



**Los Angeles Southwest College**  
**Statement of Work**  
*January 27, 2021*

**NAME OF PROJECT**

Los Angeles Southwest College Human Resources Restructuring Plan

**CONTACT**

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**BACKGROUND**

Los Angeles Southwest College (LASC) operates as an accredited, full-service community college and is part of the nine-college Los Angeles Community College District. The college service area encompasses South Los Angeles and includes the communities of Inglewood, Hawthorne, Gardena, Lynwood, and unincorporated Westmont and West-Athens. For the fiscal year 2019, the college reported approximately 4,300 FTES. To be self-sustaining in its current operation, the College must generate at least 6,000 FTES, a target which has never been reached. As such, the College has operated at deficit for over 20 consecutive years with an ongoing structural deficit.

Human Resources costs and benefits currently represent 101% of the College's operating budget. As a small college, there are significant operational gaps along with structural issues that need to be addressed. The College has created a variety of planning documents, including a Fiscal Recovery and Long-Term Sustainability Report, developed by Cambridge West Partnership, a work-plan in response to this report, and an updated Strategic Education Master Plan, all of which will be provided as steering documents for this work. In pursuing fiscal sustainability and long-term student success, the college is poised to complete a strategic analysis of its human resources organizational structure.

The College has established a short-term, participatory *Human Resources Taskforce* who is prepared to work with a consultant to complete this analysis.



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#### PURPOSE AND EXPECTED OUTCOMES

The College seeks an external partner with human resources expertise to assist the College President and her executive team in creating a human resource restructuring plan with concise plan elements and recommendations to support a structural organization that will enhance student learning, vision for success outcomes, and allow the college to have long-term fiscal sustainability. The external partner will need to:

1. Work with the College President to establish a clear and transparent process that can be openly communicated to the College Community
2. Through Campus and District stakeholder interviews, organizational structure analysis, and review of key college documentation, develop a data-informed human resource restructuring plan
3. In collaboration with the Executive Leadership team, propose an organizational structure for Los Angeles Southwest College to support college growth and operations for the next three years. This should include all administrative services, student services, and instructional departments, including the president's office.
4. In cooperation with the *Human Resources Taskforce*, develop the plan and provide a gap analysis with recommended positions that should be established, re-engineered and/or restructured to support the college operations.
5. In cooperation with the *Human Resources Taskforce*, prioritize the list of established positions identifying the most urgent positions that should be filled, pending available funding.
6. In collaboration with the Executive Leadership team, provide a detailed cost breakdown including position costs and benefits for the entire proposal, as well as a phasing timeline
7. In collaboration with the Executive Leadership team, assure the plan aligns with accreditation standards, the College's strategic goals, and the California Community College Chancellor's Office Vision for Success

*\*Please note that faculty positions will not be included within this plan, as the College engages in the annual faculty hiring prioritization process.*



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<b>SCOPE OF WORK</b>			
<b>To Be Completed</b>	<b>Resources Needed</b>	<b>Outcome</b>	<b>Time Involved</b>
Complete data analysis by reviewing College documents and review College's current HR costs	Experienced professional to review and align the project scope with the college's goals	Data-informed section of the plan identifying recommendations to the College President	3 weeks
Host a retreat with the consultant and the <i>Human Resources Taskforce</i> to define roles and review the upcoming process	Experienced professional engaging with stakeholders	Alignment of the scope of work with the purpose of the <i>Human Resources Taskforce</i>	1 day
Complete college-wide interviews of departments, supervisors, managers, department chairs, administrators, and key stakeholders	Stakeholder involvement and engagement from the campus community	Data-informed, proposed organizational structure to accomplish the College's goals and allow for long-term fiscal sustainability	1.5 months
Complete current organizational structure analysis including identifying operational gaps	Experienced professional with California Community College experience to analyze the current organizational structure and compare that information to the College's strategic goals	Proposed organizational chart to support College growth and enhance operations over the next 3 years	2 weeks
Develop the LASC Human Resources Restructuring Plan and receive feedback from the <i>Human Resources Taskforce</i>	Participation and engagement with the <i>Human Resources Taskforce</i>	Human Resources Restructuring Plan presented to the College President and shared with the Academic Senate and College Council	1 month



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<b>SCOPE OF WORK CONTINUED</b>			
<b>To Be Completed</b>	<b>Resources Needed</b>	<b>Outcome</b>	<b>Time Involved</b>
Identify recommended positions that should be established or restructured to support college operations, prioritize the list, and provide a cost breakdown including benefits	Participation and engagement with the <i>Human Resources Taskforce</i> as well as support from the Vice President of Administrative Services	Human Resources Restructuring Plan presented to the College President and shared with the Academic Senate and College Council	2 weeks
Map all (new) proposed positions to accreditation standards, the College's strategic goals and the CCC Vision for Success	Experienced professional with California Community College experience to map the information and ensure integration	Final Human Resources Restructuring Plan presented to the College President and shared with the Academic Senate and College Council	1 week

<b>LOCATION</b>	
<b>Site</b>	<b>Duration</b>
Los Angeles Southwest College	March 1, 2021 – July 31, 2021

<b>SCHEDULE</b>		
<b>Phases</b>	<b>Start</b>	<b>Finish</b>
Assess current college documents, strategic goals, and cost analysis of current positions	03/01/21	03/22/21
Complete College-wide interviews with all key stakeholders	03/22/21	05/05/21
Assess current organizational structure and identify operational gaps	05/05/21	05/19/21
Develop LASC Human Resources Restructuring Plan	05/19/21	06/17/21
Vet and receive feedback on the plan with the <i>Human Resources Taskforce</i>	06/17/21	06/30/21



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<b>SCHEDULE CONTINUED</b>		
<b>Phases</b>	<b>Start</b>	<b>Finish</b>
Present plan to LASC Academic Senate and College Council for review and approval	06/30/21	07/28/21
Provide completed LASC Human Resources Restructuring Plan to the College President	07/28/21	07/31/21

<b>DELIVERABLES</b>		
<b>Deliverable</b>	<b>Objective</b>	<b>Due Date</b>
Detailed, data-informed LASC Human Resources Restructuring Plan that is shared with LASC participatory governance committees	To produce an objective, data-informed human resources restructuring plan that supports LASC's long-term fiscal sustainability while enhancing campus operations to achieve the College's strategic goals and improve student success	08/01/21

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**Reporting and Communication:**

- Bi-Weekly updates to the College President provided in memo form
- Monthly meetings with the *Human Resources Taskforce*
- Monthly campus updates in memo form

<b>DEFINE SUCCESS</b>
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A successful outcome will be the completion of the LASC Human Resources Restructuring Plan through a participatory and transparent process inclusive of all stakeholders. The plan will be fully supported by the Academic Senate and College Council, will provide a road map for long-term fiscal sustainability, and will provide recommendations to enhance College operations. Overall, this plan will position Los Angeles Southwest College to achieve its strategic goals and increase student success.



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**REQUIREMENTS**

All meetings, interviews, and other services will be performed remotely due to the current COVID-19 pandemic. Personal computing equipment for the external partner will be provided by the partner.

**PAYMENTS**

Vendor	How Much	Payment Due Date
TBD	TBD	Upon Completion of Project

**CLOSURE**

Completed Services	Signed Off
Item #1 - Completion of the LASC Human Resources Restructuring Plan by the <i>Human Resources Taskforce</i> by <b>05/31/21</b>	By Sponsor and Project Manager (Awan and Hall)
Item #2 - Review by the LASC Academic Senate and LASC College Council by <b>06/28/21</b>	By Sponsor and Project Manager (Awan and Hall)
Item #3 - Final LASC Human Resources Restructuring Plan presented to the College President by <b>06/30/21</b>	By Sponsor (Awan)