



LOS ANGELES SOUTHWEST COLLEGE

OFFICE OF THE PRESIDENT

DATE: January 24, 2022

TO: Los Angeles Southwest College Campus Community

FROM: Dr. Seher Awan, President, Los Angeles Southwest College

SUBJECT: Final Human Resources Restructuring Plan

OVERVIEW

Thank you to the Los Angeles Southwest College (LASC) Campus Community for your support in the completion of the LASC Human Resources (HR) Restructuring Plan. You can find detailed information on the process and statement of work [here](#) and on the [President's Priorities Page](#). The campus utilized its IEPI grant funds to complete the [Human Resources Restructuring Plan](#). This plan included qualitative interviews with constituents across the campus and a detailed analysis of the organizational structure, strategic goals, and long-term fiscal health of the campus. The plan identifies and prioritizes key vacancies that need to be filled along with recommended reorganizations that ultimately support the college's attainment of its strategic goals within the next three to five years. This plan has assisted the college with rightsizing, bringing the total human resources costs from 101% to 85% of the total budget. This rightsizing has allowed us to balance the college's budget for the first time in 15-years and resolved the long-term deficit spending concerns. Once the college receives permission from the District Office to move forward with hiring, the college will begin filling key, high-priority vacancies, while maintaining fiscal stability. Thank you again for your participation in this process.

HIGH-PRIORITY POSITIONS

The plan includes a listing of high, medium and low priority positions. There are brief explanations included within the plan explaining the priorities. As detailed above, these recommendations from the consultant were based on:

1. Our strategic goals for the next five years;
2. The college's current human resources organizational structure;
3. The overall institutional effectiveness of the college based on qualitative and quantitative data;
4. The long-term fiscal recovery of the college.

Please note that ALL high priority positions will not be filled immediately. We continue to have budget constraints that prohibit the hiring of all identified positions. However, as we pursue enrollment growth, our revenues will increase allowing more personnel to be hired.



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QUESTIONS ABOUT THE PLAN

Below are the questions and answers that were shared throughout the development process.

Why was the grant writer/coordinator position identified as a low-priority?

The District will be investing in centralized grant writer positions to support all nine campuses. With the need for other high-priority vacancies to be filled and this position being provided at the district-level, this position was prioritized as low.

Why were academic positions like new faculty and counseling positions not included within this process?

Faculty hiring is completed using the annual faculty hiring prioritization process. This process is managed by the Academic Senate who identify, prioritize, and recommend faculty hiring to the president. The college president then reviews the list and presents a final faculty hiring priority list for the college using the Academic Senate's recommendations.

Why are security and safety positions excluded from the HR Restructuring Plan?

The Los Angeles Community College District (LACCD) outsources its safety contract with the Los Angeles Sheriff's Department. As a part of LACCD, LASC is required to use the Los Angeles Sheriff's Department to provide safety and security to the campus. LASC does not directly employ any safety or security positions outside of the Sheriff's Department. These staffing levels are evaluated annually and determined as a part of the larger District contract.

How will the reorganization of the Stock Control Assistant impact receiving on campus?

This action will move the Stock Control Assistant from reporting directly to the Vice President of Administrative Services to the Facilities Director. This will create more synergy within the Maintenance and Operations Division and provide direct oversight over the Receiving Department. This change partnered with the reclassification of the Reprographic Equipment Operator position to the Lead Support Services Assistant will provide increased support to receiving activities.

What actions are being taken with the Career Center?

The Career Center will have a *grant-funded* career counselor placed within the center to support student career counseling and align with the Guided Pathways framework. In addition, the Career Center will have a *grant-funded* Job Developer position to assist with direct job placement of students into livable wage careers.

How does the Work Environment Committee (WEC) settlement impact this plan?

The District has been negotiating with the AFT 1521 to identify new LASC positions to address the WEC settlement. These new positions will not be funded by the college's general fund budget. These positions, once identified, will support the overall Maintenance and Operations of the college.



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Why was the TRIO Program recommended to have a consolidation of Directors?

There are currently three different TRIO Grant funded programs, TRIO STEM, TRIO Student Success, and TRIO Talent Search. Each of these programs has its own director and staffing. To maximize resources for students, create more collaboration within the programs, and leverage human resources, there is a recommendation to create a consolidated director position and house the three grants under one director to maximize staffing funds and provide more resources for students.

Why are grant-funded positions supporting areas like the welcome center and retention center missing?

The HR Restructuring Plan only focused on general funded positions. Positions to support the welcome center and retention center were proposed through the SEA funding source. The planning of those funds is done through the SEA-PAC participatory governance committee. A recommendation would need to be made to use funding from SEA to support these areas.