

	College	Contact	FTES	How long have/did (for those colleges that had the positions merged and then separated them) the positions been merged?	For colleges with a merged position, what would you recommend need be done with the structure below the VP (for example is there a need to add deans) to make the system work?	Is the person in the merged position also the Accreditation Liaison Officer?	For those of you that returned to a separate VP structure, why did you "unmerge" the two positions?	May we contact you?	COMMENTS
1	Shasta College	Meridith Randall	3,000	6 years				Yes	I served 6 years as a merged VP at a school with 3000 FTES – it was doable. Now, at a school with 7000 FTES, I am "unmerged" and can't even imagine how someone could do both positions at a school this size, given the number of new state initiatives, hiring, personnel issues, technology advances....you name it. My advice is NOT to merge – happy to give you more info if you need it.
2	Chaffey	Sherrie Guerrero	13,620	Four years and counting.	We had an existing dean of counseling. We added an additional dean to handle student discipline. Presently those two deans cover as follows: Counseling: Counseling, DPS, EOPS, Career Center AND Student Services and Discipline: Discipline, Financial Aid, Admissions and Records, Health Services, Veteran's Resource Center, Transfer Center	Yes—and it is too much.	N/A	Yes	
3	San Diego Continuing Education	Brian E. Ellison	8,000	6 years	I have 8 deans comprising my executive team which covers both instruction (6) and student services (2).	I have served for the last several years as the ALO which is a good fit with a combined VIP/VPSS position.	N/A	Yes	
4	College of the Siskiyous	Robert A. Frost, Ph.D	2,500	Merged since 2010 to a VP of Student Learning (VPSL)	Think of the VPSL as an exec, or leadership position. This allows the Deans and Directors (D & D) to be management with additional authority. This approach has worked beautifully in terms of raising up the next generation of leadership at the college. So, whether you increase salaries with added authority, or create additional D & D positions is really a matter of the true purpose of the "merge."	ALO reports to VPSL; VPSL does do considerable writing on reports.	A lot I could say from here, but we remain merged. BTW, there is nothing wrong with converting to a VPSL, growing talent, and then converting back when you have the right talent & chemistry in place to grow into CIO & CSSO roles.	Yes	There are many considerations within your questions; I used to also teach organizational theory & have led a variety of reorganizations, so I would be happy to visit by phone or even by conference call. Another consideration might be to have an outsider meet with key stakeholders over a month and then prepare a report to the president on key local considerations. This would give him some basis for the cascading (below the VPSL) HR decisions re Deans and Directors.
5	Victor Valley College	Peter Allan	9,400	Since 2006, they have been merged.	There must be a Dean of Student Services and A Dean of the Instruction Office (primarily scheduling)	Yes	N/A	Yes	Sure. I am the acting President /Superintendent as well as being the CIO/CSSO at the moment, so I have plenty of time.

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6	Porterville College	Steve Schultz	3,000	We had them merged for about 6 years	Colleges need to have at least one strong dean position in BOTH academic affairs and student services.	Yes, I was.	From a personal perspective, when I was the single VP, I lost my hair, what I had turned gray, and Botox wouldn't work anymore. From a professional perspective, too many little things started falling through the cracks. Part of the problem was that we did not have a Dean on the student services side, but we did have deans in academic affairs. I came from student services when I became the single VP, so it was assumed that I would handle the student services side without the need of a dean. That was a mistake. If you go to a merged position, it is absolutely essential that you have strong deans on both sides of the house. In addition, the merged VP MUST put equal attention to both student services and academic affairs, attend local, regional and state meetings/conferences for BOTH student services and academic affairs. On our campus, that became a problem because I was off campus so much attending to both student services and academic affairs meetings, etc. The VP cannot regulate attendance at student services-type meetings to a Dean of Students, while he/she attends the academic affairs meetings – or visa versa. A dean in one area cannot become the pseudo-VP. For example, I have seen one college that treated the Dean of Students as the VP while the merged VP handled the academic affairs duties. In this case, the Dean essentially became the VPSS at a dean's pay.	Yes, via email	I am currently the VPSS, but served as the single VP during the years of its existence.
7	Laney		7,500	1 year					I know that Laney had a combined VPSS and VPI last year and in my humble it darn near killed the individual in that position. They are now separating them into two positions. The two positions were merged into one in 2012, and Steve Cohen came in as a new VP. The combined position was in place for one year. They are now going out for a VPI and a VPSS.

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8	Yuba	Kevin Trutna	6,000	8 years	Here is where the devil is in the details. When I was initially the combined VP, the district office took over things like matriculation, placement testing, Perkins/VTEA, expulsions, discrimination complaints, catalog production, curriculum committee oversight, 320 reports, admissions/records, and research. As we evolved over the years, the district office was proud to lay off people to save budgets for colleges, but what it really did was push the work down to the VP position.	Yes it has always been this way and I would keep that.	The job became too onerous for one person. What started out as a consolidation of instructional deans with a counseling dean and a financial aid dean because a dumping ground for the functions that higher vice chancellors no longer wanted to do. For example, faculty FLEX – they dumped this duty and we had to pick it up. It really does not fit into any of the deans specialties so you end up with a mismatch of deans that have lots of little disjoint responsibilities. Think about how student discipline, expulsions, hearings, financial aid appeals, etc. can be at a dean's level when they are the first line of defense. The VP then becomes the appeal for each of these functions and oversight for them as well. Or in another light, how can you possibly schedule cheating incidents (meeting with the faculty, student, discipline) into your current schedule every week, not to mention the financial aid appeals at the beginning of each semester. The 320 report is another example – it does not belong with any particular academic dean, but the dean of counseling is not an expert neither. Perkins, matriculation, catalog and the others became similar items. Now the VP is expected to run all of		As you may remember, I led the Chancellor's Office Categorical Site Visit to Merced College about 5 years ago – you do not have the mid-level management structure to put your job with Anne's job. Or else you set up an impossible job (yours plus Anne's) that will cause burnout and short timers for the new person. I explained this to Ron – it is a great learning experience, but too much for one person to handle for an extended period of time. Case in point – when I left Yuba College the Union President assumed my role and she saw first hand how the job required her (me) to come in at 5:00 am because at least 3 days per week were spent 9+ hours in meetings or seeing student appeals. There are not enough daylight hours to get the job done – hence the late nights or early mornings. BTW – she had an anxiety induced attack by October after taking the position in August just to show you I am not making this up. From what I remember about Merced, you would need to add at least two lower deans/directors in order to make the workload manageable. These people would be responsible for the "other duties" as assigned – in other words, for the programs, reports, accreditation reports, issues, etc. that do not fit into any academic dean or student service dean. Butte College has a "Dean of Instructional Services" position that does just that – all of the odd jobs that will allow the VP to do his/her job. Of course when you add this new position there is not much costs savings.
9	Palo Verde College	Sheri Jones	1,800	1 year	When we merged the positions, we also eliminated deans	No	We are currently flying CSSO and CIO positions to replace the combined VP. This was the recommendation of Academic Senate. I disagree with the recommendation. Because we have Directors in key Student Services areas, I think we should have retained the combined VP position, and added a Dean of Vocational Programs and/or Distance Education.	Yes	