

From: [Flamer, Keith](#)
Subject: Administrative Realignment
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Good morning,

The third initiative of our Education Master Plan is to *Create a More Nimble and Adaptable Institution*. To do so, we must take stock of our operations and proactively adapt our organizational structures to better position the institution for long-term success and viability. I write today to make you aware of a realignment of our administrative structure that will help us reach our full potential and reduce administrative costs. I am confident that these changes will have great benefit for our students, faculty, staff, and the overall operation of the institution.

The administrative structure will be reduced by one instructional dean, one student services dean, and one manager position. Following the realignment, the College will consist of five major administrative units: the Office of the President, Administrative Services, Human Resources, the Division of Instruction, and the Division of Student Services.

- The President's Office will oversee the major administrative units of, the Foundation, Athletics, Institutional Effectiveness and Academic Partnerships, Marketing, and Professional Development.
- After five years of providing excellent leadership as the Dean of Arts, Humanities, and Social Sciences, Dr. George Potamianos has elected to return to the faculty in fall 2022. The academic departments will be realigned under a two executive dean structure. Peter Blakemore will serve as Interim Executive Dean of Arts and Sciences and Mike Haley will serve as Interim Executive Dean of Career Education and Workforce Development. To ensure that Peter, Mike, and the faculty they lead have adequate support, we are going to retain the same number of associate deans, but with additional reassigned time.
- Kerry Mayer, Interim Vice President of Instruction/Chief Instructional Officer (CIO), will continue to lead the Division of Instruction which consists of the two instructional executive deans, the Dean of the Del Norte Campus & the Pelican Bay Scholars Program, the Manager of the Klamath Trinity Site, Distance Education, and all other academic-related units.
- We will reestablish a Division of Student Services, separate from Instruction, led by Crystal Morse as the Interim Vice President of Student Services/Chief Student Services Officer (CSSO). Student Services will include Enrollment Services, Counseling/Advising, TRiO, Upward Bound, EOPS, DSPS, Student Success Pathways, Career Center, Student Conduct, Health Services, BIT, ASCR, Basic Needs/Wellness Center, Residential Life, and the Multicultural and Diversity Center. The Dean of Students position will be defunded.
- The Human Resources (HR) Division, which includes human resources, equal employment opportunity, diversity, equity, inclusion, and accessibility, will be led by Alia Dunphy, as Interim Director of Human Resources/EEO/DEIA/Chief Human Resources Officer (CHRO) beginning on May 2, 2022. With Alia's appointment as Interim Director of HR/EEO/DEIA/CHRO, Tina Wahlund will retreat to her human resources analyst position. I will remove the Human Resources manager position from our position inventory.
- Julia Morrison, Vice President of Administrative Services/Chief Business Officer (CBO) will continue to lead the Division of Administrative Services and Capital

Projects.

We have five administrators critical to the operation of the District serving in interim positions. To ensure that we adhere to Education Code that limits the tenure of interim positions and satisfy accreditation standards and eligibility requirements (Standard III.A.10 & Eligibility Requirement 8), I will begin the process of filling those interim positions with permanent administrators early next fall. I know that the shortage of available candidates to fill open vacant positions is driving employee costs up. Recruiting administrators to fill our permanent interim administrative positions, as well as retaining existing key administrators is fierce—and will become more competitive next year. Therefore, in order to ensure that the College will be competitive in the coming year, the realignment will result in an increase in responsibility and salary for the vice presidents and instructional administrators. The salary increases will be offset by eliminating two administrative positions and one management position.

The realignment plan also includes revisiting the creation of a hybrid community-oriented police department made up of sworn and public safety (non-sworn) officers. Our hybrid model will focus on prevention, intervention and putting students back on a trajectory toward academic and personal success.

If you remember, we explored developing a CR Police Department a few years ago; however, the need to create the new department diminished when we transitioned to predominately remote learning and operations. Prior to the pandemic, the Board of Trustees and I had taken the public position that it is extremely important that we do not wait for a violent incident to occur before we invest in identifying and reducing the factors that make violence more likely and enhancing the safety of the faculty, staff and student body and deter, or at least limit, injuries and the loss of life during active shooter events, acts of violence, or threatening behavior.

I regard CR as a sanctuary. CR is a protected environment where our faculty and students explore ideas in a collegial and safe atmosphere. As we've seen in the past, college campuses are not immune to incidents of violence. I have explored hiring private security, joining with Cal Poly Humboldt's police department, and contracting with local law enforcement (city and county) to provide a sworn officer presence on the Eureka campus. These three options have shown to be unworkable for various reasons.

After much consideration, I believe the best approach to improve security involves restructuring our law enforcement academy. Pending formal approval from POST, Michael Perkins will serve as the Director of the Law Enforcement Center and CR's Chief of Police. The vacant Academy Coordinator position will be re-designated to Police Sergeant/Academy Coordinator, and the funds we allocate toward hiring the various part-time Recruitment Training Officers to serve as professional resource experts in the Academy will be reallocated to hire a Police Officer who will serve in that capacity in our Academy courses. Our Public Safety department will move under Director Perkins.

I ask for your patience as these units move through the process of transition over the next several months. Ultimately, these changes will be good for the future of College of the Redwoods.

I would like to conclude this message by acknowledging how much the fabric of our college community has frayed since the pandemic began. As we start to recover from the effects of the pandemic and look to the future, it will be extremely important that we work together to rebuild our college community centered on reestablishing collegial bonds, belonging, trust, resilience, and connection. It will take a lot of work and investment from all of us to bring our community back together stronger than it was before.

In a recent meeting with CRFO President Michelle Haggerty and CRFO Vice President Erik

Kramer, Michelle suggested that we use our May commencement ceremonies and Fall convocation as opportunities to rebuild our college community. I believe that Michelle is absolutely correct and we will include community building in our commencement and convocation planning. Please watch your email over the coming few weeks for details.

Keith

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“Let me never fall into the vulgar mistake of dreaming that I am persecuted whenever I am contradicted.” -Emerson

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