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| Administrative Services Office | Cycle Two  Fall 09 | 1. Adequate resources in human and fiscal resources  Time Line: When funds become available  2. Maintain and improve customer services for our students and the community that we serve  Time Line: Ongoing  3. Insure that Student Learning Outcomes are developed, assessed and reviewed annually    Time Line: FY 2009-2010  4. Assess and work on improving customer/student satisfaction |
| Admissions & Records | Cycle Two  Fall 10 | RC #1: Creation of an Admissions & Records WebRoom at Reedley College main campus. (Timeline: This should be a priority of Reedley College. No time line can be established until it becomes a priority of the College. Once a WebRoom is established the number of students and faculty using electronic means to accomplish A&R functions will increase expediential)  NC #1: The need for full time Admissions & Records staffing and a dedicated location for an Admissions & Records Office capable of storing records located at Willow International Center. For staffing recommendations see above in the recommendations area; these recommendations must be communicated and discussed with North Centers’ administration. Recommendations need to be incorporated into the existing North Centers staffing plan. |
| Building Services | Fall 09 | 1. Increase Reedley College’s and the North Centers’ staff per staffing plan and industry standards (28,000 sq. ft. per one staff custodian) in order to meet load of new facilities, facilities improvements and campus population growth  Time Line: 2010-2012  2. Increase available funding for supply items for upkeep of facilities while keeping in mind the most cost effective measures and new technologies offered  Time Line: 2010-2012  3. To the degree possible, fund the Willow International Center to College status staffing plan to support the initial accreditation for the Clovis Community College  Time Line: 2010- 2015  4. As the service requirements increase assure that the operations areas also adjust and grow;  Time Line: 2010 Phase I, investigate and develop plan  2012 Phase II, implementation of approved plan  5. At the Reedley campus, investigate and develop an alternate location for the main shop area. This new location should allow not only for the growth of the campus needs for increased services but be inclusive of the other units directly functioning with this department. |
| Business Services  Office | Cycle Three  Spring 13 | 1. Hire add’l position (p.2-3,10)  2. Purchase Hershey scanning equipment (p.15)  3. Implement Online Payroll Process (p.15)  4. Implement Online Requisitions for ASB & Co-Curr accounts (p.15)  5. Reconfigure Cash reconciliation & deposit preparation area(p.6)  6. Remodel BSO office (p.7-8)  7. Purchase and install video monitor for front counters (p.7-8)  8. Purchase and install keypad lock entry (p.8)  9.Stay current with technology trends (p.8)  10. Maintain exceptional customer service contacts with students and the community served. (p.10-11) |
| CalWORKS | Cycle Two  Fall 10 | RC  1.Open a meaningful dialogue with the College regarding the future of the CalWORKs Program. Included in the dialogue direct financial support from the College to ensure the continuation of the CalWORKs program.  Pages: 2 and 3  2.Increase CalWORKs Program enrollment through the creation of “open entry” classes in the College’s vocational programs.  Page: 3  4.Continue the cooperative agreement with Fresno City College to transfer any unused State funds as needed during future fiscal years.  Page: 5  NC  1. That Reedley College’s CalWORKs Program Coordinator and Vice President consider providing CalWORKs funding allocation, to include: A. CalWORKs Program funds, B. Child Care and C. Work Study, be shared equitably with the NC, based on the flat base rate of $125,000 the CCCCO provides each college, in addition a formula per each CalWORKs student enrolled. (Ref. pages: 5, 6, and 42 and sections: under General Program Services & RC/ North Centers -Goals & recommendations)    2. Hire an OA II for the Madera NC (Ref. pages: 9, 43, and 44 and sections: I. (b) Services North Center – Madera Center and in both the Summary and Recommendation section.  3. Hire an additional OA for the Extended Learning Center (ELC) in Madera. (Ref. pages: 8 and sections: RC – North Center Agreement with Madera & Fresno County  4. Hire an OA II for the Willow Center (Ref. page 44 sections. |
| Computer Services | Cycle Three  Spring 10 | **Staffing**  **Training**  **Facilities** |
| Counseling | Cycle Three  Spring 12 | RC  1.Institutionalize full-time RC career center coordinator/counselor  Pages: 4, 5, 15, 16, 45, 60, 69, 70, 71, 72, 74,75, 80  2. Establish data reporting consistency  Pages: 23, 31, 32, 45, 50, 60, 65  3.Add full-time RC counselor for first year experience/counseling course training and overseeing  Pages: 4, 5, 16, 59, 69, 70, 71, 78, 79, 80, 81, 83, 93  4.Continue progress on SLO assessment and implementation  Pages: 42, 97  5.Reintroduce the  “Counseling Course Buffet” to RTG, increasing COUN course offerings to freshman for student success  Pages: 49, 83, 102, 104  MC  2. Establish data reporting consistency  Pages: 23, 31, 32, 42, 45, 49, 50, 60, 65  3.Madera development of career/transfer center  Pages: 45, 69, 70, 71, 73, 74, 75, 76 |
| DSPS | Cycle Three  Spring 11 | RC  1. Use SARS for student appointments and student services data tracking.  Pgs: 12-13, 15-19  2. Uniform use of MIS codes to streamline data collection.  Pgs: 12-13, 15-19  3. Quiet, reduced distraction, accessible, monitored location for administration of testing accommodations.  Pgs: 6, 27, 29  4. Campus specific policies & procedures for test proctoring.  Pgs: 6, 27, 29  5. Add a certificated DSP&S Administrator/ Coordinator position.  Pgs: 5, 12, 20-23, 27-29  6. Add a certificated DSP&S LD specialist position.  Pgs: 15-19, 20-23, 29  7. Implement online faculty training program using the DARE program.  Pg: 29-30  8. Maintain up to date technology.  Pgs: 7-9, 29-30  NC  1. Uniform use of MIS codes/SARS for data collection and tracking.  2. Add a Part-time, permanent, OA111 position to DSP&S, WI    3. Establish video monitoring system in the Assessment Center  4. Add a PT hourly certificated DSP&S Counselor.  5. Increased student aides for test monitoring, office work (2)  6. Implement on-line training faculty training  7. Maintain up to date technology. |
| EOPS | Fall 11 | 1. Continue to serve EOPS population directed by Title 5. Page # 6  2. Expand/Improve services to transfer students.  Page # 18  3. Intiate process where students goals/objectives are tracked and monitored.  Page # 19  4. Reinstate peer mentor hours and peer mentors.  Page # 15  5. Reinstate EOPS/CARE Advisory Committee.  Page # 19  6. Update equipment to meet new and changing technology.  Page # 5  7. Develop and implement program satisfaction survey.  Page # 19 |
| Financial Aid Office | Fall 09 | RC  i. Secure the funding necessary to fill the vacant financial aid positions at both the RC and NC campuses.  ii. Better utilize available technology to communicate with students, disseminate information, and store information within the Financial Aid Office (Hershey document imaging system). This will result in financial saving that could be used to supplement the funds needed to fill the vacant positions.  iii. Conduct additional surveys to better meet the needs of students. Increased numbers do not necessarily equal satisfied students. We need to determine if the “extra” attention we give to students truly helps them or hinders the results of their learning outcomes.  iv. We need to better utilize on-line services. Students are accustomed to self-service products. We need to develop Web Advisor for financial aid so students can access their information on their own time. This will impact the bottleneck that occurs at peak times in the offices during the semester that results in low customer satisfaction as shown in our survey.  NC  NORTH CENTERS: We need to look at how we can maximize the service we provide to our students given our current staffing constraints. To assist students at the Oakhurst Center, we need to again have a computer or laptop made available to Financial Aid staff to assist Oakhurst students via a web cam. At the Madera and Willow Centers, we need to hire a student aide at each location to work 19 hours per week paid through BFAP funds. This student could assist with data entry and with FOTW workshops to help relieve the permanent staff so they can spend more time assisting students. We also need to obtain 2 printer/copier/scanners for the Madera Center.  We need to replace the 2 staff positions that we lost this year—an FAII and an OAIII. This would prevent us from having a significant decline in serving students which translates to a decrease in the number of students receiving financial aid to purchase books and assist with living expenses. With the more than 20% growth in enrollment we have experienced this year, we cannot continue to provide quality service with a 40% reduction in staff.  As we transition to full college status, we will need to hire and train qualified staff. Our initial staffing needs are:  STAFF  FINANCIAL AID DIRECTOR 1  FINANCIAL AID ASSISTANT II 2  FINANCIAL AID ASSISTANT I 8  OFFICE ASSISTANT III 2  ACCOUNT TECHNICIAN 1  DEPARTMENT SECRETARY 1  We will need to review our staffing requirements as we continue to grow in student population. We will need to employ student workers as well as permanent staff. These student workers could be paid from Federal Work Study funds or from BFAP funds, once we become eligible to receive them. |
| Food Services | Cycle Two  Fall 09 | 1.Increase Catering and meal plan sales  2. Increase sales of food products at the north end of the campus  3. Increase awareness of the quality and variety of food prepared in the Food Services operation |
| Health Services | Cycle Three  Spring 12 | 1. Website  development  2.Reimbursement for our employee TB skin tests  3.ACHA-NCHA State/National health survey  4.Laptop Computer  5.Powerpoint  Projector  6.Portable printer  7.Resource Boards  8.Office space for Psychological Services  9.WellnessCenter  10.Exploration of additional MAA activities |
| International Programs | Cycle Three  Fall 10 | 1. To change the name of our "program" from CASS to International Programs.  2.To implement all aspects of the cooperative agreement by and between Georgetown CIED.  3.To ensure that all SEED students achieve a certificate in Agriculture Business.  4. To ensure that all SEED students complete 120 hours of community service.  5. To ensure that all SEED students develop a community action plan (CAP).  6. To ensure that all SEED students develop an employment packet. |
| Library Services | Cycle Two  Fall 09 | REEDLEY COLLEGE  1. Maintain and Increase classified staffing at the Reedley College Library. Replace certificated librarian in the event of retirement. (Fall 2009-Fall 2014 )  2. Hire a full time or adjunct certificated librarian to coordinate online services for students (Fall 2010—Fall 2014)  3. Update and expand print and audio visual materials. (Fall 2011)  4. Increase information literacy opportunities for students on campus and remotely. (Fall 2010 )  5. Expand Library Services for Distance Education Students (Spring 2010 )  6. Identify funds to maintain subscriptions to Online Databases and E-books. (Spring 2010)  7. Purchase Resources and Expand Services for Basic Skills Students and other targeted populations. (Fall 2010)  8. Create new information access opportunities for students using technology (video reference, IM, Texting), (Spring 2010 )  NORTH CENTERS  • Library Collections print and online must continue to grow to reach an adequate ratio of student to resource. The Bowker Annual: Library and Book Trade Almanac (2007) indicates that the number of paper volumes held for less-than-four-year institutions had a median of 18.1 paper volumes per FTES. Paper volumes include print books and periodicals. The North Centers’ paper volumes holdings is 4.8 paper volumes per FTES. Printed materials are necessary for students and faculty as they continue to be the predominant source for comprehensive, credible information and are essential in fostering critical thinking skills and overall academic success.  • The Willow International library must grow substantially in the area of print and media holdings in order to meet accreditation guidelines. Finally, the introduction of emerging technologies with respect to materials must be pursued. These include e-resources, downloadable audio, and streaming video.  • An enhanced and expanded Information Literacy program and as well as synchronous and asynchronous reference services need to occur to meet the information competency institutional goals of the campuses we serve, and achieve a level of service in these areas comparable to other California Community colleges and four year institutions. Point of service and course integrated instruction sessions must be expanded at all campuses, topical workshops in face-to-face and online venues must be developed, and a for-credit Library Skills course needs to be offered.  • Library Skills instruction must be integrated into the Basic Skills program at the North Centers through face-to-face and online instructional modules designed specifically for remedial reading and writing programs, ESL students, and academic success courses. Moreover, collections must be selected and featured that meet the reading levels, informational needs, and general reading interests of these students.  • Staffing must be increased to achieve the articulated short term and long term goals of the library program. Certificated library faculty, full-time and part-time, are necessary to achieve success in our instructional, public service, and collection development areas. Classified staff is necessary to support the technical services and public services functions, and when the librarian is not present, possess sufficient skills and training to meet the basic informational and research needs of students.  • New information technologies must be available through the libraries, including; HD monitors, scanners, eReaders, upgraded computers, the most recent version of relevant software programs. With these in place students receive state-of-the-art learning related technologies that contribute to their academic success and advantage.  • Librarians and library staff must continue to participate on college committees and with various divisions and departments, continuously demonstrating the integral role the library program plays in support of the instructional program and student success. Outreach efforts need to be expanded to invite participation in library events and use library resources, while a further reach into the community to demonstrate our contribution to an informed citizenry and the seeking of support from community leaders is essential.  • Ongoing evaluations of our collections, instruction, and general services must be conducted. Surveys should be conducted every year, and results compared with previous years. The cycle of establishing, reviewing and updating SLOs for the library program and ultimately all library instruction courses must be done. |
| Office of Instruction | Cycle Two  Fall 09 | Reedley College  Recommendation 1: Develop a satisfaction survey for faculty to assess the Office of  Instruction.  Recommendation 2: Fully digitalize the faculty evaluation forms.  Recommendation 3: Change the system for ordering books.  Recommendation 4: As budget allows, purchase software for a scheduling program.  Recommendation 5: Work with the Student Success Committee to further develop  the once-a-month first year hire in services.  North Centers  North Centers  Recommendation 1: Complete a Self Study for candidacy towards making Willow  International Center an accredited community college once  approval from the accrediting agency is granted.  Recommendation 2: Survey Division Representatives to assess their satisfaction with the schedule development process and survey counselors to assess their satisfaction with the schedule offerings annually.  Recommendation 3: Work with the Staff Development Committee to ensure that information gleaned from Travel/Conference is shared with other faculty by May 2010.  Recommendation 4: Meet with faculty and staff to secure recommendations on purchases necessary for Phase II and purchase furniture and equipment as appropriate by June 2010.  Recommendation 5: Work with the Student Success Committee to develop retention strategies and implement SARS Alert by Spring 2011.  Recommendation 6: Work with faculty and staff to ensure that Student Learning Outcomes work is being reported annually to the College Center Council by May 2010.  Recommendation 7: Ensure faculty and staff are helping to carry out the initiatives of the Strategic Plan by making mid-year and end of year reports to the College Center Council by May 2010.  Recommendation 8: Work with the faculty through the curriculum committee to establish mutual agreements regarding articulation of coursework by 2013.  Recommendation 9: Work with faculty and advisory committees to insure new curriculum is developed and current curriculum is modified to meet current industry standards in career/technical areas annually.  Recommendation 10: Work with English and math faculty and with counterparts to establish standardized assessment and placement processes for students by 2011. |
| Outreach and Matriculation | Cycle Three  Spring 12 | 1. Finalize Reedley College/North Centers Matriculation Plan  Page(s): 1, 18  2. SCCCD Placement Testing Action Plan  Page(s): 4, 7-9, 20  3. Implement SCCCD RTG process, including online orientation.  Page(s): 20  4. Validate Reedley College Placement Testing.  Page(s): 4, 7-9, 20  5. Develop effective and efficient methods to collect and evaluate outcome, quality, and success data.  Page(s): 18, 20  6. Use the RC College Readiness Forum to jump start discussion on improving student success for incoming students.  Page(s): 7, 18, 20 |
| Residence Hall | Cycle Two  Spring 08 | "1. Finalize staffing model for the new residence hall facility. June, 2008  Once the staffing model is approved, the position(s) should be filled soon as possible, so that the hires can begin to integrate with the current staff and prepare for the occupancy of the new facility.  "  "2. Collaborate with campus programs, Upward Bound, and the Athletic Department to bring more summer programs to the campus that would include a residential component. September 2008.  The reduced size of the new residence hall facility will necessitate increasing the revenues to meet expenses, especially with new staff hiring to take place once the staffing model is in place. With limited revenues from rent during the academic year, summer revenues will have to close a very large gap.  "  "3. Continue to refine the operating budget for the new residence hall. November, 2008.  Once the staffing model is in place and the salaries are in place other expenses can be better determined and a realistic operating budget can be determined.  "  "4. Establish the rental rate for the new residence hall that will insure that income levels adequately cover all expenses. November, 2008  Realistic rental rates must be established; limiting rent increases to the current 5% cap per academic year will not yield the revenues necessary to operate the new residence hall especially with new staff in place.  "  "5. Continue to discuss with Food Services the incorporation of food service as part of the residence hall package. November, 2008  Front and center to this discussion must be the understanding and commitment of the Vice-President of Administrative Services and the Food Services manager that the budget of the Food Services department will not be carried on the backs of the residence hall students; as it was during the academic years 1980-1982, when in 1983 Food Service was no longer a mandatory requirement of the residence hall.  "  "Develop a resident satisfaction survey. December 2008.  This tool will be important as it should be a good predictor of occupancy levels when the new residence hall comes on line. Focus groups may also be beneficial to the quality of life of the residence hall student.  "  "7. Continue the dialogue regarding the establishment of a 5% reserve fund for future “freshening” of the new residence hall every 5-7 years from the opening date of the new residence hall. June, 2009  With fewer amenities in the individual student rooms in the new residence hall facility it will be necessary to “freshen up” with greater regularity; paint scheme, furniture, carpeting (where present) technology and the like. It will be imperative to keep the residence hall at full occupancy for the entire year. Any drop in occupancy would result in the operation running into the red, especially with new position(s) based on a staffing model different than what is currently in place.  " |
| Student Activities Office | Cycle Two  Spring 09 | RC #2— Establish a Student Activities budget which includes monies allocated to student focused events at Reedley College.  RC #4—Expand the current leadership development program, which should be enhanced and broadened to accommodate the need for educated leaders in business and community service, offer courses, workshop, or certificate program as a tool to enhance learning communities.  NC #1—Hire additional permanent College Center Assistant for the North Centers.  NC #2—Hire Director of Student Activities/Student Activities Coordinator for the North Centers.  • NC #4—Purchase of automated ID making equipment.  • NC #5—Utilization of online delivery methods for publicizing student activities.  • NC #6—Adequate storage facility for Willow International supplies. |
| Tutorial Services | Cycle Two  Spring 09 | 1. Tutorial Center funding be increased so as to ensure that the center can:  (a) accommodate increasing demand for services,  (b) regularly hire adjunct faculty to keep the center open two evening each week,  (c) purchase necessary supplies, and  (d) “purchase” the same number of tutor work hours when the district increases student worker (tutor) pay rates.  2. The Tutorial Center and the college continue the development of online tutoring by collaborating with Fresno City College and North Centers and by providing necessary funds for the employment of tutors, supervisory staff, and equipment and software.  3. The college increase the duty days of the tutorial services instructor from 177 days to 192 days to account for the time required to manage the center throughout the school year, including summer session.  4. The college maintain the integrity of the Tutorial Center facility for use by the Tutorial Center program. |
| Upward Bound | Cycle Three  Spring 11 | 1. Upward Bound programs is preparing on writing for three Upward Bound grants to continue its current funding. How the federal changes effect the program competition and application process will have to be addressed in the new proposals  2. Increase male participation in the program  3. Invest in staff training on both Blumen database and using data for program improvements. |