SUBSTANTIVE

CHANGE

REPORT

AND

RESPONSES
Commission on Colleges
Southern Association of Colleges and Schools

REPORT OF THE SUBSTANTIVE CHANGE COMMITTEE
AMARILLO COLLEGE
AMARILLO, TEXAS
MARCH 20-22, 1996

VISITING COMMITTEE

Sherry L. Hoppe, CHAIR
President
Roane State Community College
Harriman, TN

C. Edward Meadows
Vice President
Beville State Community College
Sumiton, Al

Staff Representative
G. Jack Allen
Associate Executive Director
Commission on College
INTRODUCTION

A Substantive Change Committee of the Commission on Colleges of the Southern Association of Colleges and Schools visited Amarillo College located in Amarillo, Texas, from March 20-22, 1996, for a focused visit dealing with the merger of Texas State Technical College at Amarillo with Amarillo College.

The Committee wishes to express appreciation to Dr. Luther Bud Joyner, President; Dr. R. E. Byrd, Vice President and Dean of Instruction; Dr. Abrams, Executive Director of Amarillo Technical Center; and especially to Ms. Jill Gibson, Director of College Relations, for her assistance in making arrangements before and during the visit.

BACKGROUND

The two institutions involved in the merger were both individually accredited by the Commission on Colleges of the Southern Association of Colleges and Schools. Amarillo College underwent its last Reaffirmation of Accreditation in 1992. Texas State Technical College at Amarillo (TSTC-Amarillo) underwent its most recent 10 year reaffirmation in 1994-95, with a site visit occurring in May 1995.

In the Fall of 1994, while TSTC-Amarillo’s Self Study was in process, the Texas State Technical College System undertook a study of the viability of TSTC-Amarillo as a result of concerns by Panhandle legislators about enrollment decline and cost effectiveness. This study concluded in a renewed commitment by the TSTC Board and administration to continue the TSTC-Amarillo College. Various legislators rejected this as a viable option and passed legislation to merge TSTC-Amarillo with Amarillo College. TSTC-Amarillo notified SACS of the potential merger in April 1995.

The reaffirmation site visit occurred the first week in May 1995, and although the merger appeared imminent but was not yet final, the reaffirmation team made its report on the institution as it was currently comprised at the time of their visit. Within two weeks
after the visit concluded, the merger legislation passed and was sent to the Governor and subsequently to the Amarillo College Board of Regents for final acceptance. (Since the merger was effective before TSTC-Amarillo's response to the Reaffirmation Site Visit Report was due, it was determined that Amarillo College would respond to the report on behalf of the newly merged institution now known as the Amarillo Technical Center (a division of Amarillo College).

A prospectus for substantive change related to the merger was submitted to the Commission on Colleges of the Southern Association of Colleges and Schools on May 16, 1995. This prospectus was accepted by the Commission on Colleges in June 1995 at which time the COC approved the merger/consolidation and authorized a substantive change visit.

The purpose of the Substantive Change Visit was to review the merger to determine the impact on Amarillo College and the Amarillo Technical Center division of the college as it relates to the Conditions of Eligibility and the Criteria. Thus, the Substantive Change Committee did not review the Reaffirmation Visit Recommendations for progress unless required in fulfilling this purpose. Amarillo College will report on its progress in complying with the recommendations of the Reaffirmation Committee as previously requested by the Commission on Colleges in a letter dated January 4, 1996. This follow-up report on Reaffirmation Visit recommendations 1, 2, 3, 4, 5, 9, 14, 15, 22 will be separate from any response to recommendations from the Substantive Change Visit.
SECTION I: PRINCIPLES AND PHILOSOPHY OF ACCREDITATION

Throughout the merger process, Amarillo College has demonstrated its commitment to the principles and philosophy of accreditation. It notified the Commission on Colleges of the potential merger in a timely manner, subsequently submitted a Prospectus for Substantive Change, and cooperated fully in all aspects of the process of the Substantive Change Committee.

The Committee reviewed Amarillo College's compliance with the Conditions of Eligibility and determined that the merger had not resulted in any negative impact on that compliance. Committee did note that the plan to integrate Amarillo Technical Center into Amarillo College's planning and evaluation process had not been fully implemented. However, this integration is addressed in the Follow-Up Report due October 1, 1996, and will thus not be cited as a recommendation in the Substantive Change Visiting Committee Report.

The Committee also noted that Amarillo College will need to change its Representation of Status in its catalogs and other brochures and advertisements to reflect the new SACS/Commission on Colleges' requirements that went into effect January 1996. (Recommendation 1) The Committee recommends that the College describe its relationship with the Commission according to the statement in the publication statement in Criteria Section 1.6.

SECTION II: INSTITUTIONAL PURPOSE

The Texas Education Code establishes the mission and purpose of Texas public junior colleges. That stated purpose includes both technical and vocational programs as well as workforce development programs; thus, the addition of the Amarillo Technical Center division is appropriate to the educational role of Amarillo College.
SECTION III: INSTITUTIONAL EFFECTIVENESS

Amarillo College has an established Strategic Plan that encompasses most of the major components of Institutional Effectiveness. Although the Amarillo Technical Center has not been fully integrated into that plan, this is addressed in the Follow-Up Report due October 1, 1996, and will thus not be cited as a recommendation in the Substantive Change Visiting Committee Report. The recommendations of the Reaffirmation Visiting Committee require that the College include in its Follow-Up Report evidence of planning and evaluation not only of its educational programs but also of its administrative and educational support services, and the Substantive Change Visiting Committee supports this requirement.

TSTC-Amarillo’s research efforts were targeted almost totally toward state level requirements and reports, and thus Amarillo College is starting a new data base for Amarillo Technical Center. It is anticipated that the use of student evaluations for faculty evaluation and improvements, as well as program review, will be strengthened in the revised Institutional Effectiveness Plan. There should be ample opportunity for input into this plan. (Suggestion 1) The Committee suggests that the Institutional Effectiveness Committee include a representative from each campus.

SECTION IV: EDUCATIONAL PROGRAM

The Commission expects each member institution to focus its resources and energies on the education of its students consistent with its purpose. The Amarillo Technical Center, a branch campus of Amarillo College and formally Texas State Technical College-Amarillo, adopted the Amarillo College mission statement, institutional effectiveness plan, strategic planning process, and policies and procedures pertaining to all educational programs.
Under Criteria 4.4, (Publications) an institution must make available to students and the public accurate, current catalogs or other official publications. (Recommendation 2) The Committee recommends that the College revise all appropriate College publications to reflect the merger accurately. Although all current published documents do not sufficiently incorporate the Amarillo Technical Center, the visiting committee was assured that all appropriate published documents would incorporate the Amarillo Technical Center by the beginning of the 1996-97 academic year.

The College has made remarkable progress in addressing the instructional program and course revisions from the Amarillo Technical Center, and particularly in the conversion of the programs from a quarter hour system to a semester hour system. The College is to be commended for the expeditious manner in which the instructional transition plan has been developed and approved by the Texas Higher Education Coordinating Board.

Official student academic records for credit and non-credit courses should be maintained and stored in one central office at the institution. Amarillo College has assumed possession of records of current students attending Amarillo Technical Center. These records are centrally stored with all other Amarillo College student records. TSTC-Amarillo historical student records have been shipped to Texas State Technical College System Headquarters in Waco, Texas, and a procedure has been developed to obtain needed files by the College or previously enrolled students.

It is the responsibility of the institution to keep on file for all full-time and part-time faculty members documentation of academic preparation, such as official transcripts and, if appropriate for demonstrating competency, official documentation of professional and work experience, technical and performance competency, records of publications, and certifications and other qualifications. It is the understanding of the committee that other than original applications and official college transcripts, the Texas State Technical College System retained all other personnel file information as personal property of the System.
(Suggestion 2) The Committee suggests that the College require all Amarillo Technical Center faculty to provide additional information as may be appropriate to complete their personnel file, particularly information pertaining to demonstrating competency, and prior work experience and other qualifications.

An institution should provide adequate salaries and benefits to attract and retain able faculty members. Although Amarillo Technical Center will experience a reduction from a twelve (12) month contract to a nine (9) month contract with a three (3) month summer contract depending upon course load and student enrollment, the faculty’s annual remuneration appears to be similar to previous salaries. Amarillo College has a clearly stated criteria for salary placement and salary advancement with some input from the faculty senate. There seems to be a misunderstanding between College administrators and faculty senate representatives as to when temporary one year appointments will be changed for Amarillo Technical Center faculty.

Amarillo Technical Center Division Chairs will, effective September 1, 1996, become Department chairs which will significantly change teaching load and extra stipend amounts previously assigned. Some Division Chairs will become full time faculty as a result of merging duplicated programs; however, this does not seem to be a significant concern on the part of those affected.

The Amarillo Technical Center faculty will have much greater opportunity than before for applying for professional growth funds through the numerous Amarillo College standing committees established and funded to provide competitive application for professional development.

The Commission on Colleges recognizes the right of a member institution to enter into consortial relationships and contractual agreements for the purpose of offering credit courses or programs. The merger of these two institutions does not appear to have jeopardized any current consortial relationships or contractual agreements and has, in fact, freed instructional space to allow a new contractual agreement between the secondary
vocational system and the automotive technology program. The College has taken advantage of beneficial opportunities such as this as a result of the merger.

In summary, it was mentioned numerous times by many of those interviewed that this merger represented a window of opportunity to take the best of both institutions and combine in such a way as to enhance the programs and services provided by the College. It is the Committee’s opinion that this is a valid philosophy and apparent reality.

SECTION V: EDUCATIONAL SUPPORT SERVICES

Because adequate library and other learning resources and services are essential to teaching and learning, each institution must ensure that they are available to all faculty members and enrolled students wherever the programs or courses are located and however they are delivered. It is the opinion of the Committee that through the consolidation of learning resources from the Amarillo Technical Center and Amarillo College’s main learning resource center, students, faculty, and the public will have greater access to a variety of learning resources and the College learning resources will be enhanced.

SECTION VI: ORGANIZATION AND ADMINISTRATION

Administratively, much of the implementation of the merger of TSTC-Amarillo with Amarillo College has occurred. All employees of TSTC-Amarillo, all facilities covered under the legislative bill, and all responsibility for budgetary matters were transferred to Amarillo College effective September 1, 1995. Some functions, such as payroll and purchasing, were also transferred at that time. However, a number of different functions in the Amarillo Technical Center have continued to operate without full integration during the first year following the merger. In addition, programmatically the two institutions have not yet merged. A comprehensive plan exists to consolidate educational programs, but a similar plan that addresses all administrative functions has not yet been developed. Although the organizational chart has been revised to reflect the first year’s operation, this
organization structure does not reflect the purpose and philosophy of the College after the addition of the Amarillo Technical Center division nor do all functional units appear to have a clear understanding of how the organizational structure/functioning will be after September 1, 1996. For example, clarification is needed about Student Support Services regarding reporting lines of personnel between campuses. (Recommendation 3) The Committee recommends that the College define its organizational structure and revise its organizational chart to reflect the purpose and philosophy of the institution and enable each functional unit to perform its particular responsibilities as defined by the stated purpose of the institution.

All employees of Amarillo College who are part of the Amarillo Technical Center are now covered by the official policies of Amarillo College and have received orientation about those policies. Employee records, except for employment applications and original transcripts, were transferred to the Texas State Technical College offices. Amarillo College has begun a new file on each employee.

The legislative bill authorizing the transfer of TSTC-Amarillo provided for transition funding for a two year period ending August 31, 1997. The College anticipates that transition funding will also be a line item appropriation for the biennium ending August 31, 1999, but expects that it will be required to operate the Amarillo Technical Center primarily on an enrollment based (contact hour rate) budget. In addition, funding needed for facilities maintenance will be generated from revenues from the housing on the Center's campus as well as from other external revenue sources. Physical resources are more than adequate at Amarillo Technical Center for the enrollment base at that campus.

All budget planning, budget control, accounting, reporting, and auditing will be centralized and will follow existing Amarillo College policies and procedures. (This differs considerably from the policies and procedures of TSTC-Amarillo since that institution was a separate state agency and many of its functions were handled at the centralized state
level.) The financial statements for fiscal year ending August 31, 1996, will include the
Amarillo Technical Center as a division of Amarillo College.

The College has handled a 25 percent reduction in staffing at Amarillo Technical
Center through retirements, other attrition, and transfers to College positions. As College
employees, Amarillo Technical Center staff are eligible to be considered for open positions
prior to external advertisement. The College anticipates that an additional 7 to 10 positions
at Amarillo Technical Center will be eliminated but is hopeful that most of these can be
handled without reduction in force.

Faculty transferred from TSTC-Amarillo are currently on a one-year temporary
appointment with Amarillo College. The College anticipates continuing all of these faculty
on an additional one-year temporary contract in 1996-97. At the conclusion of that year,
continuation will be based on enrollment; those faculty retained will be eligible for
consideration for tenure-track appointments and if so appointed will be given credit toward
tenure for the two years of temporary appointment. There seems to be some confusion
about this arrangement. (Suggestion 3) The Committee suggests that the College clarify its
intent about faculty tenure track appointments and make this information widely known to
both faculty and staff.

GENERAL COMMENTS AND CONCLUSIONS

The Substantive Change Committee commends the President of the College for his
commitment to a strongly participatory transition process for merging TSTC-Amarillo with
Amarillo College. Without exception, every person interviewed was pleased with the level
of participation, input, and information-sharing. When one considers that the merger was
not initiated nor desired by TSTC-Amarillo, the generally positive attitude about the
resulting transfer is noteworthy. The only concerns expressed by any of those interviewed
were the uncertainty surrounding many of the changes and the potential salary reductions
that approximately 50 percent of the faculty may receive. Despite these concerns, all
individuals interviewed realized that the other option (closure of TSTC-Amarillo) would have been worse and were complimentary of how the changes had been discussed with them.

The President of the College is committed to the merger resulting in one institution, and the administrative staff is working toward that goal. The guiding principles for accomplishing that goal are three-fold:

...no student should be injured
...the budget must be balanced
...a strategic plan must be developed for long-term success

In conclusion, the College has made significant progress in moving toward full implementation of the merger. Although this will not occur until 1996-97, much thought and planning has gone into the transition plan. The Committee is confident that the merger will be a positive force both for the Amarillo Technical Center and the College as a whole.
RECOMMENDATIONS

SECTION 1: PRINCIPLES AND PHILOSOPHY OF ACCREDITATION

(Recommendation 1) The Committee recommends that the College describe its relationship with the Commission according to the statement in the publication in Criteria Section 1.6.

SECTION IV: EDUCATIONAL PROGRAMS

(Recommendation 2) The Committee recommends that the College revise all appropriate College publications to reflect the merger accurately.

SECTION VI: ORGANIZATION AND ADMINISTRATION

(Recommendation 3) The Committee recommends that the College define its organizational structure and revise its organizational chart to reflect the purpose and philosophy of the institution and enable each functional unit to perform its particular responsibilities as defined by the stated purpose of the institution.
SUGGESTIONS

SECTION III: INSTITUTIONAL EFFECTIVENESS

(Suggestion 1) The Committee suggests that the Institutional Effectiveness Committee include a representative from each campus.

SECTION IV: EDUCATIONAL PROGRAMS

(Suggestion 2) The Committee suggests that the College require all Amarillo Technical Center faculty to provide additional information as may be appropriate to complete their personnel file, particularly information pertaining to demonstrating competency, and prior work experience and other qualifications.

SECTION VI: ORGANIZATION AND ADMINISTRATION

(Suggestion 3) The Committee suggests that the College clarify its intent about faculty tenure track appointments and make this information widely known to both faculty and staff.
AMPLILLO COLLEGE

P.O. Box 447
Amarillo, Texas 79178

COMMITTEE VISIT:
March 20 - 22, 1996

RESPONSE TO THE REPORT OF
THE SUBSTANTIVE CHANGE COMMITTEE

RESPONSE PREPARED BY:

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RESPONSE TO THE REPORT OF
THE SUBSTANTIVE CHANGE COMMITTEE
Amarillo College
Amarillo, Texas

Amarillo College requested a Substantive Change from Southern Association of Colleges and Schools/Commission on Colleges when the Texas Legislature mandated that the Amarillo Campus of Texas State Technical College be transferred to Amarillo College effective September 1, 1995. The Substantive Change Visiting Committee included Sherry L. Hoppe, Chair, and C. Edward Meadows. The staff representative was G. Jack Allen. The three member committee visited the campuses of Amarillo College from March 20 - 22, 1996. Three recommendations resulted from that visit. Response was requested by August 22, 1996 for consideration at the December 1996 meeting of the Commission on Colleges. Each recommendation is addressed below.

SECTION I: PRINCIPLES AND PHILOSOPHY OF ACCREDITATION
Criteria 1.6 - Representation of Status

(Recommendation 1) The Committee recommends that the college describe its relationship with the Commission according to the statement in the publication statement in Criteria Section 1.6.

Amarillo College has provided in the 1996-97 college catalog a change in its Representation of Status to reflect the new SACS/Commission of Colleges’ requirements that went into effect January 1996. Page 2 of this response document displays the 1996-97 catalog statement and has the SACS required information highlighted. This same information can be located within the enclosed 1996-97 catalog in the lower right column on page 5 and the upper left column on page 6.

At this point, no other brochures and advertisements exist for which it has been deemed necessary to describe the relationship with the Commission. However, for all appropriate brochures and advertisements, the following statement will be included:

Amarillo College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools (1866 Southern Lane, Decatur, Georgia 30033-4097; Telephone number 404-679-4501) to award associate of arts degrees, associate of science degrees, associate of applied science degrees, and certificates of completion.
Accreditations

Institutional Accreditations and Memberships

Amarillo College is accredited by the Commission on Colleges of the Southern Association of Colleges and Schools to award associate of arts degrees, associate of science degrees, associate of applied science degrees, and certificates of completion.

Amarillo College is a member of:
- the Texas Junior College Association,
- the Texas Association of Community Colleges,
- the Association of Texas Colleges and Universities,
- the American Association of Community and Junior Colleges,
- the Texas Community College Teachers Association,
- the Texas Association of School Boards,
- the Southern Association of Colleges and Schools, Commission on Colleges (1866 Southern Lane, Decatur, Georgia 30033-4097 Telephone 404/679-4500).

The Amarillo College President's Office will make available for review to any enrolled or prospective student, upon request, a copy of the documents describing the institution's accreditation.
SECTION IV: EDUCATIONAL PROGRAMS

Criteria 4.4 - Publications

(Recommendation 2) The Committee recommends that the College revise all appropriate College publications to reflect the merger accurately.

Criteria 4.4 (Publications) specifies that an institution must make available to students and the public accurate, current catalogs or other official publications. Amarillo College (AC) has now revised its published documents to incorporate the Amarillo Technical Center (ATC) programs and services and thus accurately reflect the merger.

All instructional programs offered by Amarillo College are on the semester system as of Fall 1996. ATC instructional programs underwent review and restructuring as necessary to adapt to the semester system from the quarter system during 1995-96. Refer to the enclosed 1996-97 Amarillo College General Catalog and the Fall 1996 Class Schedule. The tuition and fee schedules within the catalog (pages 1 I-15) reflect the cohesive, merged costs that have resulted from the transition. The degree and certificate information in the catalog (pages 34-85) merges all instructional programs into a common format. Course descriptions in the AC catalog (pages 88-155) for credit courses offered are all-inclusive. There is no distinction in the catalog to the particular campus offering any of the instructional programs and courses; however, there is reference to ATC in places such as inside the front cover of the catalog where contact information is located as well as within the final paragraph of the college history statement in the upper right column of page 4.

The Fall 1996 Class Schedule also reflects the unification of ATC with other AC campuses in that all sections of courses are listed by discipline and the campus and/or room in which each is taught is identified beside each section of a class listed. This location identifier is the only distinction between classes taught at any AC facility. See pages 13-37 of the enclosed class schedule with the key to buildings on page 5. A map of each of AC’s four local locations is included in the class schedule on pages 8-10.
SECTION VI: ORGANIZATION AND ADMINISTRATION  

Criteria 6.1.5 - Administrative Organization  

(Recommendation 3) The Committee recommends that the College define its organizational-structure and revise its organizational chart to reflect the purpose and philosophy of the institution and enable each functional unit to perform its particular responsibilities as defined by the stated purpose of the institution.

The organizational structure of Amarillo College now reflects the purpose and philosophy of the College after the addition of the Amarillo Technical Center. Information has been provided in writing to all functional units that clarifies the organizational structure and functioning effective September 1, 1996. Clarification about the reporting lines of personnel in Student Support Services areas between campuses has evolved as a logical follow-up to the enormous task of merging all instructional programs and courses. Refer to three attached documents to substantiate the current organizational structure and its clarification to all employees: Page 5 - current Amarillo College organizational chart; Page 6 - Amarillo Technical Center organizational chart; and Pages 7 and 8 - Amarillo Technical Center Organization and Staffing Plan.
AMARILLO TECHNICAL CENTER

EXECUTIVE DIRECTOR
DR. RONALD ABRAMS

EXECUTIVE SECRETARY
SHARON HEMPHILL

SPECIAL PROJECTS
LD TRUITT
ROY SAVAGE

INSTRUCTION

SUPERVISOR OF HOUSING FACILITIES
JOHN LONG

STAFF ASSISTANT
RITA HARLAND

CAMPUS DIRECTOR OF STUDENT SERVICES
JUDY WILLIAMS

FINANCIAL AID
ADMISSIONS
COUNSELING
STUDENT ACTIVITIES
DORMITORY
WOMEN'S RESOURCE CENTER
PLACEMENT

ASST. DIRECTOR OF PHYSICAL PLANT
PAM DICKERSON

ASST. DIRECTOR OF PERSONNEL SERVICES
THERESA BISHOP

BUSINESS OFFICE
ACCT. SUPERVISOR
MARY LOU CAMAREN

BOOKSTORE
FOOD SERVICES
CASHIER
PBX

ELECTRONICS RELATED TECH
MANUFACTURING TECHNOLOGIES
TRANSPORTATION TECHNOLOGIES
AUTOMOTIVE TECHNOLOGIES
INTERIOR DESIGN
WORK FORCE DEVELOPMENT
LIBRARY

RED = Reports to both ATC Executive Director and WSC Director

4/29/96
AMARILLO TECHNICAL CENTER CAMPUS
ORGANIZATION AND STAFFING PLAN

The following plan is the result of analysis of a complex set of information and circumstances. Foremost in the planning has been the goal of consolidating functions while maintaining quality services within the constraints of funding. A second compelling motivation has been the future of the personnel involved.

Even though this plan is a best judgement presentation, it is understood by all that circumstances which will begin to unfold in August, 1996, may demand regular and on-going adjustments.

CRITERIA FOR SUCCESSFUL INCORPORATION OF AMARILLO TECHNICAL CENTER INTO AMARILLO COLLEGE

1. Must be a mix of programs and offerings enhanced by location, nature, and synergy.
2. Must be received in the local and broader regional community as an integral part of Amarillo College.
3. Must be accepted into the Amarillo College community as a positive element.
4. Must be economically viable within the total Amarillo College operation.

TO SUCCESSFULLY INCORPORATE THE ATC CAMPUS, THE COLLEGE WILL:

1. Promote ATC Campus as a center which offers programs and services based on regional needs of business and industry and students.
2. Incorporate the programs into the existing structure, policies, and standards of Amarillo College.
3. Consolidate faculty and support staff wherever possible without impacting quality and service.
4. Place all programs and services on an annual review starting Fall, 1996.
5. Create a mix of programs which meet-one or more of the following viability criteria:
   - Attracts students from the region or even beyond
   - Uses uniqueness or quantity of space available
   - Is significantly enhanced by housing availability
   - Is enhanced by location
   - Benefits from unique services available on the campus
   - Does not compete with programs on other campuses
ORGANIZATION AND ADMINISTRATION

In administrative matters, Dr. Abrams will continue as Executive Director reporting to the President. Instructional programs on the ATC campus will be organized into departments reporting to Dr. Abrams. In this role, Dr. Abrams will function as a division chairman within the existing Amarillo College instructional organization.

Housing Services will report directly to Dr. Abrams. Student Services, Campus Services, and the Assistant Director of Personnel Services will have a joint relationship reporting to Dr. Abrams for day-to-day administrative matters and reporting to their respective unit supervisor on policy matters. Business Office personnel will report directly to Leann Byrd. This organizational structure will be evaluated prior to the 1997-98 academic year.

In addition to the positions already eliminated through attrition, this organizational structure necessitates the elimination of six currently existing positions. All remaining positions are being converted to the AC pay plan with pay rates and position titles adjusted accordingly.

Following are the positions that were eliminated for either one of two reasons -- their functions were consolidated with other positions, or the job function was no longer necessary.

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<thead>
<tr>
<th>DIVISION</th>
<th>POSITION</th>
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<tbody>
<tr>
<td>Business Services</td>
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<td>Director of Continuing Education</td>
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<td>Student Services</td>
<td>Director of Admissions &amp; Records</td>
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