



2018-2019

Kern Community College District

District Office Administrative Unit Review

→ Educational Services

John Means

Vice Chancellor, Educational Services

Submitted by: John Means

Executive Summary

a) In one paragraph or with bullet points, summarize the key points learned in this evaluation. *[list the highlights of the document]*

- Some of the goals from prior years remain the same and many have changed. The changes in personnel and consolidation has increased the duties and activities of this division.
- The primary focus is still to ensure the quality of instruction and student services programs at our colleges within the district. An equal focus has been to redouble the efforts to support the work of the three colleges. The change in the apportionment funding formula and increase emphasis on student success outcomes remains the primary forces demanding effective and efficient services. But much more attention and resources need to be focused on these areas.
- Educational Services has identified eleven administrative outcomes aligned with the KCCD Strategic Plan.
- Educational Services has identified 13 Key Performance Indicators (KPIs) including the number of board policies and procedures created or updated, the number of faculty evaluations reviewed, and the number of categorical grants and reports reviewed or submitted.
- Eleven Administrative Unit Outcomes have been identified that align with the needs of the District, our colleges, and the changing pressures.
- Seven new Unit Goals were identified that will serve as the focus for Educational Services this next year.

Future Directions of the Unit

a) How will your unit address internal and external trends in the next 3-5 years? *[how will the unit respond and improve in the future]*

Funding and Accountability for Outcomes

The pressure for increased accountability for student success outcomes has now jumped to include some of our funding based on student success outcome measures. While there is a three year “hold harmless” directive from the state, all colleges have immediately begun to feel tremendous pressure to double our efforts on student success plans. At the same time, there is concern and questioning among all colleges that even the most ambitious plans may not be enough. Given that this process had its genesis by the state legislature in 2010 in their call for funding based on outcomes. That call by the legislature morphed into the development of a Student Success Task Force with resulting recommendations for improving student success in its March 2012 report to the Board of Governors. That history reflects a near certain future with higher portions of apportionment funding based on student success outcomes. These trends require increased coordination of district wide instructional and student services student success programs.

Access for Students with the Largest Economic Need

As noted above for student success outcome funding, more and more pressure will build for community colleges to provide an education to low-income students. The formula would divvy up another 20 percent of state funding based on the portion of low-income students each college enrolls. Those numbers would be determined by how many students in the previous year received federal Pell Grants or students over the age of 25 who received the state’s College Promise Grant fee waiver, and an additional measure of undocumented students who qualified for resident tuition rates.

Increased Need for Pathway Collaboration

Much of the work over the past six years had resulted in significant changes and improvements. Our colleges are now working even closer with the state universities, universities, the local high schools, and the community to develop new and innovative methods to collaborate. Students are now completing educational plans prior to beginning at our colleges. Our institutional systems are changing and developing guided pathways once a student enters our colleges.

Increased Use of Technology

It is evident that the Educational Services Unit must continue to coordinate technological initiatives to ensure synchronization with the three colleges in terms of software purchases. District wide coordination also enables the district to increase efficiency and attain cost savings. In that context, as colleges rely on the use of technology to monitor students’ success and completion, the district will continue to assess potential technology solutions. For example, two major purchases began in 2016 and continued in 2017 and one into 2018: (1) the purchase of eLumen as an assessment tool for learning outcomes assessment and for curriculum management; and (2) Canvas as the course management platform used in the distance learning environment. Canvas is completely in use. eLumen is installed and downloads completed at all of our colleges. Educational Services works closely with the Office of Information Technology to plan technology that can improve processes.

Increased Need for Accurate Data Collection and Reporting

The continuing increase pressure to increase student outcomes coupled with the change in the apportionment funding formula brings new pressure for accuracy in reporting and increased collaboration and communication between the colleges, Informational Technology, Institutional Research, admissions and records and financial aid directors at the colleges. This process involves working closely with the vice presidents as the oversight group to follow-through and problem solve gaps in accurate reporting, submission of reports, and communication between all areas. These trends increase the need for district wide coordination of selection, adoption, and implementation of various software programs.

Section One: Unit Overview

- a) **What is the purpose of the unit and what populations (internal and external) are served by the unit?** *[why does the unit exist and how does the unit support the mission and vision of the Kern Community College District; who benefits directly from the services provided by the unit]*

The unit's purpose is provide leadership and oversight for the District's instructional services and student support programs.

This include (1) on behalf of the Chancellor, review and approve all instructional and student support services, (2) acting as an advisor to the Chancellor in matters pertaining to instruction and student services in the District, (3) communicating and interpreting instructional policies and procedures to administrators, faculty, and staff; (4) to ensure that action plans and program reviews for academic and student support programs are consistent with stated course learning outcomes and integrated into the strategic, planning, facilities, and budgetary planning processes in response to the district's Strategic Plan and the ACCJC Accreditation Standards; (5) to ensure compliance with KCCD Board policies, state, and federal laws in regards to instructional services and student support programs; (6) to sustain a learning environment at Kern Community College District in support of strategies and actions aimed at improving student success; (7) to scan the external and internal environment to support innovation and best practices in teaching and learning; (8) to coordinate CTE initiatives district wide and offer not-for-credit training options in the community; and workforce development; (9) to support effectiveness and efficiency as part of organizational learning and a focus on systemic change.

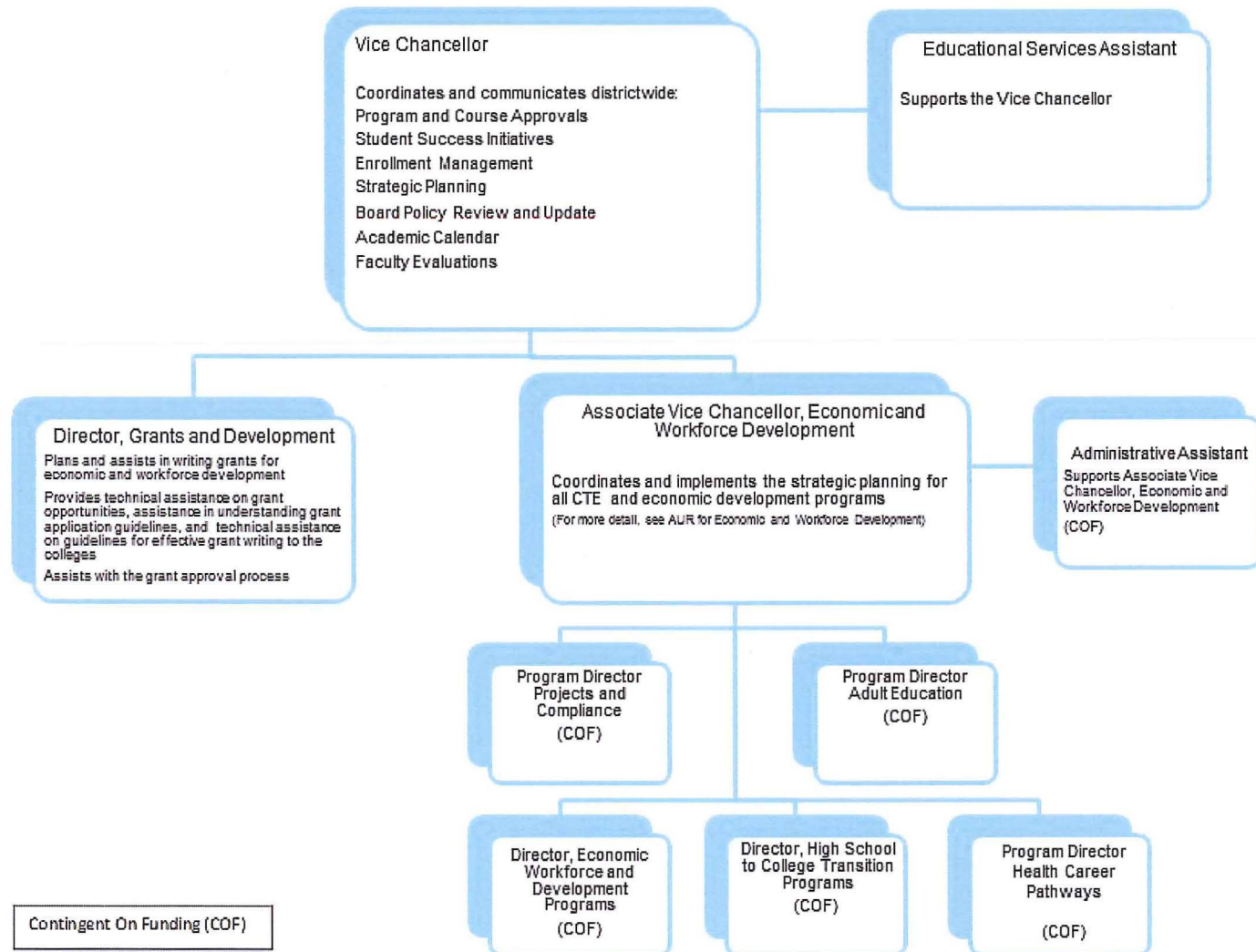
The Educational Services Unit supports instructional and student support programs at the three colleges. In particular, the unit meets monthly with the vice presidents of instruction and student services to plan for programs and services as well as to chart new directions designed to maintain innovation and embrace cutting-edge solutions. The vice chancellor meets monthly a=with the admissions and records directors, the financial aid directors, and participates in other committees. The vice chancellor also connects with IT and involves college stakeholders to ensure that the technology needs of the three colleges are addressed and coordinated.

*The Economic Development and Career and Technical Education functions are included in a separate district administrative unit review under the associate vice chancellor of Economic and Workforce Development.

Section One: Unit Overview *continued*

b) How is the unit structured within the district? Modify the org chart template below to illustrate the unit's organization.

Educational Services



Section Two: Administrative Unit Outcomes (AUOs)

- a) **List all the AUOs for the unit.** AUOs describe what a customer or end-user will understand, experience or obtain as a result of the service the unit provides. Specify the time-period in which each AUO will be assessed (focus on 1 to 3 assessments per year). Describe the method of assessment and the criteria used to determine success.

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Outcome or Desired Outcome
1. Consistency and conformance with Education Code, Title 5 and Board policy on behalf of the Chancellor and Board of Trustees for all new programs and new courses, programs, and deletions	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Inventory of all instructional programs submitted to BOT for approval	All instructional programs are reviewed and recommended for approval to the Chancellor and Board of Trustees
2. All programs and student services comply with Title 5 and California Educational Code	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Adoption of new and revised Board policies and procedures	All new and revised Title 5 policies and procedures are formatted into KCCD format and adopted by the Board of Trustees within 3 months
3. Colleges and district will enhance mandated reporting, procedures, Education Code, Title 5 changes, and enhanced district wide project resolution	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Vice presidents, admissions and record directors, and financial aid directors' meeting agendas will include the review and discussion of state and local issues affecting the colleges	Educational Services will support colleges by facilitating meetings and discussions related to common issues, concerns, statewide mandates, district wide issues related to instruction and student services, and evaluating and modifying district services to improve efficiency and effectiveness
4. Coordinate the common student services policies and practices across the Districts colleges to ensure student success in completion, transfer, job readiness	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Vice presidents meetings, admissions and records and financial aid directors meeting agendas will include review of practices with Student Services that facilitate student success	Listing of common student services and procedures

Administrative Unit Outcomes (AUOs) Cont.	Strategic Plan Alignment	Review Period	Method of Assessment	Outcome or Desired Outcome
5. Ensure timely and accurate reporting for colleges for district wide reports to the state community college Chancellor's office	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Review of current collection and reporting practices. Compilation of reports submitted by district office	Accurate and timely reports to the state
6. Student fees and academic calendars are coordinated and identical for all three colleges and submitted to the Board in a timely fashion	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Academic calendars and student fee approvals are submitted to Board	Increased student, faculty, and community clarity of fees and calendars resulting in increased participation and success
7. Direct the development and implementation of the District Strategic Plan and collaborate with the colleges in the development of the colleges Strategic Plans and the Student Success Plans	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Draft Strategic Plan will be shared with Consultation Council in February 2019	Plan approved by the Board in March 2019
8. Represent the District to local, state, and federal governmental agencies, businesses and agencies involved in creating, developing, modifying, and evaluating programs and services for community college students	Goal 1 – Maximize student success	2018- 2019	Compile listing of meetings held with local, regional, and state agencies	The three colleges within KCCD and their students will be represented at meetings where new programs and compliance regulations are considered
9. District Leadership Academy will be offered each year with active participation from all employee groups	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Participant surveys at completion of program	KCCD participants will complete with increased level of knowledge of leadership and awareness and support of other two colleges and district office

Administrative Unit Outcomes (AUOs) Cont.	Strategic Plan Alignment	Review Period	Method of Assessment	Outcome or Desired Outcome
10. Direct district legislative activities to address state and federal legislation impacting our colleges	Goal 5 – Strengthen Organizational Effectiveness	2018- 2019	Compile list of legislation that KCCD provided input	Community college operations will be enhanced to promote student success and access
11. Increased level of collaboration with area Adult Schools	Goal 1 – Maximize student success	2018- 2019	NOVA reports	Increased number of adult school students completing at community college
12. College faculty and administration will be informed regarding best practices focused on current issues of student success	Goal 1 – Maximize student success Goal 2 – Ensure Student Access	2018-2019	Satisfaction surveys after each professional development activity	At least one district wide professional development workshop for AB 705, Guided Pathways, and maximize utilization of institutional research

b) Summarize the results from any AUOs evaluated during the past year providing details regarding findings and plans for change or improvement.

AUO #1-6: These activities are ongoing responsibilities.

AUO #7: This process has just begun and anticipated completion, March 2019

AUO # 8 & 9: These activities are ongoing responsibilities.

AUO # 10 & 11: These are new responsibilities for the vice chancellor position

Section Three: Key Performance Indicators (KPIs)

a) List the KPIs for the unit along with the relevant outcomes for the last 3 years. KPI data tracks process efficiency and demand for services. Examples of KPIs include a count of customers served, a count of services performed, the average time to complete a service, etc. They are closely related to the AUOs and should reflect the unit's core function or purpose.

Key Performance Indicators (KPIs)	2015-16	2016-17	2017-18
1. Number of board policies and procedures created and/or updated (Chapter 4 & Chapter 5)	27	108	3
2. Number of faculty evaluations reviewed	No data	252	359
3. Number of Confidential/Management Employee Evaluations	0	0	9
4. Number of special compensation agreements approved	201	218	164
5. Number of New Courses reviewed and approved	42	53	90
6. Number of Course Revisions or Modifications reviewed and approved	362	376	371
7. Number of Course Deletions, Discontinuations or Deactivations reviewed and approved	184	164	291
8. Number of Program Revisions or Modifications reviewed and approved	13	17	37
9. Number of New Programs evaluated and approved	35	24	31
10. Number of Programs, Deletions, Discontinuations or Deactivations evaluated and approved	36	40	17
11. Number of meetings with vice presidents	0	7	5 (Feb-Sept)
12. Number of meetings with software district/college teams (BSC, A & R, Financial Aid)	0	9	16
13. Number of grants awarded			20 Total: \$4,295,000

b) Summarize any changes or findings

Since the prior two-year period saw major policy and procedure development and revision, this dropped for January 2019 through July. New policies and procedures and revisions are in progress.

Section Four: Prior Year Goals

a) **List the Goals from the prior year.** Indicate the status and list an anticipated completion date if not complete. Were unit outcomes met and/or what findings were realized in the process? *[starting in 2017-18, this will relate directly to the goals and outcomes listed in section five]*

Prior Goals	Status	Strategic Plan Alignment	AUO Alignment	Outcomes and/or Findings
1. Support the colleges in the submission of the institutional Self Evaluation Reports	Completed	Goal 5 – Strengthen Organizational Effectiveness	Engagement of all employee groups in leadership development increases KCCD’s ability to be nimble in response to change and growth	ISERs submitted and ACCJC external team visit complete
2. Implement eLumen to improve the collection of data for student learning outcomes assessment as well as program review	Completed	Goal 5 – Strengthen Organizational Effectiveness	Technology initiatives reflect consistency among the three colleges and district wide cost savings	Improved process for development and completion of SLO’s
3. Involve more faculty in the Leadership Academy	Ongoing	Goal 5 – Strengthen Organizational Effectiveness	Engagement of all employee groups in leadership development increases KCCD’s ability to be nimble in response to change and growth	Current Leadership Academy has three faculty
4. Reconvene Strategic Planning Taskforce with representatives from the three colleges and the district to begin the update of the district’s Strategic Plan	Ongoing	Goal 5 – Strengthen Organizational Effectiveness	Direct the development and implementation of the District Strategic Plan and collaborate with the colleges in the development of the colleges Strategic Plans and the Student Success Plans	Taskforce convened and plan to be completed by spring 2019
5. Establish a district wide taskforce to increase course articulation among the three colleges	Not completed	Goal 1 – Maximize Student Success	Courses will be articulated with KCCD	Articulation of classes are utilized among KCCD colleges
6. Review all new and revised curriculum to provide input for Board’s goals	Ongoing	Goal 1 – Maximize Student Success Goal 2 – Ensure Student Access	All courses and programs are reviewed	Ongoing

Prior Goals	Status	Strategic Plan Alignment	AUO Alignment	Outcomes and/or Findings
7. Coordinate prioritization of district wide needs in Student Services	Not completed	Goal 1 – Maximize Student Success Goal 2 – Ensure Student Access	Educational Services will provide a forum for district wide discussion related to student success and institutional effectiveness	Agenda in Student Services addressed in VP meeting process
8. Create a mechanism for identifying, tracking and monitoring educational technology initiatives that are desired by our colleges or are being presented by the State Chancellor’s Office and others	Not completed	Goal 5 – Strengthen Organizational Effectiveness	Adoption and implementation of new software in support of instruction and student services reflect effective district wide coordination	Ongoing

Section Five: Goals for the Upcoming Year

a) **Identify annual goals for the unit.** Describe how progress toward the goals will be measured during the upcoming year. Describe the target to be met during the year and the timeframe for completion. Specify how the unit goals align with the goals and objectives outlined in the districtwide strategic plan and the unit's AUOs. Indicate whether additional resources will be needed. *[just a Yes or No – these will be described in section seven]*

Unit Goals	Assessment Method	Annual Target and Timeline	Strategic Plan Alignment	AUO Alignment	Resources Needed (Yes/No)
1. Review all new and revised curriculum to provide input for Board's goals	All new course and programs reviewed through prior BOT approval in collaboration with CIO's at each college	2019-2020	Goal 1 – Maximize Student Success Goal 2 – Ensure Student Access	Educational Services reviews and recommends to the Chancellor and BOT all instructional courses and programs	Yes
2. Facilitate discussions of and implementation of best practices for increasing student success (i.e. completion, transfer, job readiness)	Organize district wide workshops on Guided Pathways, AB 705, and non-credit courses	2019-2020	Goal 1 – Maximize Student Success Goal 2 – Ensure Student Access	Coordinate the common student services policies and practices across the Districts colleges to ensure student success	Yes
3. Convene District Strategic Planning Committee and develop new plan to align with each college's and Chancellor's Office Vision for Success goals	District Plan completed by March 2019	2019-2020	Goal 1 – Maximize Student Success Goal 2 – Ensure Student Access Goal 5 – Strengthen Organizational Effectiveness	Direct the development and implementation of the District Strategic Plan and collaborate with the colleges in the development of the colleges Strategic Plans and Student Success Plans	Yes

Unit Goals	Assessment Method	Annual Target and Timeline	Strategic Plan Alignment	AUO Alignment	Resources Needed (Yes/No)
4. Ensure the collection and submission to the state of accurate student data on outcomes (completion, transfers, Perkins/VTEA elements) and students receiving financial aid	College and district office personnel are 95% certain that all data collected and submitted is accurate	2019-2020	Goal 5 – Strengthen Organizational Effectiveness	Ensure timely and accurate reporting for colleges for district wide reports to the state community college Chancellor’s office	Yes
5. Involve more faculty in the Leadership Academy	Leadership Academy cohorts will consist of a minimum of 20% faculty representation each year	2019-2020	Goal 5 – Strengthen Organizational Effectiveness	Participants report significant knowledge and appreciation of other colleges and district office	Yes
6. Coordinate replacement of scheduling software to maximize FTEs/enrollment for completion, transfer, and job readiness for students	Decision about new software is made and agreed upon by all three colleges	2019-2020	Goal 5 – Strengthen Organizational Effectiveness	Educational Services provides support and provide technical assistant to the colleges and district to enhance institutional effectiveness	Yes
7. Develop Policy and Procedures for Incarcerated Student Program	Policy and Procedures developed and taken through consultative process	2019-2020	Goal 5 – Strengthen Organizational Effectiveness	Educational Services provides support and technical assistance to the colleges and district to enhance institutional effectiveness	Yes
7. Establish a Student Equity & Achievement Program (SEA)	Agendas from meetings	2019-2020	Goal 1 – Maximize Student Success Goal 2 – Ensure Student Access	Educational Services provides support and technical assistance to the colleges and district to enhance institutional effectiveness	Yes

Unit Goals	Assessment Method	Annual Target and Timeline	Strategic Plan Alignment	AUO Alignment	Resources Needed (Yes/No)
8. Develop and oversee implementation of district Accessibility Plan	Agendas of district wide Accessibility Task Force and final plan and recommendations are submitted	2019-2020	Goal 5 – Strengthen Organizational Effectiveness	Educational Services provides support and technical assistance to the colleges and district to enhance institutional effectiveness	Yes
9. Coordinate efforts with other district operations (Business/Finance, Information Technology, Human Resources) to ensure adequate and equitable resources are available to support college operations related to student success (completion, transfer, job readiness) and timely submission of reports to applicable agencies	VP Agendas	2019-2020	Goal 5 – Strengthen Organizational Effectiveness Goal 2 – Ensure Student Access	Educational Services provides support and technical assistance to the colleges and district to enhance institutional effectiveness	Yes

Section Seven: Projected Unit Resource Needs

- a) **List the unit's needs above the current level.** *[if a Unit Goal in section five has a 'Yes' in the resources needed column, the need should be outlined here]*
 Describe the unit goal to which the request is related. Indicate the expected cost along with the rationale. Rank the proposals in order of their importance to the unit (a rank of '1' would be the most important resource the unit needs in order to achieve its goals).

Resource Needs	Proposed Allocation, Need or Change	Related Unit Goal or AUO	Cost and Justification	Rank
Staffing	Adequate			
Technology	Adequate			
Equipment / Supplies	Adequate			
Space / Facilities	Adequate			
Professional Development	Adequate			
Other: <i>[describe]</i>				
Total cost of resource needs over and above current budget allocation:			\$	

Routing and Review

Submitter's Name: John Means

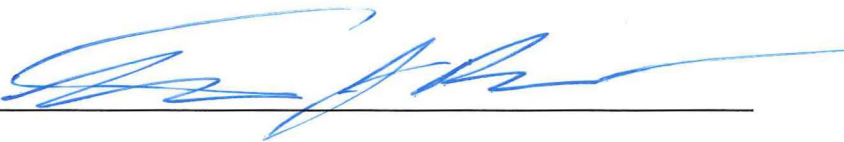
Title: Vice Chancellor, Educational Services

Submitter's Signature: 

Date Submitted: December 3, 2018

Submitter's Immediate Supervisor: Tom Burke

Date of Review: 12-18-18

Chancellor's Signature: 

Date of Review: 12-18-18

Date of Presentation to Administrative Council: October 29, 2018