

date April 12, 1978  
from: Paul Gallagher, Principal  
to: The College Community

Report and Recommendations on Administrative  
Reorganization

I am pleased to provide for your information the substance of a report I presented to the College Council at a meeting of April 11, 1978. The April 11 advice of PAC was also noted. Approval to proceed with the reorganization was granted.

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As authorized, I have circulated within the College a memo on Administrative Reorganization for information and comment. At the March Council meeting, I presented an initial report on the comments and suggested that no action should yet be taken, to allow others in the College to add their comments.

In the intervening weeks, there has been considerable discussion and I have received further comment. I now recommend to you that action be taken. The nature of the comments I have received as well as the basis for my recommendation for action are indicated below.

Comments on the Proposed Reorganization

I would like to draw particular attention to the negative comments or concerns - and to respond to them. However, by way of preface, I should note that not all comments have been negative and that most negative comments had positive aspects as well. In addition, there has been no comment from several quarters, which I cannot confidently interpret as positive, negative, or neutral. All comments should be viewed as serious and constructive, presented in the best interests of the College.

The major "negative" comments, as I understand them, have been as follows:

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1. The Status of the "other" Division. Considerable concern, especially from the Career/Vocational Division, has been expressed to the effect that the "third" Division should not have an administrative status equivalent to that of the Academic Studies and Career/Vocational Divisions (and therefore should not be administratively headed by a Dean, but rather a "Director") on the grounds that educational support services ought to be recognized as subordinate to and supportive of the more crucial instructional services.

It is my view that this matter is essentially one of college policy and philosophy, rather than of administrative structure. To the extent that the college has not already done so, it should affirm its basic policy with respect to the relative importance of instructional and educational support services. That policy ought to be, in my view, that educational support functions are as important as instructional services and it is in conformity with this policy that I have recommended an equivalent administrative status for the Division with responsibilities for educational support services.

I believe it to be important here to restate that my recommendation to establish "another" Division was not a recommendation to re-establish a Student Services Division. The "other" Division - which I now recommend be called the Instructional Services Division - would be an educational division performing educational functions different from, but as important as, services provided by the Career/Vocational and Academic Studies Division.

It is even more important to stress that the Instructional Services Division is intended to be more than a renamed Educational Support Services Division. In addition to a managerial responsibility for a complex range of educational services, the Dean would have responsibility for providing leadership in identifying and planning the broad range of educational/instructional activities which are college-wide in character. The Division is intended to serve as an instrument to assist the college to operate, where appropriate, as a unified institution and to reduce those instances where, inappropriately, the college may have operated in the past as a collection of co-existing separate schools or sub-units. In practice, of course, the challenge to the college will be to find the appropriate amounts, forms, and kinds of centralized and decentralized operation. A Committee of Deans should serve as the vehicle for leadership in the educational management of the college, and a Dean of Instructional Services should provide leadership to this committee.

2. Resource Allocation to the Instructional Services Division. Concern has been expressed, again largely from the Career/Vocational Division, that the establishment of an Instructional Services Division will surely lead to pressures to allocate a disproportionate share of the college's scarce resources to non-instructional services, to the detriment of resource allocation to the Academic Studies and Career/Vocational Divisions.

It is my view that, although one can identify many instances to support this concern, the problem of equitable resource allocation cannot be resolved or even adequately addressed by an administrative structure. How the college allocates its resources must be determined not by the size or number of its administrative divisions, but by its philosophy and its priorities. Accordingly, I believe that this concern can be most effectively addressed by the Council, after consultation internally, when it decides on resource allocation in terms of philosophy and priorities, rather than in terms of number or size of administrative units. The college would be in a sorry state if resources were allocated primarily on the basis of the strength of administrative units rather than on the basis of functions and services and their relative importance. Stated otherwise, the existence of three Divisions must never come to mean a necessarily equal distribution of resources among divisions.

3. The Place of Community Education. Widespread concern, at least among faculty members, has been expressed about a possible shifting of emphasis of the college in the direction of non-credit activities at the expense of credit activities. This concern, as I understand it, has then been related to developments in other colleges and in the Ministry of Education which seem to be giving a much higher profile to Community Education than in the past. This concern might be expressed as follows: Is this proposed administrative reorganization at Capilano part of a much larger scheme/plan to weaken the traditional emphases of this college?

To the extent that I have correctly interpreted this concern, my reply is negative. My objectives with respect to Community Education are to bring community education activities even more into the mainstream of the life of the college, to have them recognized as different but equally important as other educational activities, and to have community education viewed as an institutional responsibility - but in no sense at the expense of the other activities of the college. I cannot identify any larger scheme/plan and, even if there should be one, I believe that this college must stand up to any pressures to establish administrative structures inappropriate to its philosophy and priorities. I can detect no developments or pressures at a provincial level that should deter us from organizing our internal structures to meet our needs. In sum, whatever may be going on beyond the college is, in my view, quite irrelevant to recommendations concerning our administrative structures.

Consideration of the place of Community Education among the priorities of the college and within the college system has surfaced a broad sense of uncertainty about the future of the college by many people. People within the Academic Studies Division need the assurance that the college has a firm and continuing commitment to a solid and comprehensive Academic Studies program; people within the Career/Vocational Division need the assurance that the college is firmly committed to a growth of this division in response to the very strong

community demand for its programs; people within the Educational Support Services Division need the assurance that the college has a continuing commitment to the provision of educational services required by an open, comprehensive college. No administrative structure can give these assurances; only the college by its policies, priorities, and actions can do so.

4. Office of the Registrar. My recommendation that the Registrariat become a sub-unit of the Instructional Services Division has been noted as inconsistent with the rationale for that Division and unwise in terms of the recent history of the college. To support this view, it has been noted that the Registrariat plays many mechanical/administrative roles which are really not "educational support" in the same sense as other such services are; it has an important role to play in the planning function as well as the day-to-day operations; its scheduling function is intimately related to the space allocation function of the Planning Office; and, the current relationships between the Registrariat and Planning functions have developed well over almost two years to the extent that the need for a reporting change is not apparent.

In my view, there is much to support this position. In fact, whatever the administrative reporting system, it is generally acknowledged that the Office of the Registrar must have close working relationships with both the day-to-day operations and planning of the Divisions and the college-wide Planning Office. The one theoretical reporting possibility that should be avoided is a reporting by the Registrar to both the Director of Planning and a Dean.

I remain concerned that the volume and importance of business of the Planning Department, particularly if Phase II development of the Lynnmour campus is revived shortly, might alone warrant a shift of responsibility of the Office of the Registrar to the Instructional Services Division.

5. Inability to Comment Constructively. Many people have commented that they are unable to make constructive comment either because they cannot assess the merits of a recommended organizational structure without a better understanding of a number of other factors within and beyond the college or because the memo about which comment was solicited was far too imprecise to encourage specific, useful comment.

The first reason, I believe, is justifiable but a continuing condition. All I can say is that I have had no hidden agenda; I have made recommendations without ulterior motives and have tried only to propose a workable organization which reflects the philosophy, priorities, history, and current realities of the college as I understand them.

The second reason is, I believe, even more justifiable. I believe it to have been an error on my part not to have spelled out far more precisely what I was recommending and why I was recommending it.

6. Organizational Change Adapted to Personnel. The concern has been expressed that the proposed administrative reorganization seems prompted more by the abilities of current administrative personnel than by either organizational theory or the organizational and administrative needs of the college.

I want to acknowledge that there is more than a small measure of truth to this observation. The performance record of current administrative personnel has indeed been one of my major considerations because I am of the view that effective operation must consider both personnel and organizational structure. I do not believe, however, that personnel considerations have unduly shaped my organizational recommendations; I believe that our organizational structure must recognize our past, including our personnel, rather than assume that the college must or can begin from scratch.

7. The Process of Implementing Change. Perhaps the broadest concern has been related to the methods I have proposed for the introduction of administrative reorganization. In particular, grave misgivings have been expressed about any plan to introduce personnel changes by a reassignment of duties to current administrators rather than by means of an open search process. It has been strongly observed that all personnel changes related to administrative structures should not only be legitimate, but also perceived as totally above board in keeping with the persistent will of the college community.

My own view has been that all personnel changes must respect contractual obligations of the college but that pragmatic considerations should not be totally obscured by formalities of process. However, given the perceived history of the college as I now understand it, and given the college's wise commitment to broad consultation in matters of administrative appointments, I am now of the view that open search processes should be used for all senior administrative appointments emerging from this administrative reorganization, even though it is clear that in some cases this is not required and in fact may not be conducive to the most effective reorganization.

#### Recommendations

I have reviewed all these comments and, after considerable reflection, make the following specific recommendations for action:

1. The proposed administrative reorganization should be authorized in principle, for implementation in a coherent fashion, with full implementation by January 1, 1979.
2. The position of Dean of Instructional Services should be authorized, to be filled not later than August 1, 1978.
3. Competition for the position of Dean of Instructional Services should be initiated immediately; the competition should respect all the customary practices of position classification/description, search committee, recommendations for appointment, etc.
4. The two interim positions of Associate Dean should cease to exist at the end of their current terms.
5. An administrative position, with reporting responsibility to the Dean of the Career/Vocational Division, should be established and filled through competition by August 1, 1978. The nature of this position should be finalized not later than June 1, 1978.
6. All administrative positions to be retained in the reorganization but becoming vacant as a result of the competitions recommended about should be filled through competition to be completed not later than August 1, 1978.
7. The Committee of Deans should be formalized by September 1, 1978.
8. The Office of the Registrar should remain administratively responsible to the Director of Planning to January 1, 1979 with review prior to that date.
9. Administrative reorganization relating to the Community Education Division should be deferred. Planning and development of Community Education services, Health Services, Information Services, and Athletics for the Fall Term 1978-79 should proceed administratively as in 1977-78.
10. Modifications to the operation of the Bookstore should await further review of operations and be introduced only when and as appropriate.

#### A Need for Immediate Action

The opportunities I have had to consult within the College over the past two months convince me that decisions with respect to

administrative reorganization must be taken now. Uncertainties and insecurities now widespread in the college in anticipation of some form of reorganization were probably inevitable; the best interests of the college will not be served by any prolongation of this atmosphere.

A handwritten signature in cursive script that reads "Paul Gallagher".

Paul Gallagher  
Principal

PG:JC