will the Office of Executive Dean get extra resources?

No.

24. Why re-assign the Assistant to the President to report to the Vice President, Administrative Services?

In light of changes in accountability measures, one of the college's greatest needs is the ability to tie planning—in all forms—to resource allocation to institutional effectiveness. Currently, responsibility for the strategic plan and the

master plan fall within the office of the Assistant to the President. Moving this position (with a lateral re-title to Assistant Vice President) into Administrative Services formalizes the relationship between planning and budgeting and provides coordinated oversight for these efforts.

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President

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