



2022-2024

Kern Community College District

District Office Administrative Unit Review

Educational Services

Emmanuel Mourtzanos
Vice Chancellor, Educational Services
Revised January 2023 by: Emmanuel Mourtzanos

Executive Summary

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

Educational Services continues to provide excellent service to the District, our three colleges and our students, the Chancellor, the Board of Trustees, community partners, and the community at large. Through a relentless focus on institutional priorities, the Educational Services strives to ensure that the colleges have appropriate resources to improve student access with equity, student success with equity, and student completion equity. Educational Services will continue to focus on providing leaderships, support, and coordination to meet the instructional and student services needs of the colleges.

Educational Services will refocus services to increase engagement with all colleges through district-wide teams. Colleges with specific expertise will lead efforts focused on enrollment, early college, transfer, SCFF target and tactics, incarcerated education, Guided Pathways, and adult learning, among others, with a particular focus to ensure faculty representation on these teams. Additionally, Educational Services will serve as a hub for faculty engagement and improved communication in instruction and student services.

During this evaluation period the division will complete the following goals:

- 1) Complete update Board Policies and Administrative Procedures
- 2) Facilitate the updating of the District Strategic Plan
- 3) Facilitate the updating of each college's Educational Master Plan
- 4) Facilitate support and provide leadership to the colleges for Equity services and programs
- 5) Facilitate support and provide leadership to the colleges for Guided Pathways
- 6) Facilitate support and provide leadership to the colleges for Equity services and programs
- 7) Facilitate support and provide leadership to the colleges for outreach and in-reach programs and services
- 8) Facilitate support and provide leadership to the colleges for enrollment management services and programs
- 9) Facilitate adoption and implementation of scheduling software
- 10) Create, adopt, and implement a districtwide Accessibility Master Plan
- 11) Add focus on facilitating and leading innovation for colleges
- 12) Facilitate the development and submission of the ACCJC Mid-term Reports by all three colleges
- 13) Ensure effective transition to new vice chancellor

Future Directions of the Unit

a) Provide a brief abstract of synopsis of your unit's current circumstances and future needs. Please include any college priorities that affect your unit, and the connection to college planning and priorities.

Educational Services continues to serve the colleges primarily through collaboration with the Vice Presidents of Instruction, the Vice Presidents of Student Services, and the Academic Senate Presidents, as well as oversight of certain instructional and student services on behalf of the Chancellor who is designated for these responsibilities by the Board of Trustees. The greatest priority of Educational Services is to provide coordination, guidance, and support of the colleges to achieve continuously improve outcomes in student access, student success, and student completion with equity.

Educational Services will focus on responsive, innovative, and nimble services that support the needs of the colleges by continuing to adopt a more interactive approach to assist the colleges through subject focused teams comprised and led by college personnel with expertise and interest in promoting innovation, best practices, and shared resources.

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]*

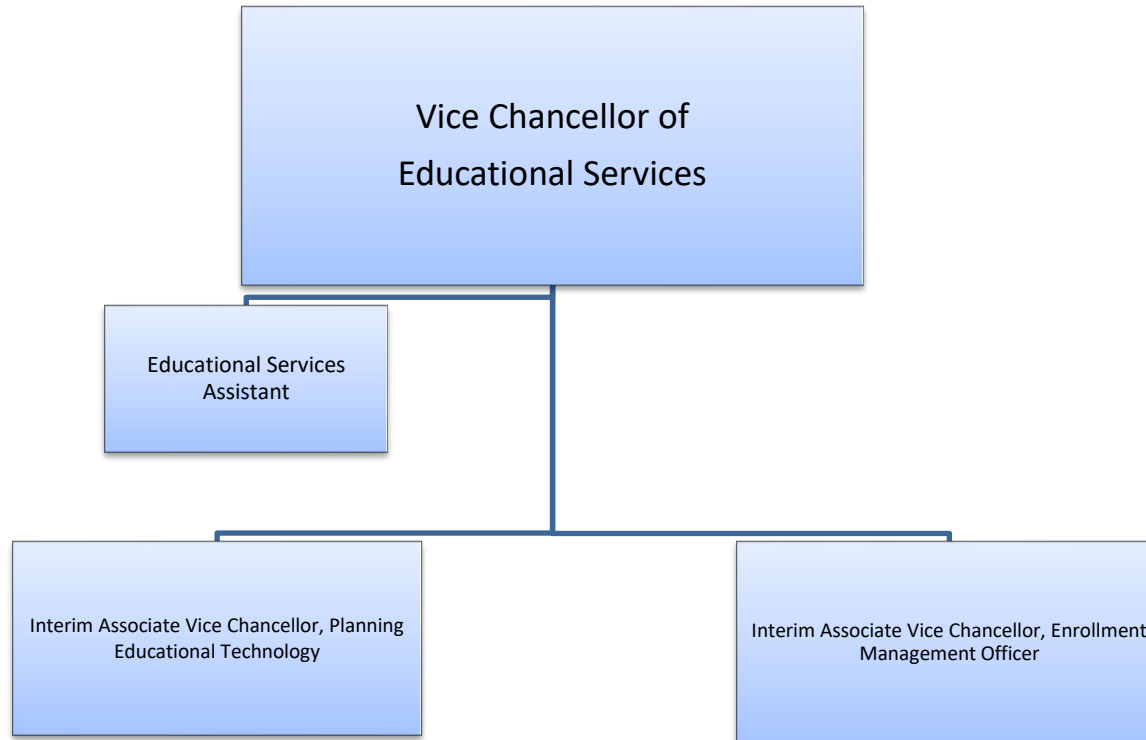
Educational Services primarily supports the colleges and the Kern CCD Chancellor through the delivery of services and leadership for the instructional and instruction-related programs, and student services. Educational Services is committed to serving our students, faculty, professional classified staff, the Chancellor, Board of Trustees, stakeholders, and the community at large. Educational Services facilitates reporting and compliance functions, communications, as well as directly assisting the Vice Presidents, College Presidents, and Academic Senate Presidents in their roles so that our colleges can provide exemplary instruction, and support services for our students.

b) Describe how the unit supports the colleges in achieving their mission and their efforts to improve student learning and achievement.

The Vice Chancellor of Educational Services utilizes data in planning, organizing, reviewing, coordinating, and evaluating district-wide instructional and student services programs and the development and implementation of District policies and administrative procedures. Educational Services also supports instructional and student support programs at the three colleges. Particularly, Educational Services meets monthly with the Vice Presidents of Instruction and Student Services to plan for programs and services as well as to develop new directions designed to maintain innovation. The Vice Chancellor works closely with the Vice Chancellor of Institutional Technology and involves college stakeholders to ensure that the technology needs of the three colleges are addressed and coordinated.

Section One: Unit Overview *continued*

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



Section One: Unit Overview *(continued)*

d) For the positions included in the unit’s organizational chart, please provide a brief description of what primary processes or areas each position is responsible for as it relates to the work of the unit, district and colleges.

Position	Primary Functions/Processes	Supplemental Functions/Processes	Additional notes
Vice Chancellor	Coordinates and Communicates Districtwide, Program and Course Approvals, Student Success Initiatives, Enrollment Management, Strategic Planning, Accessibility Planning, Board Review and Update, Academic Calendar, Faculty Evaluations.		
Educational Services Assistant	Supports the Vice Chancellor	Monitor, control and process expenditures and budget accounts. Organize and maintain filing. Coordinate and participate in a variety of meetings.	
Interim Associate Vice Chancellor, Planning Educational Technology	Provides overall leadership in the development of district strategic plans, provides leadership and guidance in the accreditation process, and selection and implementation of educational technology	In coordination with the college vice presidents and provide leadership in the selection and implementation of strategic educational technology solutions in alignment with the district strategic and technology plans.	Request for this position to continue as two-year transition, temporary. No cost to the DO budget.
Interim Associate Vice Chancellor, Enrollment Management Officer	Provide overall leadership in the planning, organization, administration, evaluation, and implementation of a comprehensive enrollment management plan	Plan, and implement a Districtwide comprehensive enrollment management plan to establish Full-Time Equivalent Students (FTES) targets and FTES projections	Request to make position permanent. No cost to the DO budget

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 to the colleges and other internal stakeholders. Describe the method of assessment and the criteria used to determine success in the service provided. The assessment method should include some way of measuring college, internal or external stakeholders' demand or need for and satisfaction with the service (add additional rows as necessary.)

Administrative Unit Outcomes (AUOs)	Strategic Plan Alignment	Review Period	Method of Assessment	Criteria for determining success in service provided
1. Communication occurs through monthly meetings with College Vice Presidents. Exchange will occur on district-wide issues for discussion, problem solving, and planning.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Survey of effectiveness submitted to Vice Presidents and results assessed.	90% of respondents will be satisfied with the providing of information.
2. Instructional programs are reviewed and recommended for approval to the Chancellor and Board of Trustees.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Information will be reviewed no later than 60 days and provide recommendations to the Chancellor for the Board of Trustees approval.	Colleges are providing students the most appropriate and timely instruction to ensure student success.
3. Policies are revised and input obtained through constituent groups to conform with new and revised Title 5 regulations from the CA Board of Governors that are incorporated into the KCCD Policies annually.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	KCCD policies will be reviewed upon published state regulations to assess needed changes.	100% KCCD policies are in compliance with Title 5 rules, formatted into KCCD format and adopted by the Board of Trustees.

<p>4. Proactive support for equity is provided to the colleges, professional development is provided and support for ensuring districtwide engagement in recognition and awareness activities across the calendar is provided. College data is reviewed, gaps identified, and support provided for making progress on gaps.</p>	<p>Goal #5: Strengthen Organizational Effectiveness</p>	<p>2022-2024</p>	<p>Survey provided to vice presidents and results assessed for improvements in service.</p>	<p>90% of respondents are satisfied with services provided.</p>
<p>5. Professional development for Guided Pathways with a focus on faculty is provided and coordinated district wide. Resources are identified and provided and help to facilitate innovative solutions is provided.</p>	<p>Goal #5: Strengthen Organizational Effectiveness</p>	<p>2022-2024</p>	<p>Survey provided to vice presidents and results assessed for improvements in service.</p>	<p>90% of respondents are satisfied with services provided.</p>
<p>6. Leadership, coordination, and support for enrollment management is provided for district and college level efforts to stabilize/maximize enrollments, minimize stop out points and increase completions- credit, non-credit, dual enrollment, and inmate education. Proactive coordination and an overall framework for the transition teams to support progress and momentum is provided.</p>	<p>Goal #5: Strengthen Organizational Effectiveness</p>	<p>2022-2024</p>	<p>Survey provided to vice presidents and results assessed for improvements in service.</p>	<p>90% of respondents are satisfied with services provided.</p>

7. Districtwide outreach and in-reach campaigns, events, and activities, are established, including centralized support for marketing, advertising and outreach to provide colleges needed support and realize economies of scale.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Survey provided to vice presidents and results assessed for improvements in service.	90% of respondents are satisfied with services provided.
8. State required reporting for various instructional and student services through District are submitted timely and accurately.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Complete an assessment of colleges and district in compliance with state agency's reporting requirement, and that the District office and College staff understand the reporting process.	Colleges and Districts stay in compliance with state reporting requirements. District Staff and College Staff are aware of their role in the collection of information for accurate reporting for the state compliance process.
9. District common student services policies and practices are aligned across the Districts' colleges.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Survey provided to Vice Presidents, Admissions & Records and Financial Aid Directors, and results assessed for improvements in service.	Common student services and procedures are published
10. Student fee structures at all three colleges are aligned and reviewed annually.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	All Student fees are reviewed. All student fee approvals are submitted to Board annually.	Increased student, faculty, and community clarity of fees and calendars resulting in increased participation and success.
11. Increased information to three colleges regarding state legislation that affects community colleges and increased advocacy back to our state legislators and decision-making entities is provided.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Survey of effectiveness provided to colleges and results assessed for effectiveness and needed changes in service.	District Staff and College Staff have the knowledge of state legislation and understanding of potential impacts.

12. District level barriers identified by the vice presidents or others are tasked for assistance and resolution by this unit.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Survey provided to Vice Presidents, Admissions & Records and Financial Aid Directors, and results assessed for improvements.	90% of respondents will be satisfied with the level of service.
13. Accessibility standards are implemented into district and college programs, services, and operations.	Goal #5: Strengthen Organizational Effectiveness	2022-2024	Survey of effectiveness to Accessibility Task Force and Chancellor’s Cabinet and results assessed and provided out to same groups.	90% of respondents will be satisfied with the level of implementation of Accessibility Task Force consultant’s recommendations.

b) Summarize the results from any AUOs evaluated during the past year, including feedback on services rendered during the past year. Provide details regarding findings and plans for change or improvement of service, if needed.

- AUOs #1 - #3 are ongoing.
- AUO #1 an evaluation survey is near completion
- AUO #3 will be completed by July 1
- AUO #4 is ongoing
- AUOs #5 and #6 are ongoing, and outcomes met effectively
- AUOs #7-9 are ongoing, and outcomes met effectively

Section Three: Key Performance Indicators (KPI's)

- a) List the KPI's for the unit along with the relevant outcomes for the last 3-5 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)	2018-19	2019-20	2020-21
1. Number of board policies and procedures created and/or updated Chapter 4 & 5 board	70	Data not available	57
2. Number of faculty evaluations reviewed	383	195	78
3. Number of Confidential /Management Employee Evaluations	15	14	4
4. Number of special compensation agreements approved	269	230	431
5. Number of New Courses reviewed and approved	164	100	105
6. Number of Course Revisions or Modifications reviewed and approved	286	172	298
7. Number of Course Deletions, Discontinuations or Deactivations reviewed and approved	70	148	47
8. Number of Program Revisions or Modifications reviewed and approved	20	21	26
9. Number of New Programs evaluated and approved	10	34	17
10. Number of Programs, Deletions, Discontinuations or Deactivations evaluated and approved	5	0	6
11. Number of meetings with vice presidents	9	7	7
12. Number of meetings with software district/college teams (BSC, A&R, Financial Aid)	41	10	
13. Number of grants awarded	12 (New) Total: \$2,280,783		
14. Other Categorical Grants		Total \$1,025,783	

- b) What unexpected changes or challenges did your unit encounter this cycle? How does your trend data impact your decision-making process for your unit?

The COVID-19 pandemic suddenly impacted all KCCD programs and service resulting in a decreased enrollment at all three colleges. At the same time the Student-Centered Funding Formula resulted in a unit refocus.

Section Four: Progress on Unit Goals

a) **List the unit's current goals.** For each goal, discuss progress and changes. Provide an action plan for each goal that gives the steps to completing the goal and the timeline. If unit goal is for service to a group outside of the unit, indicate which group in the last column. (Add additional rows as necessary.)

Unit Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Progress on goal achievement (choose one)	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
1. Provide leadership that ensures student services policies and practices across the colleges are focused on student success in completion, transfer, job readiness annually.	Goal #5: Strengthen Organizational Effectiveness	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees
2. Assist progress on Vision for Success goals through facilitating collaboration and coordination among the colleges, identifying and providing central professional development opportunities.	Goal #5: Strengthen Organizational Effectiveness	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees
3. Assist progress on Guided Pathways goals through facilitating collaboration and coordination among the colleges, identifying and	Goal #5: Strengthen Organizational Effectiveness	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing:	Ongoing unit goal.	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees

providing central professional development opportunities.					
4. Assist colleges and District Office with progress on achieving Equity goals through facilitating collaboration and coordination among the colleges and District Office, identifying and providing professional development opportunities.	Goal #5: Strengthen Organizational Effectiveness	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees
5. Increase level of collaboration with area Adult Schools.	Goal #1: Maximize Student Success	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing:	Ongoing unit goal	Bakersfield College Cerro Coso Community College Porterville College	
6. Pursue professional development opportunities for College faculty and administration on best practices focuses on current issues of student success.	Goal #1: Maximize Student Success	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing:	.	Bakersfield College Cerro Coso Community College Porterville College	
7. District Leadership Academy will be offered each year with active participation from all employee groups.	Goal #5: Strengthen Organizational Effectiveness	<input type="checkbox"/> Completed: _____ (Date) <input type="checkbox"/> Revised: _____ (Date) <input checked="" type="checkbox"/> Ongoing:	Ongoing unit goal that the department effectively delivers the annual outcomes	Bakersfield College Cerro Coso Community College Porterville College	

Section Five: New or Revised Goals

a) List new or revised goals, if applicable. (Add additional rows as necessary.)

Replacement Goal	Which institutional goals from the KCCD Strategic Plan will be advanced upon completion of this goal?	Status Update — Action Plan	Colleges requesting accomplishment of this goal or colleges' planning indicating this need. (Include supporting documentation.)	Other group (besides ones of the colleges) requesting accomplishment of this goal. (Include supporting documentation.)
1. Complete update Board Policies and Procedures.	Goal #5: Strengthen Organizational Effectiveness	Will be completed by June 30, 2022		Chancellor
2. Expand this units Early College support for the colleges focused on Transfer programs and services.	Goal #5			
3. Continue to develop district-wide teams that focus on issues and resources needed by the colleges. Incorporate continuous reassessment of effectiveness.	Goal #5			
4. Facilitate implementation of Accessibility report recommendations.	Goals: #1-#5	Ongoing		
5. Facilitate seamless campus-wide student services and supports through systems integration, system efficiencies and professional development.	Goal #5: Strengthen Organizational Effectiveness			

Section Six: Current Unit Resources

- a) List the unit's current resource levels by outlining existing staff, listing (major) technology/equipment the unit uses, describing the space the unit occupies, and the unit's current budget.

Resources	Current Level
Staffing (list current staffing levels)	<ul style="list-style-type: none"> ▪ 1.0 FTE Vice Chancellor ▪ 1.0 FTE Educational Services Assistant ▪ 1.0 FTE Interim Associate Vice Chancellor, Planning Educational Technology (BC & HEERF funded) ▪ 1.0 FTE Interim Associate Vice Chancellor, Enrollment Management Officer (BC & HEERF funded)
Technology / Equipment	• • •
Space / Facilities	•
FY 22 Budget (Unrestricted) Total	\$
1000 (Academic Salaries)	\$ 206,391.84
2000 (Classified Salaries)	\$ 337,820.04
3000 (Employee Benefits)	\$ 235,519.58 (Based on Benefits FY 2022 – effective August 2021 template)
4000 (Supplies & Materials)	\$ 3,650.00 Library/Magazines – Non-Instructional Supplies/Supplies (Leadership Academy budget included)
5000 (Operating Expenses and Services)	\$ 152,700.00 Consulting, Travel, Dues & Memberships, Food, Software/Maintenance (Leadership Academy budget included)
6000 (Capital Outlay)	\$ 2,500.00
7000 (Other Outgo)	\$ 0.00
Budget (Restricted) Total	\$ 0.00
Budget (Contract/Community Ed) Total	\$ 0.00

Section Seven: Resource Request Analysis

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

Resource Category	Resource Requested (Include Cost)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. (Leave blank if no college requests the new resource.)	Rank
Positions: <i>Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Classified Staff <input checked="" type="checkbox"/> 2: Administrator Permanent Associate Vice Chancellor, Enrollment Services Two-year transition for Associate Vice Chancellor, Technology & Planning	Will significantly improve assistance to colleges. No fiscal impact on DO budget Will significantly improve assistance to colleges. No fiscal impact on DO budget		
Professional Development: <i>Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle</i>	<input checked="" type="checkbox"/> 1: Provide Professional Development <input type="checkbox"/> 2: Attend Professional Development	Online training provided by Lorman Education Services will improve personnel expertise and customer service		
Facilities: <i>If your unit receives a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests will impact your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Space Allocation <input type="checkbox"/> 2: Renovation <input type="checkbox"/> 3: Furniture <input type="checkbox"/> 4: Other <input type="checkbox"/> 5: Beyond Routine Maintenance			
Technology: <i>If your unit receives technology (audio/visual – projectors, TV's, document cameras) and computers, , explain how this request or requests will impact your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Replacement Technology <input type="checkbox"/> 2: New Technology <input type="checkbox"/> 3: Software <input type="checkbox"/> 4: Other _____			

Section Seven: Resource (cont.)

Discuss the impact of new resources your unit is requesting for next year's cycle that are in addition to what your unit currently has in this cycle. Indicate the expected cost along with the rationale. If a college is not requesting the new resource, leave the "College(s) requesting" column blank. Rank the proposals in order of their importance to the unit ("1" is most important; "5" is least important)

Resource Category	Resource Requested (Include Cost)	Discuss how the new resource will impact your unit's effectiveness in providing service to the colleges or other groups and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit. (Leave blank if no college requests the new resource.)	Rank
Other Equipment: <i>If your unit receives equipment that is not considered audio/visual or computer equipment technology, , explain how this request or requests will impact your unit's service to the colleges.</i>	<input type="checkbox"/> 1: Replacement <input type="checkbox"/> 2: New <input type="checkbox"/> 3: Other _____			
Total cost of resource needs over and above current budget allocation:			\$	

Section Eight: Conclusions

Present any conclusions and findings about the unit and its connection to the work of the colleges. (ACCJC Std IV.D.2, IV.D.5, IV.D.7):

Educational Services is in the midst of a transitional process. Increased two-way interaction is needed along with a substantial increase in support for the colleges. This support needs to focus on delivery in a different method, through agile teams, increased focus on innovation and a new agility. The primary focus is to ensure the colleges have the tools to ensure quality in both instruction and student services programs and deeper level of commitment for equity, access, and student success. This focus will be measured through the SCFF as we move forward in a changed world after this pandemic.

A major focus needs to be more inclusive of instruction and counseling faculty to facilitate the cross-district communication and sharing of ideas and resources. This connection of Educational Services will include the utilization of experienced leaders across the district by creating short-term assignments at the district so faculty can participate in the sharing of talent and innovative ideas on various initiatives.

Routing and Review

Submitter's Name: Emmanuel (Manny) Mourtzanos

Title: Vice Chancellor, Educational Services

Submitter's Signature: _____

Date Submitted: January 7, 2023 (Revised)

Submitter's Immediate Supervisor: _____

Date of Review: _____

Chancellor's Signature: _____

Date of Review: _____

Date of Presentation to Administrative/Consultation Council: _____