

Some repetitive words that don't always have to be said.

the long-range goal of addressing all resources including human, physical and technology. Phase I of the model identifies the cost centers within the District and the amount of funding that will be allocated to each area. Phase II addresses miscellaneous funding streams, health fees and lottery. The model will help insure that SCCCD establishes a fully developed, integrated budget allocation process.

The model is formula-driven, easily understood, flexible and responsive, adequately documented and communicated, and equitable. The allocation model addresses the distribution of resources at a Districtwide level and is not prescriptive in how funds are to be spent at the various cost centers. The District acknowledges differences between its colleges/centers/sites and recognizes the colleges' need to direct their resources based on their own strategic plans, visions, and goals in meeting the needs of their diverse populations and constituencies. The colleges and centers have specific budget development processes unique to each site, reflecting their organizational culture and priorities. It is at this level that the budget is tied to the District's and each college's strategic plan.

**Resource Allocation Model Development and Implementation Timeline:** As described, the DRAMT developed Phase I of the Resource Allocation Model in the spring of 2012. In April, 2012, the DRAMT finalized Phase I for presentation to the Chancellor's Cabinet for review and input. The Cabinet recommendations were incorporated into the second draft of the model, which was presented to the Board of Trustees at its annual retreat in April, 2012. Also in the spring, 2012, the DRAMT established a framework for Phase II. Work on Phase II will continue in August and September, with the final comprehensive allocation model presented for review and approval in November, 2012. Once Phase II is completed, the Vice Chancellor of Finance and Administration and DRAMT members will present the comprehensive resource allocation model to all college, center and District Office constituency groups. The newly adopted allocation model will be reviewed, evaluated, and recommended for implementation for the 2013-2014 fiscal year.

The Vice Chancellor, Finance and Administration, presented the model to the Districtwide management team at its quarterly meeting on August 3, 2012, including a simulation of the model using the District's 2011-2012 apportionment and FTEs to demonstrate what the 2011-2012 funding allocations would have been using the model. The Resource Allocation Model will continue to be vetted to college and center constituency groups throughout August and into the fall semester.

**District Budget and Resource Allocation Advisory Committee:** To continue to promote ongoing dialogue about resource allocations in the District, an operating agreement has been developed to establish the District Budget and Resource Allocation Advisory Committee (DBRAAC). The DBRAAC will serve as the District's highest level resource planning body. The purpose of the DBRAAC is to recommend an allocation plan for the distribution of District resources and to provide input into financial matters of the District. The DBRAAC consists of 22 members, including faculty, classified staff, administrators and students from all campuses and centers. The DBRAAC's duties and functions are as follows:

- Recommend to Chancellor's Cabinet a fair and equitable distribution plan of District resources.
- Recommend to Chancellor's Cabinet cost savings and revenue strategies to assist in the preparation of the annual budget.
- Evaluate and recommend to Chancellor's Cabinet a priority of proposed Districtwide initiatives.
- Recommend ad hoc committees essential to District budget and resource planning and implementation.

- Continual evaluation of the current plan to address the dynamic allocation of funds and recommend changes to the plan as appropriate to achieve the individual strategic plan goals of the District, colleges and centers.

The DBRAAC operating agreement will be submitted to the Communications Council for first and second readings and recommendation for approval in September, 2012, to the Chancellor's Cabinet in October, 2012.

*Evidence:* ([RAMT Charge Memo](#); [January 20, 2012 RAMT agenda: Guidelines/Framework of new SCCC](#) [Resource Allocation Model](#); [RAM minutes 4-13 Draft Resource Allocation Model](#); [May 11 Resource Allocation Model Narrative](#); [Planning Calendar](#); [April 20-21 Board of Trustees Retreat agenda: District Resource Allocation Model Task Force Update](#); ; [May 7, 2012, Chancellor's Cabinet meeting minutes: District Resource Allocation and Budget Committee Draft Operating Agreement](#); [May 21, 2012, Chancellor's Cabinet meeting minutes: District Budget and Resource Allocation Committee Operating Agreement](#); [Communications council April 24 minutes](#), [District Resource allocation Model Task Force](#); [Communications council May 29 meeting minutes](#), [Proposed District Resource Allocation Committee Operating Agreement](#); [Resource allocation model simulation](#); [RAM Powerpoint presentation](#) August 3, 2012;

Good was clear just some what repetitive

#### **Districtwide Human Resource Planning**

Human resource planning is focused on the need to fully staff Willow in preparation for its transition to an accredited college and on the impact the expansion of Willow will have on the existing colleges and the other centers. The Chancellor and Presidents have been meeting weekly since March to discuss and plan for Willow's transitional staffing needs and to address the broader implications of budget reductions on the human resources of the District as a whole.

***Transitional Staffing Plan, Willow International Community College Center:*** The Campus President of Willow (formerly Vice Chancellor, North Centers) developed a transitional staffing plan to insure adequate staffing for the Center as it pursues candidacy and initial accreditation. This expedited plan included obtaining Board approval for the allocation of resources to initiate the hiring process in spring, 2012, for new positions, as well as allocating positions previously shared between Willow and the Madera Center to full time at Willow.

The additional human resource allocation requests include: adding a full-time Research Coordinator position for Willow (currently, one full-time Research Coordinator serves Reedley College and the Madera Center half-time, and also serves Willow half-time); increasing staffing to insure all the operations of a college business office will be in place by fall, 2012; re-classifying the Associate Business Manager position to a Vice President of Administration/Finance; hiring or transferring a staff member to create a new full-time Administrative Assistant to support the Vice President of Administration/Finance; hiring an Account Clerk III to assist with issuing checks and handling the co-curricular accounts; and hiring a curriculum analyst to assist the Vice President of Instruction and Student Services with setting up the curriculum database, establishing the Datatel course database for a separate college, revising the Reedley College Catalog to be reflective of Willow programs and services and assisting the Curriculum Committee with clerical duties as necessary.

The staffing plan also includes positions that will need to be functional by fall, 2014, should initial accreditation be granted by ACCJC. These positions include increasing a part-time Accounting Technician II

to a full-time position; upgrading a Financial Aid Manager to a Director, and establishing new positions for a Financial Aid Assistant I, Financial Aid Assistant II and an Office Assistant III for the Financial Aid Office. Currently, one full-time Technology Director position is shared between Reedley College and the Madera Center, and Willow. A new full-time Technology Director will be added to service the new college. The Admissions and Records Office will establish a new position for an Admissions and Records Specialist to handle evaluations. Part-time librarian assistance will be added to cover evening hours.

**Establishment of Willow Faculty Senate:** ~~Academic Senate~~ release time as been granted starting in spring, 2012, so faculty can begin transitioning the Faculty Association to a Faculty Senate and developing other committees as appropriate. A Memorandum of Understanding and Agreement was signed which modifies Article XII, Section 12: Reassigned time for Academic Senate. This MOU describes the agreement with State Center Federation of Teachers to provide 1.5 FTE to Willow for the conduct of academic senate activities. In the fall, 2012, faculty will work collegially with Willow's College Center Council to modify the current joint Reedley College Committees for Program Review and Student Learning Outcomes to separate Willow committees in these areas.

To increase the number of full-time faculty at Willow, the Chancellor, the Presidents of Reedley College and Fresno City College, and the Campus President of Willow have begun discussions in the transitional planning meetings to expand faculty at Willow. These discussions include reviewing vacant faculty positions across the District to identify existing full-time faculty assignments that can be transferred to Willow, along with new positions that must be created, recruited and filled, and the timeline for doing so.

**Establishment of the Human Resource Staffing Plan Task Force and Development of the Comprehensive SCCCD Human Resource Staffing Plan:** To address broader concerns about human resource allocation throughout the District, SCCCD is in the process of creating a Human Resource Staffing Plan Task Force that consists of representatives from all college, center, and District Office constituency groups. The Human Resources Staffing Plan Task Force will be charged with creating a comprehensive, integrated approach to staffing across the District. The Human Resource Staffing Plan will incorporate potential core restructuring in several auxiliary units, planned vacancies in classified and faculty positions in response to the current reductions to state apportionment funding to community colleges, and reassignment of employees into vacant positions, possibly between the campuses. The Task Force charge includes assuring that SCCCD's workforce moves toward reflecting the diversity of the communities served by the District.

As an initial step in the work of the Task Force, the Associate Vice Chancellor, Human Resources, has collected and analyzed the human resource committee structures at each campus, including the flow of decision making from advisory committees to the decision making bodies of each campus and to the Board of Trustees for final approval of each new position. This analysis will provide a framework for the Districtwide task force, with the goal of integrating the campus processes into the Districtwide planning for both human and financial resources.

Similar to the outcomes from other planning task forces, a recommendation will be made for the formation of a standing Districtwide human resources planning body to insure ongoing District human resource planning that aligns with college human resource planning, as well as resource allocation decisions.

Evidence: [March 21 WI Transitional Planning meeting notes](#); [March 26 WI Transitional Planning meeting notes](#); [April 2, 2012 WI planning team meeting notes](#); [April 3, 2012 Board of Trustees Meeting Minutes](#), [Consent agenda](#), [Academic Recommendations](#); [April 3, 2012 Board of Trustees Meeting Minutes](#), [North Centers Faculty Association Report](#); [Faculty Association MOU to be sent via e-mail](#); [Communications Council April 24 meeting minutes](#), [District Governance Update](#); [Communications council July 31 minutes](#), [Draft District Governance Structure and Operation](#); [July 30 Chancellor's Cabinet meeting minutes](#); [need cabinet meeting minutes from August regarding the District Human Resource Plan Task Force](#)

\* explains well about willow & how to become a faculty member

The answer isn't always to just "make a committee" to focus on a problem

### **Improvement of Research Capacity**

In 2011, SCCCDC contracted with the College Brain Trust to engage in an organizational review of SCCCDC's centralized functions and to recommend modifications to the District Office organizational structure that could improve efficiency and effectiveness of these functions. One of the recommendations was to improve coordination of research at the District Office and the colleges/centers. In response, the Associate Vice Chancellor, Educational Services, has convened the administrative and support teams for research at the District Offices and campuses to organize a research group. The research director and coordinators have enthusiastically embraced this effort and have responded by setting regular meetings for the purpose of developing a research agenda for the District.

The college and District institutional research staff members have created a common criteria with procedures and protocols for responding to research requests; there now are systems in place by which the college and District research offices use common data sets to develop reports for all campuses. This data sharing has resulted in improved efficiency for all offices. Because of the improved coordination, research staff at the colleges and District have also created universal definitions and common data sets, to allow for precise comparisons across institutions within the District.

To improve SCCCDC's research capacity even further, the District has partnered with California State University, Fresno, on a project funded by a grant from the Association of Public Land Grant Universities, to improve participation of minority males in science majors. All institutions funded through this initiative have been invited to participate in a research study conducted by the UCLA Higher Education Research Institute to identify research-based practices to support student success.

Currently, Reedley College and Willow share a full-time Research Coordinator who spends approximately 50 percent of her time at each location. The Willow transitional staffing plan includes a new full-time Research Coordinator to improve research capacity for the center as it seeks accredited status.

As the colleges, centers and District Office align Districtwide planning processes to strengthen institutional effectiveness, structures will be put in place for building research capacity across the District to meet increased planning, resource allocation and decision-making needs.

### **Evaluation**

**Key Accomplishments of Districtwide Committees:** The District Strategic Planning Committee (DSPC) has successfully conducted Districtwide dialogue to establish planning processes and to document ongoing review, evaluation and improvement of these processes. The *2012-2016 SCCCDC Strategic Plan* and the *SCCCDC 2012-2013 Integrated Planning Manual* were developed and approved by the Board of Trustees for the former, and the Chancellor's Cabinet for the latter, respectively. The District Strategic Plan aligns with the colleges/centers' strategic plans. The Plan is based on data from the District Profile, the Board's Visioning, Strategic Conversation, the Districtwide Charrette and data from Fresno City College, Reedley College with its centers, and Willow. The DSPC supported review and comment from constituency groups from all sites. A responsibility matrix that identifies the individuals at the District, colleges and centers who are responsible oversight, implementation and evaluation of strategic objectives and accomplishments was developed and vetted through campus constituent groups.

long, drawn out sentences

The Districtwide Facilities Committee served as a representative forum for dialogue about the Facilities Master Plan, along with the Communications Council and Chancellor's Cabinet. The Plan was vetted and discussed both by the Districtwide committee as well as at meetings of the Site Committees at each campus and center. The Facilities Master Plan was vetted and reviewed extensively at the colleges and in the community through Town Hall meetings at each college and center, with more than 120 attendees. After

extensive review and comment, the Facilities Master Plan was approved by the Board of Trustees in September.

SCCCD Resource Allocation Model Task Force is finalizing a budget allocation process that will be completed by November, 2012, and implemented in the spring of 2013. Throughout the development of the allocation model, there were significant opportunities for feedback by members of the taskforce and revisions to the model based on that information. The Task Force Chair and representatives from each campus are presenting the model across campuses and constituent groups so that the model is clearly understood and transparent.

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The Taskforce has also developed a draft operating agreement for a District Budget and Resource Allocation Advisory Committee that has been presented to Chancellor's Cabinet and Communications Council; and has been shared with constituent groups for review and comment.

**Formation of New Districtwide Participatory Groups:** In other areas, SCCC has formed task forces and workgroups that will develop the permanent structures for dialogue and coordination in essential areas. These include the Districtwide Human Resource Staffing Task Force and several teams or workgroups that have been formed to address technology planning, location of signature programs, the Willow transitional staffing plan, and the development of research capacity. These task forces and workgroups are continuing to take shape with participation from all key constituent organizations within the District in order to continue to address critical issues identified by the accreditation evaluation teams.

**Establishment of a Districtwide Decision Making Process:** The President of Fresno City College chairs a committee that includes classified and faculty representatives to establish a District decision-making body (name TBD). The group has met frequently to review models for Districtwide governance to make recommendations back to the Communications Council.

**Linkage Report Informational Newsletter:** As one method of supporting continuous, timely, and deliberative dialogue regarding Districtwide planning activities across constituent groups and colleges/centers/District Office, in March, 2012, SCCC published its first accreditation and integrated planning newsletter, *The Linkage Report*, which provides monthly status reports on progress toward planning in areas identified in the Commission's recommendation, as well as other areas of Districtwide planning. *The Linkage Report* also connects readers electronically to documents posted on the District's Internet and Intranet sites for more detailed information including agendas, minutes and documents in the following areas: Chancellor's Message, Resource Allocation, Strategic Planning, Integrated Planning, District Participatory Governance Committee (official name TBD); Fresno City College Accreditation Updates, Reedley College Accreditation Updates, Willow International Community College Center Accreditation Updates; Human Resources, Administrative Services Unit Reviews, Facilities Master Plan, and Accreditation Subcommittee Updates. The report also provides links to information in Chancellor's Cabinet, Communications Council, the Board of Trustees meetings and the District web site. (note: hyperlinks to the Linkage Reports are not available; documents will be e-mailed to campuses for insertion into evidence files)

**District Administrative Services Unit Review:** To promote continuous quality improvement of the District Office operational units, SCCC has implemented the District Administrative Services Unit Review (ASUR), the annual program review process for centralized services. The purpose of the ASUR process is to analyze and track the efforts each District Office unit, in order to continually improve the quality of the services

provided to the campuses and to other District Office departments. The ASUR review of all District Office units is taking place between fall, 2011, and fall, 2014. The three components of the District Services Administrative Unit Review are:

- Analysis of quantitative and qualitative data that reflect the services' strengths and weaknesses relative to meeting established standards, advancing the SCCCD mission, and supporting District Strategic Goals and District Objectives.
- A report on the progress made in achieving the previous year's plans.
- Development of a plan for the coming year (a) to sustain or improve the services provided and (b) to contribute to the achievement of the District Strategic Plan.

***Evaluation of Campus Structures for Alignment, Coordination and Dialogue with Districtwide Committees:***

***Next Steps:***

SCCCD's future direction regarding dialogue around the coordination of planning efforts, especially regarding the establishment of the new college and the growth of colleges and centers, is clear. Implementation plans for integrated planning and resource allocation models include creation and/or finalization of handbooks describing the processes, timelines for informing all employees of the District about the planning processes created by the representative groups, and training on the use of the planning manuals at the local campus levels.

In some of the identified areas, groups are still in formational stages. By the end of the fall semester, task forces or working groups will be formed and functioning to respond to the District's need for coordination and dialogue around technology planning, human resources planning, location of signature programs, and expansion of research capacity. As with other planning efforts, these Districtwide groups will be representative of internal constituents, including faculty, classified staff, administrators and students, and will seek involvement from the external community as appropriate.

***Next Steps for Campus Alignment, Coordination and Dialogue with Districtwide Committee:***

**District Recommendation 2**

In order to improve institutional effectiveness, the team recommends that the District document the process for review of board policies and ensure that district governance and decision-making processes are regularly evaluated. (Standards IV.B.1.e, IV.B.3.g)

This response has been drafted by Greg Taylor and is being reviewed by Dr. Blue before being sent to the colleges.

- well-written and broken down
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