



STATE CENTER COMMUNITY COLLEGE DISTRICT
FRESNO • REEDLEY • CLOVIS • MADERA • OAKHURST • WILLOW INTERNATIONAL

**DISTRICT OFFICE
ADMINISTRATIVE SERVICES UNIT
REVIEW**

GUIDE AND REPORT TEMPLATE

***NAME OF ADMINISTRATIVE SERVICE
UNIT***

2012-13

The District Office supports the effective operation of the colleges in their effort to provide instructional and support services for students. Specifically, the administrative units at the District Office strive to offer high-quality services to other District Administrative Services Units, the colleges and the community to advance college and Districtwide goals.

Additionally, the District Office supports its assessment of progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data. (ACCJC Standard I B. 3. – Improving Institutional Effectiveness)

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ADMINISTRATIVE SERVICES UNIT REVIEW GUIDE

INTRODUCTION

In order for any organization to continuously improve, it must assess its effectiveness on a systematic, ongoing basis. The primary objective of the District Office Administrative Services Unit Review process is to assess and assure quality in the services provided for each Administrative Services Unit customers and the District as a whole; and to ensure development and alignment of Administrative Services Unit objectives to the goals and objectives in the 2008-2012 District-wide Strategic Plan. In addition, Administrative Services Unit Review is intended to be the foundation for District Office integrated planning that also includes: Administrative Services Unit annual resource allocation requests, annual operational planning, and annual management goals and objectives.

THE ADMINISTRATIVE SERVICES UNIT REVIEW CYCLE AND PROCESS

Cycle

The first phase of implementation of District Office Administrative Services Unit Review piloted the process with an Administrative Services Unit Review of Information Systems, State Center Consortium, Center for International Trade, Grants, and Admissions and Records. The second phase of implementation will be on a four-year cycle from 2012-2013 through 2015-2016.

Phase one of the District Office Administrative Services Review process commenced in August 2011 in the following service units: Information Systems, State Center Consortium, Center for International Trade, Grants, and Admissions and Records. These units piloted the Administrative Services Unit Review process and completed its Administrative Services Unit Review in December, 2011. Members of these units reported the results of their Administrative Services Unit Review with the ASUR Response Team in spring 2012. In fall 2012, the units that participated in the pilot will share their experiences with the process at a districtwide forum.

In phase two during 2012-2013, the following Administrative Services Units will implement Administrative Services Unit Review commencing in **January 2012**: Environmental Health & Safety and Police.

The following Administrative Services Units will implement Administrative Service Unit Review commencing in **August 2012**: Purchasing/Accounts Payable and Maintenance Services.

The following Administrative Services Units will implement Administrative Service Unit Review commencing in **January 2013**: Human Resources and Accounting Services/Accounts Receivables.

The following Administrative Services Units will implement Administrative Service Unit Review commencing in August **2013**: Payroll and Transportation.

The following Administrative Services Units will implement Administrative Service Unit Review commencing in **January 2014**: Grounds Services and Warehouse.

The following Administrative Services Units will implement Administrative Service Unit Review commencing in **August 2014**: Office of the Chancellor/ Public & Legislative Relations/ Foundation, Office of Finance and Administration, and Construction Services.

Process

There are ten steps in the Administrative Services Unit Review process as follows:

1. Annual District Office Orientation to Administrative Services Unit Review

The Vice Chancellor, Educational Services & Institutional Effectiveness or Designee will provide an annual orientation and update for all District Office employees on progress with implementation of District Office Integrated Planning, and Administrative Services Unit Review. It will include: a review of the goals and objectives in the 2008-2012 District Strategic Plan; a report on Administrative Services Unit Reviews completed the previous year; the forthcoming Administrative Services Unit Reviews, annual operational planning, and resource allocation, the Administrative Services Unit Reviews scheduled for implementation in the current year; and the calendar for completion of the steps in the Administrative Services Unit Reviews process.

2. Annual Orientation Meeting for Administrative Services Units Implementing Administrative Service Unit Review

The Chancellor and/or Vice Chancellor, Educational Services & Institutional Effectiveness or Designee will provide an orientation and update annually for the managing supervisors or designees of District Office Administrative Services Units scheduled for Administrative Services Unit Review, to familiarize them with the process, review the current District strategic goals and objectives, answer questions, and provide guidance.

3. Annual Formation and Orientation of the Administrative Services Unit Review Response Team

The Administrative Services Unit Review Response Team shall be appointed annually to read and respond to Administrative Services Unit Review reports, providing an opportunity to share perspectives about the report(s), as well as, constructive advice. Members of the Response Team will be composed of District Office members and representatives from Fresno City College, Reedley College, and Willow International Center:

- 1 Vice Chancellor, Educational Services & Institutional Effectiveness or designee as Response Team Chair
- 1 Vice Chancellor of Finance or designee
- 1 Associate Vice Chancellor, Human Resources or designee
- 3 Managers at large selected by the Chancellor's Cabinet to represent Instruction, Student Services, and Administrative Services
- 3 Faculty: Chairs of Fresno City College, Willow International Community College Center & Reedley College Program Review Committees or Designee.
- 1 Classified staff selected by the California School Employees Association (CSEA)
- 1 Classified staff selected by the Classified Senate (To be rotated between FCC & RC)
- 1 Institutional Researcher
- 1 Student Trustee (This may be rotated between the 2 Student Trustees)

13 Members

The charge of the Response Team is to indicate whether the Administrative Services Unit Review Report is complete and to provide commendations and recommendations.

The Vice Chancellor, Educational Services & Institutional Effectiveness and/or designee will provide an annual orientation and update for the Response Team—at the beginning of the Administrative Services Unit Review process in order to familiarize them with the process, review the District strategic goals and objectives, answer questions, and provide guidance.

4. Administrative Services Unit Review Implementation and Preparation of the Report

The Administrative Services Unit Review Team will consist of all members of the Administrative Services Unit. The Vice Chancellor, Educational Services & Institutional Effectiveness and/or designee will meet with each Administrative Services Unit at the beginning of the Administrative Services Unit review process in order to familiarize them with the process, review the District strategic goals and objectives, answer questions, and provide guidance.

The Administrative Services Unit Review Report will consist of an Administrative Services Unit narrative, analysis and findings, and an action plan based on the historical analysis of the Administrative Services Unit operation, resources and assessment results.

5. Administrative Services Unit Meeting with the Manager and/or Vice Chancellor to Review the Administrative Services Unit Review Report

Upon the completion and signing of the Administrative Services Unit Review Report by the Administrative Services Unit members, the Administrative Services Unit manager submits the report to the supervising manager and/or Vice Chancellor for review. Upon completion of review of the Administrative Services Unit Report and signature, the Administrative Services Unit manager will send the report to the Administrative Services Unit Response Team for review.

6. Administrative Services Unit Meeting with the Response Team to Discuss the Administrative Services Unit Review Report

Upon receipt of the report, the Response Team members will individually review the report, meet as a group to discuss it, and schedule a meeting with the Administrative Services Unit, providing an opportunity for the Response Team to seek clarification of any questions.

7. Meeting of the Response Team to Complete the Response Team Report

Within ten (10) working days after the meeting with the Administrative Services Unit, the Response Team will complete its work. The members will individually complete the Summary Report form, bringing it to their final meeting. At the final Response Team meeting the Summary Response Team Report form will be completed by the chair, representing a collective summary response, and signed by the Response Team members. The Summary Response Team Report shall be forwarded to the supervising Vice Chancellor and the Administrative Services Unit manager to be shared with the members of the Administrative Services Unit.

8. Final Edits and Submission of the Final Administrative Services Unit Review Report to the Supervising Vice Chancellor

Upon the Administrative Services Unit's receipt of the Response Team Summary Report the Administrative Services Unit may provide an amendment, if needed, to their Administrative

Services Unit Review Report prior to final submission to the supervising Vice Chancellor or Chancellor.

9. Submission of the Final Administrative Services Unit Review Report to the Chancellor

The Vice Chancellor will sign and submit the final Administrative Services Unit Review Report, along with the Summary Response Team Report, to the Chancellor for review and signature, with a copy to the Vice Chancellor, Educational Services & Institutional Effectiveness.

10. Reporting Administrative Services Unit Review Findings

In the forthcoming year, the Chancellor may schedule District Office Administrative Services Unit to report their findings and share their experiences with the Administrative Services Unit Review process at District Office and Chancellor's Cabinet Meetings.

ADMINISTRATIVE SERVICES UNIT REVIEW REPORT TEMPLATE

I. DESCRIPTION OF THE ADMINISTRATIVE SERVICES UNIT PURPOSE, MISSION, AND SERVICES, AND DELINEATION OF DISTRICT AND COLLEGE ROLES, RESPONSIBILITIES, AND SERVICE OUTCOMES

Purpose and Mission

Describe the purpose and mission of this Administrative Services Unit. How do the purpose, mission and services support Districtwide goals? What role does the Administrative Services Unit assume in the District operation?

Delineation of District and College Roles, Responsibilities, and Service Outcomes

What are the delineated roles, responsibilities, and service outcomes for the District Office Administrative Services Unit and corresponding college Administrative Services Unit? The District Office Administrative Services Unit manager should include the corresponding college Administrative Services Unit manager in the evaluation, review, and update of their section of the *Delineation of District and College Roles, Responsibilities, and Service Outcomes* document.

Services Provided

Describe the specific services this Administrative Services Unit provides and the customers who receive these services. Address how each service is provided to the identified customers. Include in your description of services the specific position titles and major position responsibilities that support each service. Provide a current organization chart. Identify any manuals, publications or marketing efforts the Administrative Services Unit uses to communicate its services.

Historical Trends and External Factors

What has been the trend for customer need for your Administrative Services Unit's services? How have you measured the changes in demand for these services? Is there a cyclical nature to the demand for services? Are there external factors presently or in the future that have or will materially impact your Administrative Service Unit's operation? If material, indicate a historical background to the Administrative Services Unit operation if that would provide a context regarding how the Administrative Services Unit currently operates.

Narrative Description

Analysis and Findings

Administrative Services Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Administrative Services Unit Planning Priorities of this report that resulted from the Administrative Services Unit's analysis of the survey data and any objectives determined for Section I: Description of the Administrative Services Unit Purpose, Mission, and Services.

II. ADMINISTRATIVE SERVICES UNIT SERVICE ASSESSMENT

This section addresses methods the Administrative Services Unit has recently or is currently utilizing, in conjunction with the completion of this Administrative Services Unit Review, to assess the effectiveness of the services it provides. The assessment methods may vary, but one example would be an Administrative Services Unit process analysis of one or more services that it provides and a second example would be a survey of services provided by the Administrative Services Unit.

Survey

A survey with common questions, common to each District Office Administrative Services Unit will be developed by District Research for this purpose. In addition to these common required questions, each Administrative Services Unit may develop additional questions to address Administrative Services Unit-specific areas of interest. These additional questions should be forwarded to District Office Research for inclusion in the Administrative Services Unit's survey. District Office Research will forward a link to the finalized survey to the Administrative Services Unit. In addition, each Administrative Services Unit should develop an e-mail listing of its customer base in collaboration with the supervising Chancellor/Vice Chancellor. Upon receipt of the finalized survey, each Administrative Services Unit should forward the survey link to its customer base. An approximate two week period to complete the survey is sufficient; however, the time limit may be extended at the Administrative Services Unit's discretion.

Once the survey period is closed, District Research will summarize and deliver the results to the Administrative Services Unit for review and analysis of the external feedback.

Narrative Description

Analysis and Findings

Administrative Services Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Administrative Services Unit Planning Priorities of this report that resulted from the Administrative Services Unit's analysis of the survey data and any objectives determined for Section I: Description of the Administrative Services Unit Purpose, Mission, and Services.

III. ADMINISTRATIVE SERVICES UNIT REVIEW OF RESOURCES

It is important that the institution effectively and efficiently uses its human, physical, technological and financial resources to achieve its educational purposes, including stated student learning outcomes and improvement of institutional effectiveness. (ACCJC Standard III - Resources)

This section guides your Administrative Services Unit through a review and analysis of current resources, along with assessment findings, to identify any staffing, training, facilities and equipment, and operational budget needs for your Administrative Services Unit to ensure improvement of services provided.

For each resource identified as a need, provide what Administrative Services Unit objectives will be achieved with the allocation of each resource in the period for which the resources are requested. In addition, include these Administrative Services Unit objectives in the Administrative Services Unit's Annual Operational Plan and, if the objectives are beyond one year, please indicate the fiscal year.

A. Staffing

Does the Administrative Services Unit have sufficient permanent and hourly staffing? Complete the following table reporting staffing for the current and past three fiscal years. Address any recent changes in staffing and the reason for the changes and the impact it has had on the Administrative Services Unit operation. If appropriate, address staffing changes prior to 2012-13 if those changes materially impact Administrative Services Unit services. If there are significant changes in staffing levels prior to the four-year period provided, and the Administrative Services Unit feels this should be addressed to better explain where the staffing is currently, please include that information.

Human Resources will provide each Administrative Services Unit with a four-year history of permanent staffing including full and part time classified and management positions.

Using the data provided by Human Resources and any additional staffing information analyze any fluctuations in staffing and reasons for the fluctuations, in addition to the impact on services provided in the "Staffing Analysis" table below. From this analysis and Administrative Service Unit Review, the Administrative Services Unit may propose changes in staffing levels.

Complete the following table, reporting the combined permanent staffing and any Administrative Services Unit part-time staffing.

Employee Group	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
Academic Managers					
Classified Managers					
Confidential					
Classified					

Total					
-------	--	--	--	--	--

Narrative Description

Analysis and Findings

Administrative Services Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Administrative Services Unit Planning Priorities of this report that resulted from the Administrative Services Unit's analysis of the survey data and any objectives determined for Section I: Description of the Administrative Service Unit Purpose, Mission, and Services.

B. Training

Staff development is an important component of successful Administrative Services Unit operations and continuous quality improvement. Based on the review in sections I and II:

1. What training does the Administrative Services Unit need?
2. What would be the most appropriate method to obtain that training?

Narrative Description

Analysis and Findings

Administrative Services Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Administrative Services Unit Planning Priorities of this report that resulted from the Administrative Services Unit's analysis of the survey data and any objectives determined for Section I: Description of the Administrative Services Unit Purpose, Mission, and Services.

C. Facilities and Equipment

Describe the Administrative Services Unit current facilities and list the current equipment maintained by the Administrative Services Unit. Identify any facilities and/or equipment the Administrative Services Unit needs to maintain or improve the effectiveness of operations. It is not necessary to include computer replacement based on age as the District Office has a schedule to replace all computers periodically. However, plans for additional computers if needed for proposed new staff or expanded computer use should be included.

Narrative Description

Analysis and Findings

Administrative Services Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Administrative Services Unit Planning Priorities of this report that resulted from the Administrative Services Unit's analysis of the survey data and any objectives determined for Section I: Description of the Administrative Services Unit Purpose, Mission, and Services.

D. Operational Budgets

Based on the four-year budget and spending trends provided by Accounting (noted below), analyze the budgetary trends to determine if the current level of funding is sufficient. Based on historical spending patterns and changes in Administrative Services Unit services, what specific budget modifications (both budget reductions and augmentations) are needed? How will these budgetary modifications improve the effectiveness of Administrative Services Unit services? If it is determined that budget changes are needed, please provide the rationale for these proposed changes based upon the Administrative Services Unit review.

Category	2009-2010				2010-2011				2011-2012				2012-2013			
	Beginning Budget	Final Budget	Spent	Variance	Beginning Budget	Final Budget	Spent	Variance	Beginning Budget	Final Budget	Spent	Variance	Beginning Budget	Final Budget	Spent	Variance
Hourly Staff																
Supplies																
Travel																
Contracts																
Equip.																
Contingency																
Total																

Narrative Description

Analysis and Findings

Administrative Services Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Administrative Services Unit Planning Priorities of this report that resulted from the Administrative Services Unit's analysis of the survey data and any objectives determined for Section I: Description of the Administrative Services Unit Purpose, Mission, and Services

IV. SUMMARY OF PROGRESS FROM PREVIOUS ADMINISTRATIVE SERVICES UNIT REVIEW

If applicable, summarize the progress made on objectives identified in the previous Administrative Services Unit Review.

V. ADMINISTRATIVE SERVICES UNIT PLANNING PRIORITIES

List all planning objectives identified in Sections I, II and III of this Administrative Services Unit Review. The planning objectives should be listed in priority order and indicated in the appropriate year, with the upcoming fiscal year indicated as "Year I." Specifically, indicate the District-wide Objective(s) that each planning objective addresses; any budget implications this planning objective has for additional resources; who in the Administrative Services Unit will be responsible for addressing the planning objective; and the month and fiscal year the planning objective will be initiated. If requesting additional monetary resources, please be specific about the actual dollars requested.

YEAR 1: Fiscal Year _____

District-wide Objective	Administrative Services Unit Review Objective(s) (Action Steps) <i>In priority order</i>	Performance Measures	Administrative Services Unit Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Administrative Services Unit Purpose, Mission, and Services				
	1.			
	2.			
	1.			
	2.			
Section II: Administrative Services Unit Review Service Assessment				
	1.			
	2.			
	1.			
	2.			
Section III: Administrative Services Unit Review of Resources				Staffing
	1.			
	2.			
	1.			
	2.			
				Training
	1.			
	2.			
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
	1.			
	2.			
				Operational Budgets
	1.			
	2.			
	1.			
	2.			

YEAR 2: Fiscal Year _____

District-wide Objective	Administrative Services Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	Performance Measures	Administrative Services Unit Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Administrative Services Unit Purpose, Mission, and Services				
	1.			
	2.			
Section II: Administrative Services Unit Service Assessment				
	1.			
	2.			
Section III: Administrative Services Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
				Operational Budgets
	1.			
	2.			

YEAR 3: Fiscal Year _____

District-wide Objective	Administrative Services Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	Performance Measures	Administrative Services Unit Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Administrative Services Unit Review Purpose, Mission, and Services				
	1.			
	2.			
Section II: Administrative Services Unit Service Assessment				
	1.			
	2.			
Section III: Administrative Services Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			

Operational Budgets				
	1.			
	2.			

YEAR 4: Fiscal Year _____

District-wide Objective	Administrative Services Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	<i>Performance Measures</i>	Administrative Services Unit Needs: <i>Additional Monetary and Non-Monetary Resources Requested</i>	<i>Responsible Person</i>
Section I: Description of the Administrative Services Unit Purpose, Mission, and Services				
	1.			
	2.			
Section II: Administrative Services Unit Service Assessment				
	1.			
	2.			
Section III: Administrative Services Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
				Operational Budgets
	1.			
	2.			

YEAR 5: Fiscal Year _____

District-wide Objective	Administrative Services Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	<i>Performance Measures</i>	Administrative Services Unit Needs: <i>Additional Monetary and Non-Monetary Resources Requested</i>	<i>Responsible Person</i>
Section I: Description of the Administrative Services Unit Purpose, Mission, and Services				
	1.			
	2.			
Section II: Administrative Services Unit Service Assessment				
	1.			
	2.			
Section III: Administrative Services Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment

	1.			
	2.			
Operational Budgets				
	1.			
	2.			

VI. EXECUTIVE SUMMARY

Please provide an executive summary of your Administrative Services Unit's review and plan. Include significant findings from your review of your Administrative Services Unit's background and history, self-assessment, resource needs and Administrative Services Unit priorities.

**STATE CENTER COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**ADMINISTRATIVE SERVICES UNIT REVIEW AND PLANNING REPORT
Signatory Form**

District Office ADMINISTRATIVE SERVICES UNIT: _____

Submitted on _____
(date)

REVIEWED AND SUPPORTED BY THE FOLLOWING ADMINISTRATIVE SERVICES UNIT MEMBERS:

Lead	_____	_____
	(print name)	(signature)
Member	_____	_____
	(print name)	(signature)
Member	_____	_____
	(print name)	(signature)
Member	_____	_____
	(print name)	(signature)
Member	_____	_____
	(print name)	(signature)
Member	_____	_____
	(print name)	(signature)

**STATE CENTER COLLEGE DISTRICT
DISTRICT OFFICE**

**ADMINISTRATIVE SERVICES UNIT REVIEW REPORT
Supervising Manager(s) Signatory Form**

District Office Administrative Services Unit: _____

Submitted on _____
(date)

REVIEWED BY:

Comments:

Manager _____
(if applicable) (print name) (signature)

Comments:

**Associate Vice
Chancellor** _____
(if applicable) (print name) (signature)

Comments:

Vice Chancellor _____
(print name) (signature)

or

Chancellor _____
(print name) (signature)

**STATE CENTER COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**ADMINISTRATIVE SERVICES UNIT REVIEW
Response Team Summary Report**

Administrative Services Unit reviewed: _____

Date: _____

Is the Administrative Services Unit Review Report complete? Yes No

Explain:

**Did the Administrative Services Unit attach a completed update of their section in the
*Delineation of District and College Roles, Responsibilities, and Services Outcomes Document?***
 Yes No

Commendations:

Recommendations:

**STATE CENTER COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**ADMINISTRATIVE SERVICES UNIT REVIEW REPORT
Response Team Signatory Form**

District Office Administrative Services Unit: _____

Submitted on _____
(date)

REVIEWED BY RESPONSE TEAM:

Chair	_____	_____
		(signature)
Finance Manager	_____	_____
		(signature)
Manager at Large	_____	_____
		(signature)
Manager at Large	_____	_____
		(signature)
Manager at Large	_____	_____
		(signature)
Classified Staff	_____	_____
		(signature)
Classified Staff	_____	_____
		(signature)
CSEA Staff	_____	_____
		(signature)
CSEA Staff	_____	_____
		(signature)
Faculty	_____	_____
		(signature)
Faculty	_____	_____
		(signature)
Faculty	_____	_____
		(signature)

(Summary Response Attached)

APPENDICES

**2012-2016 SCCC DISTRICT STRATEGIC PLAN
SUMMARY OF GOALS AND OBJECTIVES**

GOALS	OBJECTIVES
<p>Goal 1: Student Success</p> <p>SCCCD is committed to supporting and assisting students in achieving their educational goals by offering premier academic, career technical training, and student support programs that enhance students' abilities to succeed in an increasingly complex and interconnected world.</p>	<p>1.1 Develop strategies to address unique needs of matriculating recent high school graduates and older students to ensure their academic success;</p> <p>1.2 Improve student success rates by increasing persistence and completion rates for all students;</p> <p>1.3 Create a comprehensive Student Services Delivery Plan for all campuses and centers;</p> <p>1.4 Analyze current student assessment processes and outcomes and ensure cohesion across all District locations;</p> <p>1.5 Increase students' campus and community engagement.</p>
<p>Goal 2: Student Access</p> <p>SCCCD recognizes that it must be responsive to the population growth of the San Joaquin Valley and is committed to reducing enrollment barriers.</p>	<p>2.1 Evaluate student access for all communities and develop a districtwide Enrollment Management Plan to optimize the District presence in all areas of the District;</p> <p>2.2 Maintain and improve student admission, registration, counseling and orientation processes to maximize student educational planning;</p> <p>2.3 Enhance student support program coordination and development in areas such as outreach, recruitment, co-curricular and career awareness activities throughout the District.</p>
<p>Goal 3: Teaching and Learning Effectiveness</p> <p>SCCCD is committed to providing the highest quality instructional programs using current and emerging instructional methods and technologies.</p>	<p>3.1 Create a comprehensive Basic Skills Delivery Plan;</p> <p>3.2 Coordinate curriculum and Signature Programs, and develop new Signature Programs as appropriate throughout the District.</p> <p>3.3 Develop a comprehensive Distance Learning Delivery Plan and increase the number of courses and enrollments delivered at a distance;</p> <p>3.4 Ensure continuous integration and implementation of the colleges' cycles of Program Review and Student Learning Outcomes assessment to improve institutional effectiveness.</p> <p>3.5 Provide faculty development opportunities to support excellent teaching and learning in areas such as distance learning, innovative teaching methods, the use of technology for learning,</p>

	and learning communities
<p>Goal 4: Economic and Workforce Development</p> <p>SCCCD is committed to being a partner in developing the economic vitality of the region through collaboration with its community partners and by offering and assuring access to quality career technical programs.</p>	<p>4.1 Assess, maintain and develop effective and relevant career technical programs and curriculum in collaboration with external partners;</p> <p>4.2 Regularly assess workforce program and skill needs based upon up to date, relevant employment and other business data;</p> <p>4.3 Increase persistence and completion rates for students in career technical programs;</p> <p>4.4 Increase the number of quality work experience, apprenticeship, job shadowing, service learning and internship experiences</p>
<p>Goal 5: Communication</p> <p>SCCCD is committed to open and clear communication among its constituent groups and with its external communities.</p>	<p>5.1 Develop and implement a District Governance Model;</p> <p>5.2 Increase regular reporting of District and Board activities and actions to the colleges' communities through various means such as newsletters, meetings and discussion sessions;</p> <p>5.3 Expand and improve communication throughout the district;</p> <p>5.4 Maintain and improve relationships with the District's community, economic and workforce partners.</p>
<p>Goal 6: Organizational Effectiveness</p> <p>SCCCD is committed to continually improve its organizational process to ensure its institutional effectiveness and accountability.</p>	<p>6.1 Develop and implement a District Resource Allocation Plan;</p> <p>6.2 Review and update the District Technology Plan;</p> <p>6.3 Finalize and implement a District Facilities Master Plan;</p> <p>6.4 Develop and implement a Human Resources Staffing Plan that recognizes the staff diversity needs, expected retirements in the near future and the organizational and curricular changes of the District, and the need for staff training;</p> <p>6.5 Develop a plan for growth of the District's campuses and centers, including planned phases for enrollment, staffing, resource allocation, organizational structures and facilities needs;</p> <p>6.6 Develop an effective planning and research infrastructure at the district level to enhance institutional research across the District with coordination mechanisms, an annual district research agenda, common research projects and additional research</p>

	<p>needed for assisting in planned growth for SCCCD;</p> <p>6.7 Implement an integrated Strategic Planning Model that includes regular assessment of progress toward goals.</p>
<p>Goal 7: Community and Resource Development</p> <p>SCCCD is committed to optimizing its resources while maintaining its fiscal integrity.</p>	<p>7.1 Maintain prudent financial practices to ensure and support the fiscal health and wellbeing of the District;</p> <p>7.2 Create a Resource Development Plan to enhance revenue generation and external giving;</p> <p>7.3 Develop a systematic process to maximize mission driven grants acquisition.</p>

