

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

06/03/2020

2. Department

California Student Aid Commission

3. Organizational Placement (Division/Branch/Office Name)

Executive Office

4. CEA Position Title

Chief Deputy Director

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

Reporting to the Executive Director of the California Student Aid Commission (CSAC), the Chief Deputy Director directs the day-to-day administration of the state-funded financial aid programs, operations and legal functions of CSAC; oversees and directs the formulation, implementation, and evaluation of departmental policy, and evaluation of state and federal financial aid policies; provides policy and operational counsel and support to the Commission Chair, Commissioners and the Executive Director; and represents the Executive Director at state, federal and other external organizations. The Chief Deputy Director is the principal policy and strategy advisor, to the Executive Director, and assumes the responsibilities of the Executive Director in his/her absence. The Chief Deputy Director oversees and directs all CSAC division chiefs/deputy directors, including program, legal and audits, administration, information technology, and government relations.

The proposed position description is responsible for the entirety of the department's mission and purpose of administering state-funded and federally funded financial aid programs and informing California students and families of that financial aid, to ensure equality of opportunity in access and success in higher education.

6. Reports to: (Class Title/Level)

Executive Director

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain):

8. Organizational Level (Select one)

- 1st 2nd 3rd 4th 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Reporting to the Executive Director, the Chief Deputy Director (CDD) oversees and directs all CSAC functions, including audits, programs, administration, information technology, and government relations and communications, in the day-to-day administration and operations, and policy formulation and implementation of CSAC state-funded financial aid programs. This includes all policy and administrative functions and all programmatic issues and priorities, information technology, organizational structure, budget development, information security, personnel, and priority setting for limited resources to resolve multiple organizational demands.

The CDD also:

- oversees and provides direction and guidance to all CSAC CEA division chiefs/deputy directors
- oversees and directs all CSAC divisions in formulating, implementing, and evaluating CSAC policy, and evaluating state and federal financial aid policies within CSAC's jurisdiction and authority;
- provides policy, political and operational counsel and support to the Commission Chair, Commissioners and Executive Director;
- oversees and directs the planning and preparation for Commission meetings and the research, development and presentation of agenda topics, including policy recommendations to the Commission;
- employs, manages, directs, and motivates CSAC employees in accordance with CSAC objectives, and within state personnel policies and regulations;
- provides executive level review and resolution of personnel issues and complaints;
- develops and maintains effective relations with the Governor's Office, legislature, state and federal governmental agencies, higher education segments, and constituent financial aid and outreach organizations
- assumes the responsibilities of the Executive Director in his/her absence;

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The CDD responsibility constitutes the entirety of the department's mission, including overseeing the CSAC organization and operations, and is at the 1st organizational level. The CDD serves as chief policy and strategy advisor to the Executive Director, and directly oversees the development and implementation of policies and procedures for operating a California state government agency, including planning, developing, implementing, administering and assessing Commission policies, programs, procedures, and strategy. The CDD ensures that policy development and development and implementation of operational matters incorporate necessary and applicable analysis of legal issues and policy and political concerns and implications of administrative or legislative actions.

The CDD directly oversees the work of CSAC division chiefs/deputy directors, and senior managers of programs, providing guidance and direction to them in the performance of their duties and operations of their divisions. These divisions/programs include Program Administration and Services Division; Legal Office, Program Compliance Services; Fiscal and Administrative Services; Information Technology Services; Division of Policy, Research, and Data, and Government and External Relations. In the absence of the Executive Director, the incumbent serves as acting executive director of CSAC.

All of the above encompasses CSAC's primary mission and is fundamental and critical to achieving the department's goals.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

As CSAC financial aid specialized programs and the Cal Grant Program have grown, the operational work has become more complex. CSAC's current Executive Director has directed the CDD to oversee and direct the entire department, especially focusing on program expansion, grant delivery modernization, research and data analysis and re-engineering business and program services to increase efficiency and digitalization. This position requires strong organizational change and leadership skills, in-depth knowledge and expertise within the agency. The CDD's role is to maximize the effectiveness and expedite the delivery of financial aid and automate, where possible, basic business services and operational functions that increase overall efficiency of the department. This requires the CDD to innovate and strategically plan for the future.

The Executive Director already has the expertise of a General Counsel to provide legal counsel to the Commission. The Commission's General Counsel is responsible for providing counsel on all legal matters pertaining to the work of the Commission, including but not limited to Bagley-Keene open meeting laws, employee and labor relations issues, overseeing contracts for compliance purposes and assisting in drafting legislative language for significant financial aid-related legislation.

Because the General Counsel provides essential legal counsel, it is duplicative to require the CDD to be an attorney. Instead, a more critical expertise for the CDD to possess is extensive operational, fiscal, management, and policy expertise. The role of the CDD is substantive and does not require this person to also be the chief legal officer.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

Operational leadership – the CDD will oversee organizational change that more effectively meets the needs of students and institutions in an efficient manner. The CDD will oversee the re-engineering of department functions to more effectively meet the mission and goals of CSAC.

Administration Policy - the CDD will establish policy priorities that identify the appropriate allocation of limited department program resources for serving students and families throughout the state.

Budget Policy - the CDD will oversee the development of the CSAC's annual operating budget, establishing policy priorities for budget planning and resource allocation for CSAC's statewide programs.

Information Technology Policy - the CDD will develop policy priorities for the allocation of IT resources affecting all the statewide programs administered by CSAC, particularly information security and the grant delivery system modernization.

Legislative Policy - the CDD will oversee the development of policy proposals for legislative action affecting the statewide programs administered by CSAC.

These policy responsibilities are significant. CSAC is charged by the State to reach all graduating high school students and current college students throughout California. In the furtherance of its responsibilities, CSAC offered Cal Grants to more than 450,000 students in 2018-19 and distributed over \$2 billion in Cal Grant funds. It reached an additional 82,000 students in its administration of the Middle-Class Scholarship.

The statewide significance of these policy responsibilities is magnified by CSAC's expanded program responsibilities and operating under extreme budget constraints.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

Reporting to the Executive Director, the CDD has the authority and responsibility to make policy decisions and day-to-day administrative decisions affecting all aspects of CSAC operations and administration, including government relations, communications, information technology and information security, audit and programmatic issues, and identifying and directing analysis of significant policy matters appropriate for consideration by the Executive Director and the Commission.

This decision-making authority extends through the entire CSAC organization, affecting all financial aid programs administered by CSAC.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The CDD will develop and implement new policy. The CDD will make policy decisions about legislative strategy and new state and federal law and regulations and will implement those new policies by overseeing changes in CSAC's administration of its program to conform to those new policies and the new laws.

Similarly, the CDD will develop and implement new policy through decisions allocating program, IT and budget resources and in response to issues raised externally, such as legislation or acts by colleges, high schools, or individuals affected by CSAC programs, and internally by CSAC staff.