

## DISTRICT SERVICES ANNUAL ACTION PLAN 2014-15

### LEGEND

- B = Business Services
- CO = Chancellor's Office
- DS = District Services
- HR = Human Resources
- ES = Educational Planning and Services
- F = Foundation
- IT = Information Technology
- M&O = Maintenance and Operations
- SBDC = Small Business Development Center

### District Services Mission Statement

District Services ensures student success in our 21st century learning-centered organization by providing visionary strategic management and direction and exemplary administrative services to the Colleges, off-site locations and the District Office.

### SECTION 1: INSTITUTIONAL MISSION AND EFFECTIVENESS

#### EDUCATIONAL PLANNING AND SERVICES

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Goal ES 1.1: Complete the work of implementing, publishing and evaluating the comprehensive planning process (I.B.3; I.B.4; I.B.6) (ST 3)

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#### *Objectives:*

- 1.1.1 Implement full cycle of District's Strategic Planning Protocol for 2014-15
- 1.1.2 Publish Comprehensive District Master Plan: 2014-19 and District Annual Action Plan: 2014-15 (Spring 2014)
- 1.1.3 Evaluate 2014-15 strategic planning process and 2013-14 outcomes for the Colleges and District Services
- 1.1.4 Publish and broadly disseminate the SPP evaluation (Summer 2014)
- 1.1.5 Recommend and implement improvements as appropriate for 2015-16 planning

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## Goal ES 1.2: Implement, publish, and evaluate the institutional effectiveness review process (I.B.5; I.B.6) (ST 3)

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### *Objectives:*

- 1.2.1 Publish and widely communicate the Institutional Effectiveness Review process to include calendar, assignments/responsibilities and District-wide training
- 1.2.2 Fully implement Institutional Effectiveness Review to include process, Key Predictive Indicators, Annual Action Plan outcomes (2013-14), Student Learning Outcomes and Institution-set Standards of Student Achievement (Spring and Summer 2014)
- 1.2.3 Evaluate Institutional Effectiveness Review process (Spring 2015) and outcomes from first District Annual Action Plan (Summer 2015)
- 1.2.4 Recommend and implement improvements as appropriate for 2015-16 Institutional Effectiveness Review

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## Goal ES 1.3: Increase the District's capacity for data retrieval and analysis in support of a culture of evidence and data-informed decision-making (I.B.6; I.B.7)

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### *Objectives:*

- 1.3.1 Expand Report Server capacity (2014-15) to include Business Services and Human Resources reports (See also IT 3.4)
- 1.3.2 Create and charge a Report Servers Users Group to influence the development and evaluate the effectiveness of the Report Server content and accessibility (2014-15)
- 1.3.3 Implement District-wide training on data utilization in decision-making with data available on Report Server (2014-15)
- 1.3.4 Evaluate data capacity and implement improvements as needed (Spring 2015)

## FOUNDATION

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### Goal F 1.1: Establish a five-year strategic plan

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#### *Objectives:*

- 1.1.1 Work with the Foundation Board and the Governing Board to establish a strategic plan guiding YCCD Foundation development over the next five years (2014-15)
- 1.1.2 Develop Key Predictive Indicators to evaluate progress toward the achievement of all goals, objectives and activities defined in the strategic plan (2014-15)
- 1.1.3 Re-establish the Annual Report as a means of communicating the annual and longitudinal trends as depicted through Key Predictive Indicators (2014-15)
- 1.1.4 Evaluate the strategic planning process and goals outcomes for Year 1 of the strategic plan (Spring 2015)

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### Goal M&O 1.1: Evaluate and improve Maintenance and Operations key communication processes (I.B.3)

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#### *Objectives:*

- 1.1.1 Evaluate the effectiveness of the communication protocol developed in 2013-14 for optimizing communication between the Colleges, centers and off-campus sites and across the three M&O departments (Custodial, Grounds/Landscaping and Maintenance), and disseminate results of the evaluation (2014-15)

## **SECTION 2: STUDENT LEARNING PROGRAMS AND SERVICES**

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### Goal ES 2.1: Develop and implement a Compressed Calendar for Academic Year 2015-16

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#### *Objectives:*

- 2.1.1 Develop a Compressed Calendar incorporating a 16 week schedule and Flexible Calendar scheduling (Spring 2014) adhering to all requirements of the California Community college Chancellor's Office Student Attendance Accounting Manual
- 2.1.2 Redesign class schedules to assure accurate attendance accounting (Spring 2014)
- 2.1.3 Ensure broad dissemination of information and inclusive participation of all constituent groups throughout the Compressed Calendar development process (2014-15)
- 2.1.4 Obtain all approvals as required (2014-15)

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### Goal ES 2.2: Examine key processes to assure ongoing improvement in institutional effectiveness to include Flexible Calendar, Transcript Evaluation, and Administrative Unit Reviews (III.5)

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#### *Objectives:*

- 2.2.1 Fully automate the FLEX Process on WebAdvisor to include Flex Agreement, reporting, documentation, and payroll process (2014-15) (See also IT 3.3)
- 2.2.2 Update Administrative Procedure 7161, Flex Guidelines (2014-15)
- 2.2.3 Examine, identify, and implement improvements to transcript evaluation process to include technological solutions aimed at streamlining the process (Spring 2014)
- 2.2.4 Examine, identify, and implement improvements to the Administrative Unit Review (ASR) process to include TracDat reconfiguration prior to October 15, 2014 ASR submissions (Summer and Fall 2014)

- 2.2.5 Provide training on ASRs to District Services personnel responsible for October 15, 2014 ASR submissions.
- 2.2.6 Evaluate the Administrative Unit Review process and outcomes as a basis for process improvement and 2015-16 planning

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### Goal ES 2.3: Build relationships with the community to develop partnerships and develop a Contract Education program that is responsive to the educational needs in our region (ST 4)

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#### *Objectives:*

- 2.3.1 Implement a needs assessment to determine contract education needs in the region
- 2.3.2 Create a staffing structure sufficient to sustain program to meet the needs of the region (2014-15)
- 2.3.3 Implement the Contract Education program (2014-15)
- 2.3.4 Evaluate and improve the Contract Education program (2015-16)

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### Goal ES 2.4: Pursue imperatives and opportunities in Economic and Workforce Development (ST 4)

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#### *Objectives:*

- 2.4.2 Implement a needs assessment to determine the economic development needs in the region (2014-15)
- 2.4.3 Create a staffing structure sufficient to sustain the program to meet the needs of the region (2014-15)
- 2.4.4 Staff and implement the Economic Workforce Development program (2014-15)
- 2.4.5 Develop evaluation protocol for the District's Economic Workforce Development approach (2014-15)

## FOUNDATION

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### Goal F 2.1: Maximize support to student programs and services through fundraising events (ST 5)

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#### *Objectives:*

- 2.1.1 Evaluate fundraising performance events supported in 2013-14
- 2.1.2 Evaluate the efficiency and cost effectiveness of these events as a basis for planning (2014-15)

## SMALL BUSINESS DEVELOPMENT CENTER

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### Goal SBDC 2.1: Expand Small Business Development Center impact on economic and workforce development in underserved District areas (ST 4)

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*Objectives:*

- 2.1.1 Expand services in Yolo County by adding additional consultants and facilitating workshops (2014-15)
- 2.1.2 Expand trainings in Lake County by adding an additional consultant and facilitating workshops. (2014-15)
- 2.1.3 Expand trainings and add global consultant in Yuba-Sutter area (2014-15)
- 2.1.4 Pursue trainings and consultant presence at Colusa County Outreach Facility two to four times monthly (2014-15)

## SECTION 3: RESOURCES

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### Goal B 3.1: Implement and evaluate the Resource Allocation Model (3.D.1.a.b.c.d; 3.D.2.a) (ST 2 & 3)

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*Objectives:*

- 3.1.1 Implement the hybrid resource allocation model for 2014-15 budget planning
- 3.1.2 Evaluate for effectiveness in supporting the District's and Colleges' mission during the Institutional Effectiveness Review (Summer 2014)

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### Goal B 3.2: Improve Accounts Receivable collections through automation (3.D.2.e; 3.D.3.a; 3.D.3.h) (ST 2 & 3)

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*Objectives:*

- 3.2.1 Improve Accounts Receivable collections for fiscal stability and fiscal integrity of the District by offering various payment options to students to reduce student bad debt accounts (2014-15)

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### Goal B 3.3: Improve Business Services operations through the use of technology (III.D.2.a; III.D.2.e) (ST 2 & 3)

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*Objectives:*

- 3.4.1 Provide timely and efficient print job requests and reduce Print Shop costs to the Colleges, off-campus centers, and District Services by reducing the cost of equipment and duplication by negotiating equipment contracts/agreements and educating staff with new technologies (2014-15)
- 3.4.2 Evaluate Business Services and Human Resources processes related to payroll processing and reporting and determine appropriate internal controls and separation of duties ( 2014-15)
- 3.4.3 Evaluate Business Services and Human Resources processes related to payroll processing and reporting and determine appropriate internal controls and separation of duties (2014-15)
- 3.4.4 Evaluate Business Services processes related to budget and journal transfers and determine automated solutions (2014-15)
- 3.4.5 Review and update district policy pertaining to travel and enhance forms (2014-15)

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### Goal B 3.5: Implement Web Time Payroll entry (III.D.2.a; III.D.2.e) (ST 2 & 3)

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*Objectives:*

- 3.5.1 Determine web time entry processes and implement pilot (2014-15)
- 3.5.2 Evaluate efficiencies and effectiveness of the newly implemented time sheet entry processes (2014-15)

## **BUSINESS SERVICES**

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### Goal B 3.1: Complete the work of developing, implementing, publishing, and evaluating a comprehensive fiscal and budget planning, management, and training program (III.D.2.c, e; III.D.3.b, h; III.D.4) (ST 3)

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*Objectives:*

- 3.1.1 Develop comprehensive detailed guidelines for department and College level fiscal planning and management (2014-15)
- 3.1.2 Develop and conduct training plan District-wide (2014-15)

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### Goal B 3.2: Develop, implement and evaluate a distributed records retention process (IV.A.4)

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*Objectives:*

- 3.2.1 Develop comprehensive detailed guidelines for department and College level record retention and management designating physical locations, timelines and responsibilities across the District (2014-15)
- 3.2.2 Implement the record retention process to include College and District-wide training (2014-15)

## DISTRICT SERVICES

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Goal DS 3.3 Evaluate, analyze and implement indicated improvements for a sustainable District webpage and portal that are accurate and intuitive and contain relevant and meaningful information (ST 1)

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*Objectives:*

- 3.3.1 Identify and evaluate critical elements for an accurate, intuitive, relevant webpage and portal (Spring 2014)
- 3.3.2 Create a short-term and long-term timeline for implementing the indicated improvements (Summer 2014)
- 3.3.3 Implement and evaluate the short-term improvements to the webpage and portal (Fall 2014)
- 3.3.4 Implement and evaluate the long-range improvements to the webpage and portal (Spring 2015)

## EDUCATIONAL PLANNING AND SERVICES

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Goal ES 3.1: Assess professional development needs in conjunction with the Office of Human Resources in support of DS strategic intent; implement and evaluate the effectiveness of professional development (III.A)

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*Objectives:*

- 3.1.1 Create a professional development plan to include both internal and external activities to enhance job skills, provide job-related knowledge and information, increase productivity and efficiency, and/or support succession planning (Spring 2014)
- 3.1.2 Offer in-house activities to enhance job skills, provide job-related knowledge and information, increase productivity and efficiency, and/or support succession planning (e.g., CurricUNET workshops, scheduler training and training on effective teleconferences and video conference meetings) (2014)
- 3.1.3 Evaluate effectiveness of the professional development plan and improve as appropriate (2014-15)



## FOUNDATION

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**GOAL F 3.1: Create an organizational framework in which both the institution and individuals have the tools and the support structure to pursue public project/program funding that is aligned with the District's strategic intent (ST 5)**

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*Objectives:*

- 3.1.1 Determine strategic objectives and success criteria in pursuit of external funding aligned with the District and College's strategic intent (Spring 2014)
- 3.1.2 Work with external consultant(s) to develop the District's grant resource capacity (e.g., external resources, grant website, research databases, data repository including regional, institutional and program data, etc.) (Spring 2014)
- 3.1.3 Negotiate a Federal Indirect Cost Rate with the U.S. Department of Labor (Fall 2014)
- 3.1.4 Establish a grants coordination process at the District level to include a grant coordination protocol and approval process (Fall 2014)
- 3.1.5 Develop and implement grant workshops for appropriate faculty, administrators and staff to outline the program and grant development process (2014-15)
- 3.1.6 Establish three partnerships in leading grant consortia; partnerships may include business, industry, agencies, schools, civic and charitable concerns (e.g., NCCCF, RCCS, etc.) (2014-15)

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**GOAL F 3.2: Clarify post-award protocols and provide support systems to grant administrators that are aligned with the District's strategic intent (ST 5)**

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*Objectives:*

- 3.2.1 Ensure the timely and competent issuance of quarterly, semi-annual and/or final grant reports; coordinate circulation and completion of grant face sheets; ensure timely and thorough submission of board acceptance agenda items; assist/guide grant administrators through the process of purchasing appropriate/stipulated grant-supported items; ensure compliance with appropriate OMB circulars (A-87) (2014-15)
- 3.2.2 Maintain data from grants to provide certifications of time, effort and outcomes
- 3.2.3 Identify State and Federal Government requirements for the maintenance of records; centralize and maintain these records electronically

## INFORMATION TECHNOLOGIES

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Goal IT 3.1: Improve the educational experience for students through engagement and retention by implementing Colleague's Student Planning (III.C)

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*Objectives:*

- 3.1.1 Oversee the updates for Degree Audit Yuba College and five years of data for WCC (2013-2015)
  - 3.1.2 Install and setup student planning software (2013-2015)
  - 3.1.3 Provide training on student planning (2014-2015)
  - 3.1.4 Provide support for data capture of MIS elements (2014-2015)
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Goal IT 3.2: Provide MIS data integrity training to improve data accuracy for data informed decision making. (III.C)

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*Objectives:*

- 3.2.1 Create an MIS team for submission, training, and accuracy checking (2014-2015)
  - 3.2.2 Implement training across the District (2014-2015)
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Goal IT 3.3: Provide assessment and recommendations to improve the quality of virtual meetings and virtual classroom experiences (III.C)

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*Objectives:*

- 3.3.1 Evaluate current equipment and functionality (Summer 2014)
- 3.3.2 Provide recommendations for improvement (2014-2015)
- 3.3.3 Provide virtual meeting training (2014-2015)

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### Goal IT 3.4: Implement a Report Server solution to increase data accuracy and accessibility across the District (III.C)

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*Objectives:*

- 3.4.1 Standardize forms and provide training (2014-2015)
- 3.4.2 Research and implement a solution allowing users access to the data from anywhere (2014-2015)
- 3.4.3 Evaluate standard reports and modify as appropriate (2014-2015)

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## **SMALL BUSINESS DEVELOPMENT CENTER**

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### Goal SBDC 3.1: Develop and implement a plan for long-term sustainability to assure continuity of and improvement in economic and workforce development services offered to the region (III.D.2.e; III.D.3)

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*Objectives:*

- 3.1.1 Pursue alternative funding sources including additional local sponsors for SBDC trainings (2013-14)
- 3.1.2 Pursue grant-funding in support of long-term SBDC sustainability (2013-14)
- 3.1.3 Evaluate the effectiveness of external funding in meeting the strategic intent of the Colleges and District with regard to workforce development services (2014-15)

## **SECTION 4: LEADERSHIP AND GOVERNANCE**

### **BUSINESS SERVICES**

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Goal B. 4.1: Enhance Business Services' communications to the District community (3.D.2.c) (ST 4)

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*Objectives:*

- 4.1.1 Regularly communicate to District management and to the District as a whole covering key issues in Business Services (2014-15)
- 4.1.2 Assist Colleges with the budget development and ensure District representation at budget planning meetings to support the Colleges with technical needs (2014-15)
- 4.1.3 Establish standards of service for each area of responsibility (2014-15)

### **EDUCATIONAL PLANNING AND SERVICES**

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Goal ES 4.1: Clearly delineate and communicate the operational responsibilities and functions of the District system and provide effective services that support the Colleges in their missions and functions (IV.3.a-c; IV.3.g) (ST 5)

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*Objectives:*

- 4.1.1 Widely communicate all operational functions performed and services provided in the District and Colleges through multiple venues (Spring 2014)
- 4.1.2 Annually evaluate the effectiveness of District services in supporting the Colleges' functions and achieving their missions (Fall 2014)
- 4.1.3 Reorganize the functional responsibilities between the Colleges and the District where needed to enhance and improve efficiency and to assure their integrity and effectiveness in assisting the Colleges in meeting educational goals (2014-15)
- 4.1.4 As a result of evaluations (4.1.2) implement process and service improvements to increase student learning and success by supporting the Colleges' functions and the achievement of their missions (2014-15)

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Goal ES 4.2: Examine and restructure as appropriate the participatory decision-making committee structures to assure a high degree of involvement in decision-making that allows an efficient management of workload across the District (ST 5)

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*Objectives:*

- 4.2.1 Re-examine District participatory decision-making committee structures, implement Committee Effectiveness Review as part of the Institutional Effectiveness Review process and restructure as appropriate to assure appropriate structure, inclusive membership, and transparent processes (2014-15)
- 4.2.2 Support professional development opportunities aimed at enhancing decision-making skills for committee participants across the District (2014-15)

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Goal ES 4.3: In support of full implementation of the multi-college transition, provide leadership for the Phase II Student Services Reorganization (IV.3.b) (ST1, 5)

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*Objectives:*

- 4.3.1 Identify and recommend the re-engineering of organizational efficiencies from the realignment of administrative functions (2014-15)
- 4.3.2 Support restructuring to achieve organizational efficiencies (2014-15)
- 4.3.3 Assess and evaluate the efficacy of the restructure/reorganization (2014-15)