

UNIVERSITY OF CALIFORNIA, SANTA CRUZ
THE COLLEGES AND UNIVERSITY HOUSING SERVICES
OFFICE OF THE ASSOCIATE VICE CHANCELLOR

July 10th, 2006

All CUHS Staff

RE: CUHS Organizational Updates

Colleagues,

This letter serves as a summary update for a variety of organizational changes that will be implemented over the upcoming months. As with any learning organization, CUHS has and will continue to evolve with respect to our organizational plan and the alignment of our functional areas. Over the course of the past several years, there have been large scale realignments of programs and services and in more recent years, there have been minor adjustments and changes. Certainly, with any organizational change, an individual's perspective of that change is typically relational to how closely one is impacted by the change. As Kuh (1996) underscores, "When significant gaps exist between environmental demands and institutional processes and structures, the institution must adapt in order to survive" (p.285)¹. No doubt, our CUHS organization, our staff and our services have been adapting frequently and successfully throughout this time. We will continue that process as it will allow us the capacity to thrive and grow through turbulent times.

As I have noted in the past, the organizational plan for CUHS is generally driven by several key factors. These include: 1) the need to seek opportunities for functional alignments that enhance financial and operational efficiencies; 2) the need to be responsive to a variety of environmental influences that include institutional growth, new construction, service delivery changes, new program initiatives, new business and new technology service directions; and 3) the need to integrate succession planning to accommodate employee retirements and other staffing transitions.

This letter outlines several key changes that will be implemented at the Senior Management level of CUHS. These actions are a direct response to the October, 2005 movement of Executive Director Alma Sifuentes from her leadership of Residential, Dining and Family Services (RDFS) to a position in the Student Affairs Division with Campus Student Life. With the vacancy of the ED RDFS position, I used the opportunity to reframe several service area alignments and redeploy resources from RDFS to support the next generation of the organizational plan.

I am confident that the changes outlined below will continue to enhance the effectiveness of our organization and provide a stable and functional platform from which we may be able to continue to provide exceptional services to our various communities of learning.

At this time, I offer the following summary information:

Executive Director, Residential, Family & Program Support Services – This is a new title for the position that Sam Bersola currently holds as Chief Operations Officer. This title represents the broader functional area responsibilities for the position that include; Residential Programs, Family Services, Child Care Services, Community Safety Officer and Emergency Preparedness Programs, Staff Diversity & Inclusion Programs and the future development of our Research & Assessment Programs.

Executive Director, College Student Life – This is a redeployment of the previous Executive Director, RDFS position. This ED position will be responsible for the direct oversight and management of the College Student Life programs and will directly supervise the five College Administrative Officer positions and all concurrent staff, programs and services. This position will also assume supervision of the four CUHS Student Life Committees. An open recruitment will be conducted and a search committee will be convened. The targeted start date for the permanent appointment is fall, 2006.

Coordinator, Staff Diversity and Inclusion Programs – This position is new to CUHS and will allow us to achieve a much needed emphasis and support for the further development of a diverse workforce and an inclusive organization. This position will directly support the following: staff outreach, candidate pool development and recruitment; CUHS Affirmative Action plan and targeted goal development; staff cultural competency training programs; staff internship, apprentice and mentoring programs; language education programs; and new employee orientation/on-boarding programs and several other critical support areas. An open recruitment will be conducted and a search committee will be convened. The targeted date for the permanent appointment is September, 2006.

Special Assistant for Planning, Analysis & Organizational Development – This position concept reflects a reshaping of several of the functional assignments that were formerly housed in the Chief Operations Officer position and combines several new functions that will help to enhance overall organizational effectiveness. This position will report to and directly support the AVC in the following organization wide areas; Organizational Committee & Task Force activities; Project Management; Strategic Planning; Analysis; Performance Management; Management Team Training & Development; Management Team Planning; Administrative Policies & Procedures; Workforce Climate Assessment and Workforce Recognition Programs; Grant Writing, Report Writing, Presentation & Speech Writing and several other critical support areas. An open recruitment will be conducted and a search committee will be convened. The targeted date for the permanent appointment is fall, 2006.

Convener, Council of CAOs - CAO Susan Welte will extend her assignment as Convener for the Council of CAOs through October 31st, 2006. Following the appointment of an Executive Director, College Student Life – the Convener role will be retired and the ED will serve to convene and lead the Council of CAOs.

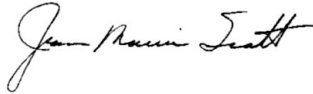
Student Judicial Affairs – Vice Chancellor Hernandez has confirmed that effective July 1, 2006, Student Judicial Affairs will be permanently assigned to the Colleges and University Housing Services. Doug Zuidema will continue in his role as Director, Student Judicial Affairs and have a direct reporting line to the AVC, CUHS.

I am pleased to affirm these directions as they will set the stage for CUHS as we plan for the 2006-07 academic year. Following this summary announcement, I will be working with unit managers on actions related to organizational charts, search committee appointments and other related activities. I provide the above outline so that you may have an overview context for these new directions. Additionally, the updated CUHS organizational chart may be found at the following link: <http://housing.ucsc.edu/orgCharts/CUHS-org.pdf>

In closing, I would like to also acknowledge that I was hesitant to send this notification out in light of the recent death of our Chancellor. Certainly, I am concerned for informing you about a broad set of changes in the midst of so many unknowns at the campus level. While I struggled with this dilemma, I also believe that information and affirmation of program directions is the best way to help in providing stability for CUHS staff and operations.

I appreciate your support with the above and I welcome any questions that you may have.

Sincerely,



Jean Marie Scott
Associate Vice Chancellor
Colleges and University Housing Services

- 1 Kuh, G.D. (1996). Organizational theory. In S.R. Komives & D.B. Woodard, Jr. (EDs), Student Services: a handbook for the profession (3rd ed., pp 269-296), San Francisco: Jossey-Bass.

Cc: Vice Chancellor Francisco J. Hernandez
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