



 Yuba Community College District

2014-2015 Comprehensive District Master Plan



Comprehensive District Master Plan

2014-2015

Yuba Community College District
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LEGEND:

B = Business Services
DS = District Services
HR = Human Resources
ES = Educational Planning and Services
F = Foundation
IT = Information Technology
M&O = Maintenance and Operations
WCC = Woodland Community College
YC = Yuba College
YCCD = Yuba Community College District

TABLE OF CONTENTS

<u>Section 1: Institutional Mission and Effectiveness</u>	1
<u>District Services Goals and Objectives</u>	1
<u>Section 2: Student Learning Programs and Services</u>	4
<u>Instruction:</u>	
<u>Woodland Community College Goals and Objectives</u>	4
<u>Yuba College Goals and Objectives</u>	5
<u>District Services Goals and Objectives</u>	5
<u>Student Support Services:</u>	
<u>Woodland Community College Goals and Objectives</u>	6
<u>Yuba College Goals and Objectives</u>	7
<u>Section 3: Resources</u>	8
<u>Human Resources:</u>	
<u>Woodland Community College Goals and Objectives</u>	8
<u>Yuba College Goals and Objectives</u>	8
<u>District Services Goals and Objectives</u>	9
<u>Financial Resources:</u>	
<u>Woodland Community College Goals and Objectives</u>	11
<u>Yuba College Goals and Objectives</u>	12
<u>District Services Goals and Objectives</u>	12
<u>Physical Resources:</u>	
<u>Woodland Community College Goals and Objectives</u>	14
<u>Yuba College Goals and Objectives</u>	15
<u>District Services Goals and Objectives</u>	16
<u>Technology Resources:</u>	
<u>Woodland Community College Goals and Objectives</u>	17
<u>Yuba College Goals and Objectives</u>	17
<u>District Services Goals and Objectives</u>	18
<u>Section 4: Leadership and Governance</u>	22
<u>Woodland Community College Goals and Objectives</u>	22
<u>Yuba College Goals and Objectives</u>	22
<u>District Services Goals and Objectives</u>	23



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Section 1: Institutional Mission and Effectiveness

District Services

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

Objectives:

- 1.1.1 Fully develop Strategic Planning Protocol to include program vitality criteria as a basis for program prioritization (2013-14)
- 1.1.2 Publish and widely communicate the Strategic Planning Protocol to include calendar, assignments/responsibilities and District-wide training (2013-14)
- 1.1.3 Implement Strategic Planning Protocol for 2014-15 Comprehensive District Master Plan (2014-15)
- 1.1.4 Evaluate strategic planning process and outcomes from first Annual Action Plan and implement improvements as appropriate (2015-16)

Goal ES 1.2: Complete the work of developing, implementing, publishing and evaluating a comprehensive institutional effectiveness review process (I.B.5; I.B.6) (ST 3)

Objectives:

- 1.2.1 Fully develop Institutional Effectiveness Review to include process, Key Predictive Indicators, Annual Action Plan outcomes and Student Achievement Criteria (fall 2013)
- 1.2.2 Publish and widely communicate the Institutional Effectiveness Review process to include calendar, assignments/responsibilities and District-wide training (fall 2013)
- 1.2.3 Implement Institutional Effectiveness Review process (2014-15)
- 1.2.4 Evaluate Institutional Effectiveness Review process and outcomes from first Annual Action Plan and implement improvements as appropriate (2015-16)

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)

Objectives:

- 1.3.1 Expand Report Server capacity (2013-14) (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 (2013-14)
- 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 (2014-15)

Goal ES 1.4: Complete the Facilities Master Plan update (III.B.1.a,b; III.B.2.a,b)

Objectives:

- 1.4.1 Update the Facilities Master Plan using the Colleges' Educational Master Plans, the District Services Master Plan and the ADA Transition Plan as the basis for prioritization to include broad constituent input in the planning process (2013-14)
- 1.4.2 Publish and widely communicate the Facilities Master Plan draft to gather broad constituent input in the planning process (2013-14)
- 1.4.3 Implement Facilities Master Plan (2014-15)
- 1.4.4 Evaluate Facilities Master Planning process and outcomes from first Annual Action Plan and implement improvements as appropriate (2015-16)

Goal F 1.1: Establish a five-year strategic plan

Objectives:

- 1.1.1 Work with the Foundation Board and the Governing Board to establish a strategic plan carrying YCCD Foundation over the next five years (2013-14)
- 1.1.2 Develop Key Performance Indicators to evaluate progress toward the achievement of all goals, objectives and activities defined in the strategic plan (2013-14)
- 1.1.3 Re-establish the Annual Report as a means of communicating the annual and longitudinal trends as depicted through defined Key Performance Indicators (2014-15)
- 1.1.4 Evaluate the strategic planning process and goals outcomes for Year 1 of the strategic plan (2014-15)

Goal HR 1.1: Support the Chancellor's Office in completing the multi-college organization and institutional processes (I.B, ST 5)

Objectives:

- 1.1.1 Revise the language in the various Collective Bargaining Agreements to properly reflect the District's multi-college status (June 2014)
- 1.1.2 Revise all relevant job descriptions to reflect the District's multi-college status (June 2014)
- 1.1.3 Revise all of the relevant APs and BPs relating to Human Resources and Police Services to appropriately reflect the District's multi-college status (December 2013)
- 1.1.4 Engage the Colleges and District in the development of communication processes aligned to the District's mission and goals (June 2014)

Goal HR 1.2: Develop a Comprehensive Human Resources Master Planning and Reporting Process (I.B.III A, ST 5)

Objectives:

- 1.2.1 Engage the Colleges and District in the development of staffing prioritization procedures aligned to the Colleges and District's mission and goals, as reflected in their Education Master Plans (June 2014)
- 1.2.2 Revise all relevant APs and BPs relating to the staffing prioritization procedures and protocols for the Colleges and District (June 2014)

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

Objectives:

- 1.1.1 Develop a protocol to assure optimal communication between the Colleges, centers and off-campus sites and across the three M&O departments (Custodial, Grounds/Landscaping and Maintenance) (2013-14)
- 1.1.2 Evaluate the effectiveness of the communication protocol, disseminate results of the evaluation (2014-15)
- 1.1.3 Implement improvements as indicated and evaluate effectiveness of those changes (2015-16)

Section 2: Student Learning Programs and Services

Instruction

Woodland Community College (WCC)

Goal WCC 2.1: Update and improve curriculum as needed

- 2.1.1 Develop and incorporate a Distributive Education Philosophy into curriculum and establish a DE subcommittee to develop and monitor inherent processes and procedures (Fall 2014) **ongoing**
- 2.1.2 Work with community partners on strengthening partners in adult education (re: AB 86) (Ongoing)
- 2.1.3 Identify achievement gaps and strategies to address these gaps (student equity plan, institutional set standards.) (Ongoing)
- 2.1.4 Encourage the establishment of pathways from MS/HS to WCC to 4-year/Careers (Seamless transition pathways and partnerships with school districts/articulations) and the Early Alert Program. (Ongoing)
- 2.1.5 CTE Partnerships: Establish small Business Management/Entrepreneurship program (Ongoing) **Completed (SBM/Entrepreneurship Certificate established)**
- 2.1.6 Provide regional leadership in workforce and economic development through DSNs in agriculture and business (Ongoing) **(Completed)**
- 2.1.7 Enhance CTE curriculum and instruction through outreach to high schools, contextualized learning, short-term CTE programs that respond to adult education and AB 86 mandates (Ongoing)
- 2.1.8 Continue to work with Advisory Boards to respond to industry needs in CTE (Ongoing)
- 2.1.9 Leverage external funds and community partnerships to develop new directions for CTE such as SB 1070, SB 70 and Perkins (Ongoing)
- 2.1.10 Systematically review of existing degrees to determine if they include new courses that may be appropriate (Ongoing)

Goal WCC 2.2: Efficient and effective scheduling

- 2.2.1 WCC ownership of schedule and catalog (Fall 2014) **(Completed)**
- 2.2.2 Develop criteria for reduction/expansion of course offerings (Fall 2014) **(Completed – Criteria developed through Scheduling Advisory Committee)**

Yuba College (YC)

Goal YC 2.2: Prioritize and allocate resources based on existing and emerging community and student needs over those of individual projects or programs.

- 2.2.1 Hire a full-time, categorically funded Agriculture Instructor for one year to build the Agriculture Manufacturing/Agriculture Mechanics program to meet the emerging need for agriculture technicians and farm managers in the Yuba-Sutter area. Full-time student enrollment and productivity will be evaluated at the end of the academic year to assess effectiveness of position and if positive, alternative funding or general funding will be attained by department for future years.

Goal YC 2.7: Improve the quality of the student experience at all our campuses and centers.

- 2.7.1 AB-86 is a state grant that will fund adult education through-out the state. The Student Services committee will formulate a working group to prepare and develop a Program Proposal for Yuba College.

District Services

Goal ES 2.1: Provide increased support for the curriculum process to assure compliance and accuracy in support of high-quality instructional programs that exceed the needs of the community (II.A; II.A.6.c)

Objectives:

- 2.1.1 Ensure alignment of course outlines of record to CurricUNET and Colleague (2013-14)
- 2.1.2 Redesign workflows to support timely and accurate curricular processes (2013-14)
- 2.1.3 Ensure alignment of College catalogs, class schedules (2013-14)
- 2.1.4 Align College catalogs, class schedules and syllabi with approved course outlines of record, Board Policies and Administrative Procedures, state guidelines, and California Education Code (2013-14)
- 2.1.5 Assure alignment of degrees and certificates with state files (2013-14)
- 2.1.6 Develop Colleague audit reports - with IT (2013-14)
- 2.1.7 Create a streamlined process to assure ongoing curriculum alignment (2014-15)

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)

Objectives:

- 2.3.1 Implement a needs assessment to determine contract education needs in the region (2013-14)
- 2.3.2 Create a staffing structure sufficient to sustain program to meet the needs of the region (2013-14)
- 2.3.3 Implement the Contract Education program (2014-15)
- 2.3.4 Evaluate and improve the Contract Education program (2015-16)

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

Objectives:

- 2.4.1 Implement a needs assessment to determine the economic development needs in the region (2013-14)
- 2.4.2 Create a staffing structure sufficient to sustain the program to meet the needs of the region (2013-14)
- 2.4.3 Staff and implement the Economic Workforce Development program (2014-15)
- 2.4.4 Evaluate and improve the Economic Workforce Development program (2015-16)

Student Support Services

Woodland Community College (WCC)

Goal WCC 2.4: Well-aligned student support services

- 2.4.1 Work with planning groups and support personnel (Fall 2014)
- 2.4.2 Monitor and share data and indicators of student success (Fall 2014) **Ongoing**
- 2.4.3 Implement recommendations from Basic Skills Initiative (Fall 2014) **Ongoing**
- 2.4.4 Hire counselor (1 FTE), outreach specialist (PT), and A&R transcript evaluator (Fall 2014) **(Completed)**
- 2.4.5 Mandatory orientations (Fall 2014) **(Completed)**
- (2.4.6 On-line tutorials (Fall 2014) **(Ongoing)**

- 2.4.7 Increase general counseling staff (Fall 2014) (Partially Completed/Ongoing – two new general counseling faculty have been hired)
- 2.4.8 Administer/ Interpret Myers/SDS/Strong/Eureka (Fall 2014) (Completed)
- 2.4.9 Develop intramural sports options (Ongoing)

Yuba College (YC)

Goal YC 2.3: Steward our institutional resources with increasing effectiveness and efficiency.

- 2.3.1 Hire two ongoing, SSSP funded Specialist to coordinate counseling, tutoring services and basic skills support to CTE students. Specialist will also be responsible overall advising of students by providing student workshops in various areas, such as study skills, time-management and financial literacy areas. Specialist will use a case-management model to provide intrusive advising to CTE students. Additionally the position will be responsible for CTE articulation with feeder schools. Position will be evaluated each year by the CTE Dean.

Goal YC 2.5: Design our program in such a way as to allow students to complete their educational goals in a timely manner.

- 2.5.1 In 2014-15, the Testing Office will produce a Testing Orientation Video that will:
 - Inform students on the importance of the Placement Test regarding their academic future
 - Aid students in understanding what the placement levels mean
 - Review YCCD testing and retesting policies
 - Provide an overview of the Placement Test
 - Provide samples of Placement Test questions
 - Provide a Practice Test
 - Provide additional study sites and materials available for preparation

Goal YC 2.7: Improve the quality of the student experience at all our campuses and centers.

- 2.7.2 In 2014-15, develop a process for correcting the Yuba College catalog, the information source for the Degree Audit/Electronic Educational Plan. Without correcting catalog errors, Degree Audit-driven electronic educational plans will continue to contain errors, leading to the misinformation of students and a deterioration of trust in the institution on their part.
- 2.7.3 Yuba College will submit a Title V grant proposal in spring 2014. If awarded, student services will help to facilitate implementation.

Goal YC 2. 8: Develop partnerships to enhance educational resources and student opportunities.

- 2.8.1 Beginning Fall 2014, TRiO programs will work with College DE to explore online academic advising and tutoring options. A small pilot will be implemented in Spring 2015.

Section 3: Resources

Human Resources

Woodland Community College (WCC)

Goal WCC 3.5: Address staffing needs

- 3.5.1 Identify administrative positions needed that meet the staffing criteria such as permanent Dean of Instruction and Dean of Student Services, as well as their support staff (Ongoing)
- 3.5.2 Develop a new list of positions to be filled based upon established tiered criteria (Fall 2014) (Ongoing)

Yuba College (YC)

Goal YC 3.2: Prioritize and allocate resources based on existing and emerging community and student needs over those of individual projects or programs.

- 3.2.1 Develop a comprehensive staffing plan using an equitable rubric for evaluating priorities for the staffing process by end of 2013-2014 Academic Year.
- 3.2.2 Investigate the feasibility of combining the manager and classified staffing committees as well as the charge of the committee. (Incorporate into the previous and delete.)

Goal YC 3.3: Steward our institutional resources with increasing effectiveness and efficiency.

- 3.3.1 By Summer 2014, designate employee for Degree Audit and Student Educational Planning Programs to assist in updates for Degree Audit and the evaluation and input of inter-college transcript data.

Goal YC 3.8: Develop partnerships to enhance educational resources and student opportunities.

- 3.8.1 The Student Services committee will investigate revitalizing the Diversity Internship Program for 2014-2015 Academic Year. The committee will work with the District Human Resources department to secure funding and re-implement.

District Services

Goal B 3.6: Plan, develop and maintain a series of actions to support staff development (III.D.2.a; III.D.2.e) (ST 3)

Objectives:

- 3.6.1 Develop leadership competencies through the use of various trainings, workshops and conferences (2013-14)
- 3.6.2 Develop training plan to assure operational coverage and support succession planning (2013-14)

Goal DS 3.2: 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)

Objectives:

- 3.2.1 Develop a budget development and reporting process calendar (2013-14)
- 3.2.2 Develop comprehensive detailed guidelines for department and College level fiscal planning and management (2014-15)
- 3.2.3 Develop and conduct training plan District-wide (2014-15)
- 3.2.4 Evaluate the budget development process and review the training program (2015-16)

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)

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 (2013-14)
- 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) (2013-14)
- 3.1.3 Evaluate effectiveness of the professional development plan and improve as appropriate (2014-15)

Goal HR 3.2: Improve Human Resources operations to prioritize responsibilities, maximize efficiencies and improve communications to provide greater technical support services to the Colleges and District (III. A, ST 5)

Objectives:

- 3.2.1 Improve Human Resources key processes in an effort to enhance accountability and efficiencies in the utilization of staff time; develop methods and systems to improve and streamline Human Resources staffing and operations and to measure and control those operations to provide performance feedback (July 2013 through June 2016)
- 3.2.2 Implement a Reorganization Plan to align the Office of Human Resources' core purpose and functions to human resources industry and accreditation standards (June 2014)
- 3.2.3 Implement technology-driven processes in the Office of Human Resources to enhance effectiveness and create greater efficiencies (Position Control System, On-Line Recruiting/Tracking System, On-Line Professional Development Program) (June 2015)
- 3.2.4 Sustain the Continuous Quality Improvement (CQI) process, with measurable indicators to monitor accountability (June 2015)
- 3.2.5 Disaggregate and communicate results of annual employee satisfaction survey (July 2013 through June 2016)
- 3.2.6 Restructure the Office of Human Resources to support the infrastructure for professional development throughout the District (staffing enhancements) (June 2014)
- 3.2.7 Enhance the professional development capabilities of the Colleges and District, including, but not limited to, the development of a New Employee Orientation Program, Leadership Program and a myriad of other training programs designed to increase core competencies, together with enhanced on-line training capabilities (June 2014)
- 3.2.8 Effectively communicate the Human Resources services, objectives, standards, requirements, policies and procedures to the College community (July 2013 through June 2016)

Goal HR 3.3: Support the Colleges and the District in creating a safe, welcoming, and inclusive learning and teaching environment (III. A, ST 5)

Objectives:

- 3.3.1 Update and implement District EEO and College Diversity Plans to insure broader representation of diverse groups within our workforce (June 2014)



- 3.3.2 Develop and implement training programs, including new Human Resources/EEO processes and procedures (full implementation by June 2015)
- 3.3.3 Strengthen stakeholder's awareness and understanding of diversity inclusion and equity in the workplace (July 2013 through June 2016)
- 3.3.4 Revise all relevant APs and BPs relating to EEO, recruitment and hiring practices (June 2014)
- 3.3.5 Strengthen stakeholder's awareness and understanding of safety in the learning and work environment (July 2013 through June 2016)
- 3.3.6 Work collaboratively with the Colleges in addressing the staffing needs for security personnel (July 2013 through June 2016)
- 3.3.7 Work collaboratively with the Colleges to provide an appropriate level of professional development focused on safety for students and staff (July 2013 through June 2016)

Goal M&O 3.1: Implement a comprehensive safety program in Maintenance and Operations to assure access, safety, security, and a healthful learning and working environment (III.A.5)

Objectives:

- 3.1.1 Develop and publish safety standards (2013-14)
- 3.1.2 Implement routine safety training for all M&O personnel (2013-14)
- 3.1.3 Evaluate the training to assure the program is meeting the needs of the M&O personnel (2014-15)

Financial Resources

Woodland Community College (WCC)

Goal WCC 3.2: Efficient and effective scheduling

- 3.2.1 Work with District Budget Advisory team information to carry out the revised resource allocation model (October 2014) (Ongoing)
- 3.2.2 Use the resulting allocations to, locally, plan and develop our local Division allocations at the college. (Relates to Accreditation recommendation) (October 2014) (Ongoing)

Yuba College (YC)

Goal YC 3.2: Prioritize and allocate resources based on existing and emerging community and student needs over those of individual projects or programs.

- 3.2.3 Institutionalize general fund support for the various tutoring programs -- CSC, WLDC, MESA, and Hard Math Cafe -- through a mixture of FTES and SSSP ("follow-up") funds.

Goal YC 3.3: Steward our institutional resources with increasing effectiveness and efficiency.

- 3.3.2 The College will analyze the need to replace the Yuba College Researcher Position for 2014-2015 Academic Year. The position is being requested in the submitted Title V proposal and if granted will enable the college to replace this position.

District Services

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)

Objectives:

- 3.1.1 The Resource Allocation Model was developed in an inclusive and transparent manner through a sub-team of DC3, the Resource Allocation Model Committee; the model allocates resources based on the mission of the District and Colleges using the strategic planning protocol developed by DC3, sub-team 1; the model will be communicated at DC3 meetings, District website, and portal District-wide (2013-14)
- 3.1.2 Transitional implementation will be completed for the 2015-16 budget planning
- 3.1.3 The model will be annually evaluated for effectiveness in supporting the District's and Colleges' mission during the Institutional Effectiveness Review (2013-14)

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

Objectives:

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

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)

Objectives:

- 3.1.1 Determine strategic objectives and success criteria in pursuit of external funding aligned with the District and College's strategic intent (2013-14)
- 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.) (2013-14)
- 3.1.3 Negotiate a Federal Indirect Cost Rate with the U.S. Department of Labor (2013-14)
- 3.1.4 Establish a grants coordination process at the District level to include a grant coordination protocol and approval process (2013-14)
- 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)

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)

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 (2015-16)
- 3.2.3 Identify State and Federal Government requirements for the maintenance of records; centralize and maintain these records electronically (2015-16)

Goal M&O 3.6: Improve Efficiencies

Objectives:

- 3.6.1 Review and evaluate costs associated with outsourced services in comparison to in-house services (Staffing Enhancements 2013-14)
- 3.6.2 Improve reporting processes to various State entities for maximizing funding to the district its' capital infrastructure needs (Staffing Enhancement 2014-15)
- 3.6.3 Support for Maintenance and Operations for procurement, NetFacilities, asset management, implement and enforcement of key control, and contract management (Staffing Enhancement 2014-15)

Physical Resources

Woodland Community College (WCC)

Goal WCC 3.1: Update and improve curriculum as needed

- 3.1.1 Submit request for funding for equipment needs for Biology/Ecology (via instructional equipment funds) (Fall 2014) **(Completed – but needs are Ongoing)**
- 3.1.2 Submit request for funding for equipment needs for Physics (via instructional equipment funds) (Fall 2014) **(Completed – but needs are Ongoing)**
- 3.1.3 Submit request for funding for equipment needs for Greenhouse (via Perkins) (Fall 2014) **(Completed – but needs are Ongoing as we implement plans for constructing the greenhouse via sources other than Perkins)**

Goal WCC 3.4 Well-aligned student support services

- 3.4.1 Develop/Implement Student Achievement Center via HSI grant (Spring 2015) **(Ongoing – implementation plans are being considered with funding through Student Equity Funds)**
- 3.4.2 Leverage financial and resources available to HSIs, including research, best practices, internships, staff development to meet the mandates of the completion agenda, achievement gaps and student equity (Spring 2015) **(Ongoing – staff continue to benefit from professional development opportunities including fellowships, conferences and literary resources)**
- 3.4.3 Renovate Bldg. 700 in concert with One Stop Functions **(complete)** (Spring 2015)
- 3.4.4 Work to identify transportation solutions (i.e. Yolo Bus pass feasibility) (Ongoing)
- 3.4.5 Identify Fitness Facilities (Ongoing)

3.4.6 Work towards providing expanded food services on campus (Also supports Strategic Plan Goal #3 - Campus Growth and Development) (Ongoing)

Goal WCC 3.6: Update and expand facilities to meet student needs

- 3.6.1 Facilities (Safety): Building 600 Renovation – Benches in room 625 (Deferred Maintenance) (June 2015)
- 3.6.2 Facilities (Safety): Building 600 Renovation – Chemistry Lab Renovation (Deferred Maintenance) (June 2015)
- 3.6.3 Facilities (Safety): Building 600 Renovation – Fume Hood Repair (Deferred Maintenance) (June 2015)
- 3.6.4 Facilities: Building 600 Renovation – Cadaver Room Repair (Deferred Maintenance) (June 2015)
- 3.6.5 Greenhouse/Propagation House (Measure J) (June 2015)
- 3.6.6 Other Measure J/Deferred Maintenance Projects per plans (June 2015)

Yuba College (YC)

Goal YC 3.3: Steward our institutional resources with increasing effectiveness and efficiency.

- 3.3.3 In 2014-2015, establish a computer lab at Clear Lake campus.

Goal YC 3.4.4: Research and utilize effective modes of delivery for our courses and services.

- 3.4.1 Purchase and Install instructional equipment for up to twenty classrooms.
- 3.4.2 Update and improve equipment and control systems in several rooms in building 700.
- 3.4.3 Update equipment in rooms 200 & 202. Install instructor console with updated equipment in room 202.
- 3.4.4 Other classrooms to be evaluated from program reviews.

Goal YC 3.7: Improve the quality of the student experience at all our campuses and centers.

- 3.7.1 Upgrade facilities at the Sutter Center to incorporate a wet laboratory.
- 3.7.2 During the 2014-2015 academic year, a location will be established for a Veterans' Resource Center on campus.

District Services

Goal DS 3.3: Develop, implement and evaluate a distributed records retention process (IV.A.4)

Objectives:

- 3.3.1 Develop comprehensive detailed guidelines for department and College level record retention and management designating physical locations, timelines and responsibilities across the District (2013-14)
- 3.3.2 Implement the record retention process to include College and District-wide training (2014-15)
- 3.3.3 Evaluate the record retention process and review the effectiveness of the training program (2015-16)

Goal M&O 3.3: Implement comprehensive equipment and vehicle inventory and control to assure access, safety, security, and a healthful learning and working environment (III.B.1.b)

Objectives:

- 3.3.1 Inventory all equipment and vehicles (2013-14)
- 3.3.2 Create and implement a routine repair plan for all equipment and vehicles (2014-15)
- 3.3.3 Create a replacement plan to assure availability of adequate and appropriate equipment and vehicles (2014-15)

Goal M&O 3.4: Pursue options and local resources to assure optimal aesthetics for Colleges, and outreach sites in support of a healthful learning and working environment (III.B.1.b)

Objectives:

- 3.4.1 Pursue options and local resources to address tree removal, garden maintenance and weed control (2013-14)

Goal M&O 3.5: Develop and implement a recycling program (III.B; IV.A.3)

Objectives:

- 3.5.1 Develop comprehensive recycling program across the District involving staff, faculty, administrators and students (2013-14)
- 3.5.2 Evaluate the effectiveness of the recycling program and implement improvements as appropriate (2014-15)

Technology Resources

Woodland Community College (WCC)

Goal WCC 3.4: Well-aligned student support services

- 3.4.7 Work with IT to incorporate technology in student support services, i.e. degree audits, e-advising, counseling appointment system, online student ed plans, online counseling (Fall 2014) **(Partially Complete – degree audits, counseling appointment system through E-SARS/SARs and student ed plans are established and implemented)**
- 3.4.8 Incorporate tracking/accounting mechanism for Career Center Use (Fall 2014) **(Ongoing)**
- 3.4.9 Use WCC Portal as platform to store student Ed plans (Fall 2014) **(Ongoing)**
- 3.4.10 Refine Student Services content on WCC website and add links to student Portal (Fall 2014) **(Ongoing)**
- 3.4.11 Load counseling appointment through SARs; paperless schedules; online transcript ordering; degree audits through Datatel (Fall 2014) **Completed**
- 3.4.12 Establish system for e-advising (Fall 2014) **(Ongoing)**

Goal WCC 3.7: Address technology needs

- 3.7.1 Work to identify and increase the usage of technological solutions for organizing and communicating among groups and college-wide (Spring 2015) **(Ongoing)**

Yuba College (YC)

Goal YC 3.1: Foster a culture of evidence-informed decision making, including SLO development/assessment and other measures of student success.

- 3.1.1 In 2014-15, the Counseling Department will work collaboratively with the IT Department and with the Mass Communications Program to improve the quality and effectiveness of the online orientation for new students. Specifically, and in keeping with SLO development, pre- and post-testing will be implemented to measure the orientation's effectiveness. Additionally, the necessity of awareness and utilization of the YC e-mail system for enhanced communication between YC and its students will be demonstrated at the beginning of the orientation.
- 3.1.2 In summer of 2014, research and implement data imaging for student files through Image Now in order to increase efficiency and effectiveness. To accomplish this, scanners for Image Now will may to be purchased or software alternative.

Goal YC 3.2: Prioritize and allocate resources based on existing and emerging community and student needs over those of individual projects or programs.

- 3.2.4 Purchase and/or upgrade computers and printers to further support student activities in all LRCs, especially to create a dedicated training lab separate from the open media lab in Marysville and Clear Lake. IT would oversee implementation

Goal YC 3.3: Steward our institutional resources with increasing effectiveness and efficiency.

- 3.3.4 Throughout 2014-2015 continue to automate processes to make it easier for students to complete forms, scholarship applications, etc., through TransForms and Academic Works software.

Goal YC 3.8: Develop partnerships to enhance educational resources and student opportunities.

- 3.8.2 In summer of 2014, research and implement data imaging for student files through Image Now in order to increase efficiency and effectiveness. To accomplish this, scanners for Image Now will may to be purchased or software alternative.

District Services

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)

Objectives:

- 3.2.1 Work with Information Technologies (IT) to implement the communication management module in Datatel for student invoicing (2015-16)
- 3.2.2 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)
- 3.2.3 Evaluate process to determine if Accounts Receivable is working as planned (2016-17)

Goal B 3.3: Implement report automation (3.D.2.a; 3.D.2.e) (ST 2 & 3)

Objectives:

- 3.3.1 Improve Business Services key processes in an effort to enhance accountability and efficiencies in the utilization of staff time; examples of report automation include CCFS-311, CCFS-311Q, etc. (2015-16)

Goal B 3.4: Improve Business Services operations through the use of technology (III.D.2.a; III.D.2.e) (ST 2 & 3)

Objectives:

- 3.4.1 Work collaboratively with external bookstore vendor to ensure appropriate and accurate services for students (2013-14)
- 3.4.2 Develop a survey to ensure efficiencies for faculty and students (2013-14)
- 3.4.3 Make a determination to pursue Request for Proposals (RFP) or re-negotiate the current contract with vendor (2013-14)
- 3.4.4 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)
- 3.4.5 Evaluate Business Services and Human Resources processes related to payroll processing and reporting and determine appropriate internal controls and separation of duties (Staffing Enhancements 2014-15)

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

Objectives:

- 3.5.1 Implement an electronic time sheet entry pilot (2013-14)
- 3.5.2 Determine web time entry processes, based on the results of the pilot (2014-15)
- 3.5.3 Evaluate efficiencies and effectiveness of the newly implemented time sheet entry processes (2014-15)

Goal DS 3.1: Improve and streamline District Services Operations through technology enhancements (III.D.2.a; III.D.2.e) (ST 2)

Objectives:

- 3.1.1 Utilize user-friendly and modern technology in conducting meeting interactions (2014-15)
- 3.1.2 Implement staff computer replacement rotations (2013-14)

Goal DS 3.4: Evaluate, analyze and implement indicated improvements for a sustainable District webpage and portal that are accurate, intuitive and contain relevant and meaningful information (ST 1)

Objectives:

- 3.4.1 Identify and evaluate critical elements for an accurate, intuitive, relevant webpage and portal (2013-14)

- 3.4.2 Create a short-term and long-term timeline for implementing the indicated improvements (2013—14)
- 3.4.3 Implement and evaluate the short-term improvements to the webpage and portal (2013-14)
- 3.4.4 Implement and evaluate the long-range improvements to the webpage and portal (2014-16)

Goal ES 2.2: Examine key processes to assure ongoing improvement in institutional effectiveness beginning with a focus on the Flexible Calendar process (III.5)

Objectives:

- 2.2.1 Automate the Flex Process on WebAdvisor to include Flex Agreement, reporting and documentation (2013-14)
- 2.2.2 Update Administrative Procedure 7161, Flex Guidelines (2013-14)

Goal IT 3.1: Improve the educational experience for students and support District cost reduction by creating a virtual lab environment (III. C)

Objectives:

- 3.1.1 Implement underlying infrastructure necessary to support the virtual lab in the remodel phase of Building 1100, Library and Learning Resource Center at Yuba College (2013-14)
- 3.1.2 Install and beta test virtual lab (2013-14)

Goal IT 3.2: Assist with the implementation of a new Learning Management System (LMS) to replace Blackboard (III.C)

Objectives:

- 3.2.1 Create Canvas administration team, attend administration training, perform administration setup (roles, web interface design, helpdesk workflows, etc.) (2013-14)
- 3.2.2 Design and implement uploads of data from Colleague (2013-14)

Goal IT 3.3: Implement a complete software solution for “flex hours”; includes all phases from initial faculty plan through payment (III.C)

Objectives:

- 3.3.1 Implement Phase I beta solution, testing and training (2013-14)
- 3.3.2 Evaluate solution and implement modifications (2013-14)
- 3.3.3 Full release including Phase II (2014-15)

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

Objectives:

- 3.4.1 Install reporting solution and implement security setup (2013-14) (see also ES 1.3)
- 3.4.2 Standardize forms and provide training (2013-14)
- 3.4.3 Evaluate standard reports and modify as appropriate (2014-15)

Goal IT 3.5: Convert Live@edu email solution to Office 365 to provide expanded and cost effective online subscription services to our students, faculty and staff (III.C.1)

Objectives:

- 3.5.1 Convert Identity Lifecycle Management (ILM) to Directory Synchronization (2013-14)
- 3.5.2 Update portal with new webparts (2013-14)
- 3.5.3 Provide training to include video, pocket guide and demonstrations (2013-14)
- 3.5.4 Modify internal documentations (2013-14)
- 3.5.5 Assure District-wide communication through committee announcements and portal (2013-14)

Goal M&O 3.2: Implement electronic maintenance management system (Net Facilities) to assure ongoing and prudent maintenance and continuing quality of the District's physical resources (III.B.1-2; III.C.1-2)

Objectives:

- 3.2.1 Fully implement and deploy NetFacilities Work Order function to include training the District community on the electronic work order process and event communication (2013-14)
- 3.2.2 Populate and deploy additional capacity to include preventative maintenance and records archiving (2014-15)
- 3.2.3 Evaluate the effectiveness of the electronic maintenance management system in assuring prudent maintenance of District facilities (2014-15)

Section 4: Leadership and Governance

Woodland Community College (WCC)

Goal WCC 4.1: Update and improve curriculum as needed

4.1.2 Work with the District DE committee to:

- Complete assessment of DE functions and responsibilities (Fall 2014)
Complete
- Provide support for the Vice Chancellor in determining the expectations of district-provided services (Fall 2014)
- Revise functional map (Fall 2014) **(Complete)**
- Disseminate information (Fall 2014) **(Complete)**

Goal WCC 4.9: Track and assess for continuous improvement

4.9.1 Clarify the process for seeking and applying for grants, including who will apply, how will sustainability be addressed and what the college/district roles are. (Also supports Strategic Plan Goal #5 - Communication) (Fall 2014) **(Ongoing)**

Goal WCC 4.10: Track state-wide improvement indicators and include in systematic quality improvement for student access and success

4.10.1 Collaborate with the district to meet district recommendations 1-4, and college recommendation 3. (Also related to WCC's Strategic Plan Goal #3 - Campus Growth and Development.) (Fall 2014) **(Ongoing)**

Yuba College (YC)

Goal YC 4.1: Foster a culture of evidence-informed decision making, including SLO development/assessment and other measures of student success.

4.1.1 Redesign TracDat to meet the needs of program review and SLO development

4.1.2 Provide training in both TracDat and in the effective gathering and use of data.

Goal YC 4.7: Improve the quality of the student experience at all our campuses and centers.

4.7.1 The Student Services committee will develop a college-wide Student Services Report Card, as well as develop the criteria and tools to evaluate existing programs and services on effectiveness and efficiency of said services.

District Services

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

Objectives:

- 4.1.1 Regularly communicate to District management and to the District as a whole covering key issues in Business Services (2013-14)
- 4.1.2 Assist Colleges with the budget development and ensure District representation at budget planning meetings to support the Colleges with technical needs (2013-14)
- 4.1.3 Establish standards of service for each area of responsibility (2013-14)

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)

Objectives:

- 4.1.1 Widely communicate all operational functions performed and services provided in the District and Colleges through multiple venues (2013-14)
- 4.1.2 Gather baseline data and thereafter annually evaluate the effectiveness of District services in supporting the Colleges' functions and achieving their missions (2013-14)
- 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)

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)

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 (2013-14)

- 4.2.2 Support professional development opportunities aimed at enhancing decision-making skills for committee participants across the District (2013-14)

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)

Objectives:

- 4.3.1 Identify and recommend the re-engineering of organizational efficiencies from the realignment of administrative functions (2013-14)
- 4.3.2 Support restructuring to achieve organizational efficiencies (2013-14)
- 4.3.3 Assess and evaluate the efficacy of the restructure/reorganization (2014-15)

Goal HR 4.1: Support the Colleges' accreditation review and response for all matters relating to Human Resources planning and staffing (III.A) (ST 5)

Objectives:

- 4.1.1 Work collaboratively with College and District leadership to address staffing accreditation findings (October 2014)
- 4.1.2 Work collaboratively with Yuba College Faculty Association (YCFA) and Yuba College-American Federation of Teachers (YC-AFT) to negotiate appropriate contract language on Student Learning Outcomes (SLOs) (June 2013)
- 4.1.3 Work collaboratively with YCFA and the Academic Senates to negotiate appropriate contract language to address the accreditation commission's findings on the employee evaluation process (June 2014)
- 4.1.4 Work collaboratively with the Colleges to insure that the District hires highly-qualified full-time and adjunct faculty and academic support staff (July 2013 through June 2016)
- 4.1.5 Work collaboratively with the Colleges and District to significantly enhance the professional development capabilities and delivery systems (July 2013 through June 2016)