



 Yuba Community College District

2015-2018

Comprehensive District Master Plan



YCCD Comprehensive District Master Plan 2015-2018 (Five Strategic Goals, Objectives, Key Predictive Indicators (KPIs), and Strategies)

1. Increase student success and maximize the student experience through learner-centered programs and services designed to enhance student learning and completion

Objective 1.1 By fall 2016 increase by 3% the percentage of students who, within a one-year period successfully complete 15 local general education units or 9 units in a TOP code as compared to baseline year 2013-14 (KPIs 1, 2)

Objective 1.2 By fall 2016 increase by 3% the percentage of students who, within a one-year period, successfully complete English or Math courses both one level below transfer and at the transfer level as compared to baseline year 2013-14 (KPI 9)

Objective 1.3 By fall 2015 increase scores on two benchmarks by 2-3% as measured by the Survey of Entering Student Engagement (SENSE) as compared to baseline fall 2013 (KPI 10)

Objective 1.4 By 2016 complete multi-year Student Success Initiatives (n=33) program. Assess initiatives for sequenced implementation, implement as appropriate, and evaluate for effectiveness in improving student success (KPI 1, 2, 9, and 11)

Objective 1.5 By June 2015 the colleges and the district will achieve a level of sustainable quality improvement in the assessment of student learning consistent with ACCJC standards (KPI 12)

Strategies:

- Support cohesive academic and career technical education pathways and utilize instructional strategies, research, outcomes, and practice aimed at improving student success and completion
 - YC (2015-16) Develop and adopt a method for all applicable CTE programs to track their graduates' employment rates
- Emphasize Career Technical Education program priorities by College
 - WCC (2015-16) Establish Small Business Management/Entrepreneurship program
 - WCC (2016-17) Systematically review existing degrees to determine need for new courses
 - WCC (2017-18) Complete CTE plan for the college and region, including enhancing existing programs as appropriate, and establishing new programs for emerging CTE areas in the community
 - YC (2015-16) Implement Public Safety Program Review Recommendations:
 - Readjust Budget for Modules 2 and 3, POCC, JOCC, COCC, 832 PC and AJ semester classes to meet accreditation standards
 - Commence Police Academy Module 1, Fire Academy and Special Investigators Basic Course (SIBC)

- Optimize course delivery for efficiency and effectiveness
 - YC (2015-16) Refine Master Scheduling process to schedule courses in a way that reduces barriers to enrollment
- Restructure and innovate in basic skills instruction to support academic pathways and progression
 - YC (2015-16) Support math and reading support programs, such as "math boot camp"
 - YC (2015-16) Infuse Reading Apprenticeship instruction into all ESL and Developmental English and math courses
- Utilize Student Learning Outcomes (SLOs) assessment results to support and improve curriculum
 - YC (2015-16) 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
 - YC (2015-16) Redesign TracDat to meet the needs of program review and SLO development and assessment
- Implement Student Success Initiatives
 - YC (2015-16) Expand assessment center hours to include late afternoon/evening placement testing sessions
 - YC (2015-16) Extend Childcare Center Hours to make it easier for all target groups, especially students age 25-39, to enroll in classes
 - YC (2015-16) Develop online academic advising and tutoring options to meet the requirements of the Online Education Initiative
 - YC (2015-16) Offer online practice tests through Longsdale to help students score higher on the placement tests
 - YC (2015-16) Establish an early-alert system to reduce student attrition
- Offer continuum of student services continuously from matriculation to goal achievement
 - WCC (2015-16) Monitor Accuplacer cut scores to more accurately reflect placement based upon student abilities
 - WCC (2015-16) Hold FAFSA workshops early in fall and spring semesters
 - WCC (2015-16) Recruit student mentors to work with new students
 - YC (2015-16) incorporate the Academic Excellence Workshop (AEW) model in tutoring occurring in the CSC and WLDC
- Provide constant, consistent, and customized communication to students
 - YC (2015-16) Finish developing a process for correcting the Yuba College catalog, the information source for the Degree Audit/Electronic Educational Plan
 - YC (2015-16) Establish a telephone student support system to contact students on a regular basis to check on their progress

- YC (2015-16) Install television monitors at registration area, linked to closed circuit program; monitors in LRC and Cafeteria linked to same program to display important information about events and deadlines
- Develop a cultural identity that represents and meets the needs of our underrepresented and diverse student body
 - WCC (2015-16 to 2017-18) Support student-led initiatives:
 - Identify transportation solutions (i.e. Yolo Bus pass feasibility)
 - Develop intramural sports options
 - Identify Fitness Facilities
 - Provide expanded food services on campus
 - YC (2015-16 to 2016-17) Incorporate elements from Puente and Umoja transfer programs in all courses to boost the transfer rates of African-American, Hispanic, and American Indian/Alaskan Native students

2. Integrate planning and institutional effectiveness processes within a culture of evidence

Objective 2.1 By June 2015 implement or improve the following District-wide internal processes and measure their effectiveness annually:

- 1) Degree audit, (June 2015)
- 2) Data integrity (e.g., MIS reporting, etc.) (KPI 16)(June 2015)

Objective 2.2 By June 2016 implement or improve the following District-wide internal processes and measure their effectiveness annually:

- 1) Codification of processes and dissemination of procedural information (e.g., planning, assessment, curriculum, admissions and records, etc.) (KPI 16)

Objective 2.3 By September 2015 provide and evaluate for effectiveness at least three (3) District-wide professional development opportunities aimed at increasing competency in data retrieval and analysis (KPI 13)

Strategies:

- Evaluate strategic planning and resource allocation process
 - DS (2015-16) Evaluate the integrated planning, budgeting and evaluation process from 2014-15 and modify process for 2015-16 (2016-17 planning)
 - DS (2015-16) Evaluate the institutional effectiveness review process from 2014-15 and modify process for 2015-16 Institutional Effectiveness Review
 - DS (2015-16) Use the institutional planning and evaluation processes to update, revise and improve the Human Resources Master Plan
- Focus on existing and emerging educational needs for the communities we serve
 - WCC (2016-17) Develop an Educational Master Plan for Colusa County Campus using economic development data, community surveys and SLOs to project trend
 - YC (2015-16) Continue to work with Yuba-Sutter Transit to provide low-cost bus service to the Sutter Center and main campuses to increase access of students
- Assure planning, implementation, and assessment are inclusive of all campus sites and delivery modalities
 - WCC (2015-16) Use program review for CCOF to identify needs and respond to equipment, staffing and other needs
 - WCC (2015-16 to 2016-17) Develop Distance Education Plan including a process for integrating DE courses into scheduling
- Expand capacity for research, including tracking, data retrieval, and analysis as a basis for evidence-informed decision-making and continuous quality improvement
 - YC (2015-16) 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
 - DS (2015-16 to 2017-18) Provide on-demand report server reports that do not require on site access (anytime, anywhere access); these reports are designed to assist with data driven decision making

- DS (2015-16) Expand Report Server capacity and utilization:
 - Implement District-wide training on data utilization in decision-making with data available on Report Server
 - Evaluate data capacity and implement improvements as needed
 - Utilize the Report Server to minimize and correct admission and enrollment service errors providing more accurate data for state, federal, and local reports (CCFS 320 and MIS)
 - Use Report Server data to analyze information and provide projection data to improve planning
- Expand professional development opportunities aimed at increasing competency in utilizing data as a basis for informed decision-making in integrated planning processes
 - YC (2015-16) Provide training in both TracDat and in the effective gathering and use of data
 - DS (2015-16) Train personnel to use the Report Server to retrieve data and extrapolate information for improvements in planning and processes associated with Admissions and Records

3. Strengthen our CORE* as a 21st-century, learning-centered organization; employ, develop and sustain highly professional, qualified faculty and staff

Objective 3.1 By June 2015 define and improve decision-making competencies with the intent to decentralize or centralize decisions where appropriate (KPI 13)

Objective 3.2 By June 2015 complete and evaluate Phase II (Part 1) technology implementation to include Degree Audit, Student Planning, ESARS, AcademicWorks, electronic student petition process, and FAQs (KPI 16)

Objective 3.3 By December 2015 actively pursue College and District-wide grants consistent with the strategic goals established by the colleges or District that align with the District mission and vision as measured by the application for a minimum of two (2) new grants per College annually (KPI 17)

Objective 3.4 By December 2016 provide and evaluate for effectiveness at least five (5) District-wide professional development opportunities aimed at increasing cultural competency (KPI 13)

Objective 3.5 By September 2015 review hiring practices and processes to make improvements/adjustment for best practices to create a diverse hiring pool for positions throughout the District (KPI 16)

Strategies:

- Encourage, leverage, and expand the strengths inherent within our internal community's diverse perspectives and utilize technology to enhance learning, streamline student services support, optimize organizational communication and decision-making, and assure efficiency and effectiveness in key transactional processes
 - WCC (2015-16 to 2017-18) 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
 - Incorporate tracking/accounting mechanism for Career Center Use
 - Use WCC Portal as platform to store student Ed plans
 - Refine Student Services content on WCC website and add links to student Portal
 - Load counseling appointment through SARs; paperless schedules; online transcript ordering; degree audits through Datatel
 - Establish system for e-advising
 - WCC (2015-16) Install print-to-pay system in computer labs to recover funding for paper and printers
 - YC (2015-16) Purchase and install 25Live Scheduling Software
 - YC (2015-16) Continue to automate processes to make it easier for students to complete forms, scholarship applications, etc., through TransForms and AcademicWorks software
 - DS (2015-16) Automate Payroll Time Entry
 - DS (2015-16) Implement the HR online Applicant Tracking System
 - DS (2015-16) Integrate Federated Identity System with Office 365

- DS (2015-16) Integrate and deploy mobile data platforms into field operations to maximize YCCD Police Department efficiency and response time in the field
- DS (2016-17) Transition YCCD Foundation bookkeeping from QuickBooks to Colleague
- DS (2017-18) Implement technology-driven processes in the Business Services Division to enhance effectiveness and create greater efficiencies (Position Control System, Reporting capabilities, Automated Budget and Journal Entries, Automated Bank Reconciliations, etc.)
- DS (2017-18) Enhance Student Education Plan (SEP). Provide students and Counselors the ability to create, view, modify and make what-if scenarios on line in regards to a student education plan. Utilize SEP to store the necessary data for state reporting
- Integrate sustainable facilities maintenance and management to meet student needs
 - WCC (2015-16 to 2017-18) Ongoing Facilities Renovation and Deferred Maintenance
 - 1a. Facilities (Safety): Building 600 Renovation – Benches in room 625 (Deferred Maintenance)
 - 1b. Facilities (Safety): Building 600 Renovation – Chemistry Lab Renovation (Deferred Maintenance)
 - 1c. Facilities (Safety): Building 600 Renovation – Fume Hood Repair (Deferred Maintenance)
 - 1d. Facilities: Building 600 Renovation – Cadaver Room Repair (Deferred Maintenance)
 - 1e. Greenhouse/Propagation House (Measure J)
 - 1f. Other Measure J/Deferred Maintenance Projects per plans
 - YC (2015-16) Facilities Renovation and Maintenance
 - Remodel/Upgrade Rad Tech and Vet Tech Facilities
 - Replace Carpet in 100B building
 - Connect all LRC doors to the electronic door system
 - DS (2015-16) Transition Business Services to additional office space
 - DS (2015-16) Provide an ongoing maintenance budget for media equipment throughout the district
 - DS (2015-16) Manage district vegetation in a responsible manner to balance safety, aesthetics, water consumption, and available staff and equipment
- Foster internal partnerships and streamline key processes to assure nimble response and consistent/accurate communication
 - DS (2015-16) Update/Revise Procedures/Job books for all jobs in the Business Services Division
 - DS (2015-16) For Business Services Processes:
 - Create a monthly checklist/year-end checklist of projects to be completed

- Assess restructuring Datatel to provide data at department and college-level and contrast costs of restructuring versus the current scenario. Develop detailed guidelines for department and college-level fiscal planning and management
- Incorporate guidelines into the Fiscal Plan. Develop training program communicating these processes
- Develop a comprehensive communication plan associated with Business Services processes
- DS (2016-17) Improve Business Services' key processes in an effort to enhance accountability and efficiencies in the utilization of staff time; develop methods and systems to improve and streamline Business Services staffing and operations and to measure and control those operations to provide performance feedback
- DS (2015-16) 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
 - Enhance Colleague data by adding location, division and CIP codes
 - Support transition to CurricUNET Meta and assure new version includes Board approval dates; GE graduation areas, etc.
 - Support accurate Curriculum Inventory (CI) Master Course File; cross check course information to course information in Colleague
- DS (2015-16) Integrate the YCCD Police Department into the fabric of each college by building relationships and trust through "Community Oriented Policing" strategies that will significantly enhance the delivery of police/security services to all stakeholders
- DS (2015-16 to 2017-18) Work collaboratively with the Colleges to insure that the District hires highly-qualified full-time and adjunct faculty and academic support staff (2016-17)
- DS (2015-16 to 2017-18) 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 (2016-17)
 - Work collaboratively with the Colleges and District to significantly enhance the professional development capabilities and delivery systems (2016-17)
 - Strengthen stakeholder's awareness and understanding of risk management and safety in the learning and work environment (2016-17)
 - Work collaboratively with the Colleges to provide an appropriate level of professional development focused on safety for students and staff (2016-17)
 - 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) (2017-18)
 - Sustain the Continuous Quality Improvement (CQI) process, with measurable indicators to monitor accountability (2017-18)
 - Effectively communicate the Human Resources services, objectives, standards, requirements, annual survey results and policies and procedures to the College community. (2017-18)
- Engage in resource development consistent with district and colleges' missions and planning
 - YC (2015-16) Fund student tutors, supplies and duplication through General Fund.
 - DS (2015-16) Re-establish YCCD Foundation employee fundraising campaign
- Promote quality and innovation in teaching and learning
 - YC (2015-16) Provide all instructors with professional development in "universal design" to help disabled students successfully complete courses required for degrees and certificates
 - YC (2015-16) Establish a Teaching and Learning Center, dedicated to providing high quality professional development for the campus community to better address the educational needs of students
- Improve leadership and managerial competency at all levels
 - CHEX (2015-16) Develop and implement administrator training for new managers
- Deploy our human resources appropriately and assure effective professional development
 - YC (2015-16) Employ a research analyst, Dean of Student Success, a Financial Aid Outreach Specialist @.50FTE, three (3) SSSP counselors, a Clear Lake SSSP/EOP&S counselor, Counseling Technical Specialist, Instructional Assessment Facilitator, a Student Success Specialist for the College Success Center and a Career and Transfer Center Technician
 - DS (2015-16) Employ a Human Resources Risk Management Analyst and Fiscal Services Supervisor
 - DS (2015-16) Employ adequate custodial, grounds and maintenance staff
 - Build a temporary custodian and grounds maintenance work pool at each campus
 - Provide the Clear Lake Campus with adequate custodial, grounds and maintenance coverage
 - Provide the district with adequate building maintenance coverage
 - DS (2016-17) HR will work collaboratively with the Colleges and district services in determining and addressing the staffing needs for security personnel to include restoring and maintaining allocated full-time staffing levels and corresponding training in the YCCD Police Department

- Foster cultural competency and diversity
 - DS (2016-17) HR will strengthen stakeholder’s awareness and understanding of diversity inclusion and equity in the workplace
- Support organizational efficiency and planning
 - WCC (2015-16) Collaborate with the district to draft, document and share the college's midterm report due in October 2015.
 - DS (2015-16) Develop a method to communicate IT projects currently in progress with identified sponsor and other relevant information

Legend:

*CORE: Communication, Organization, Responsibility, and Evaluation

4. Complete multi-college district transition in structure, roles, responsibilities, and processes

Objective 4.1 By June 2015 delineate the functional relationships between the colleges and the district, and where needed, reorganize to enhance and improve efficiency (KPI 18)

Objective 4.2 By June 2015 improve and reengineer communication and decision-making effectiveness to navigate complex decisions with efficiency and structure to focus on student success as compared to Communication Survey baseline data 2013-2014 (KPI 19)

Objective 4.3 By June 2015 restructure participatory decision-making organizations, develop clearly defined charters and processes and train and empower teams to ensure a high degree of involvement in decision-making and achieve efficient management of staff workload (KPI 14)

Objective 4.4 By April 2017 complete the Woodland Community College–Clear Lake Campus realignment

Strategies:

- Define, delineate, and evaluate responsibilities, functions, and key processes
 - WCC (2015-16) Clarify the process for seeking and applying for grants, including who will apply, how sustainability will be addressed and what the college/district roles are
- Implement reengineered responsibilities, functions and key processes
 - DS (2015-16) 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
 - DS (2015-16) Assess and evaluate the efficacy of the restructure and reorganization occurring from 2012-13 to 2014-15
 - DS (2015-16) Provide IT support for the transition of CLC from Yuba College to WCC

5. Assert regional educational, economic and workforce leadership; prioritize Economic and Workforce Development Programs based on regional, state and national imperatives

*Objective 5.1 Actively pursue and create new community partnerships and collaborations that support and directly align with the strategic goals established the colleges and the district over baseline year 2013-2014 with special emphasis on the development of state and local partnerships focused on the Completion Agenda** (KPI 20, 21, 22)*

Objective 5.2 Increase educational and workforce leadership by at least 5% over baseline year 2013-2014 by expanding relationships with educational institutions (K-20), and increasing the number of district personnel demonstrating leadership in professional and regional organizations (KPI 21)

*Objective 5.3 By 2015 leverage existing programs, pursue specific Economic and Workforce Development Initiatives (Framed by the **CCCCO "Doing What matters for Jobs and the Economy" and the Capital Area Region EWD initiative, "The Next Economy" and AB86 Adult Education) and focus on program imperatives:*

- *WCC – Agriculture and Seed Central, Business/Small Business and Entrepreneurship, and Public Safety (Certificate Model)*
- *YC – Agriculture and Advanced Manufacturing, Allied Health, and Public Safety (Academy Model) (KPI 20)*

*Objective 5.4 Support the reorganization of ***EDPAC/CCCCO EWD by organizing region and forge partnerships with other regional Community Colleges to advance specific industry-focused initiatives (KPI 20)*

Objective 5.5 Continue/accelerate work on the Rural College Collaborative to optimize administrative and programmatic shared service partnerships among small/rural colleges (KPI 20)

Strategies:

- Strengthen existing and develop new effective external partnerships, consortia, and outreach
 - WCC (2015-16) Provide regional leadership in workforce and economic development through DSNs in agriculture and business
 - WCC (2015-16) 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
- Engage and partner with industry and public agencies
 - DS (2016-17) Build relationships with the community to develop partnerships and develop a Contract Education program that is responsive to the educational needs in our region
- Strengthen and leverage K-12 partnerships
 - YC (2015-16) Conduct meetings between High School/Middle School and Community College faculty and administrators to increase student preparedness for community college
- Develop and leverage community college and university partnerships
 - YC (2015-16) Develop new articulation agreements with four-year institutions

Legend:

**Completion Agenda: http://www.aacc.nche.edu/Publications/Reports/Documents/CompletionAgenda_report.pdf

***CCCCO: California Community College Chancellor's Office

****EDPAC: The Economic Development Program Advisory Committee that advises the CCCCCO Economic and Workforce Development Program.