



2020-2021

Kern Community College District

District Office Administrative Unit Review

Educational Services

John Means
Vice Chancellor
Educational Services
Submitted by: John Means

Executive Summary

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

Educational Services is comprised of a variety of programs that are committed to providing excellent service to our customers who we identify as the district, colleges, the state, other community colleges, the region, Board of Trustees, and the public. As the division continues to focus on priorities the ultimate goal is to ensure that the colleges have the resources, they need ensure student success, student access, and student equity. There will be a renewed focus on advocacy, which will give a voice at the state level on the value of the community college mission. New Unit Goals were identified that will serve as the focus for Educational Services this next year.

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

- 1) Complete update Board Policies and Procedures.
- 2) Facilitate adoption and implementation of scheduling software

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 and Vice Presidents of Student Services 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 number one priority of the colleges is student success and student equity which are this unit's number one priority. Educational Services has responded to and will continue to respond to the substantial impact of colleges converting to a primarily online instruction and support services online environment since March. Educational Services will continue to facilitate the implementation of the Accessibility Task Force consultant's recommendation.

Section One: Unit Overview

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

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

Educational Services purpose is to provide leadership for the instructional and instructional related programs, and student services. Make recommendations to Colleges and recommend course and program approvals from the District's colleges to the Chancellor for approval by the Kern Community College District Board and submission to the California Community Colleges Chancellor's Office.

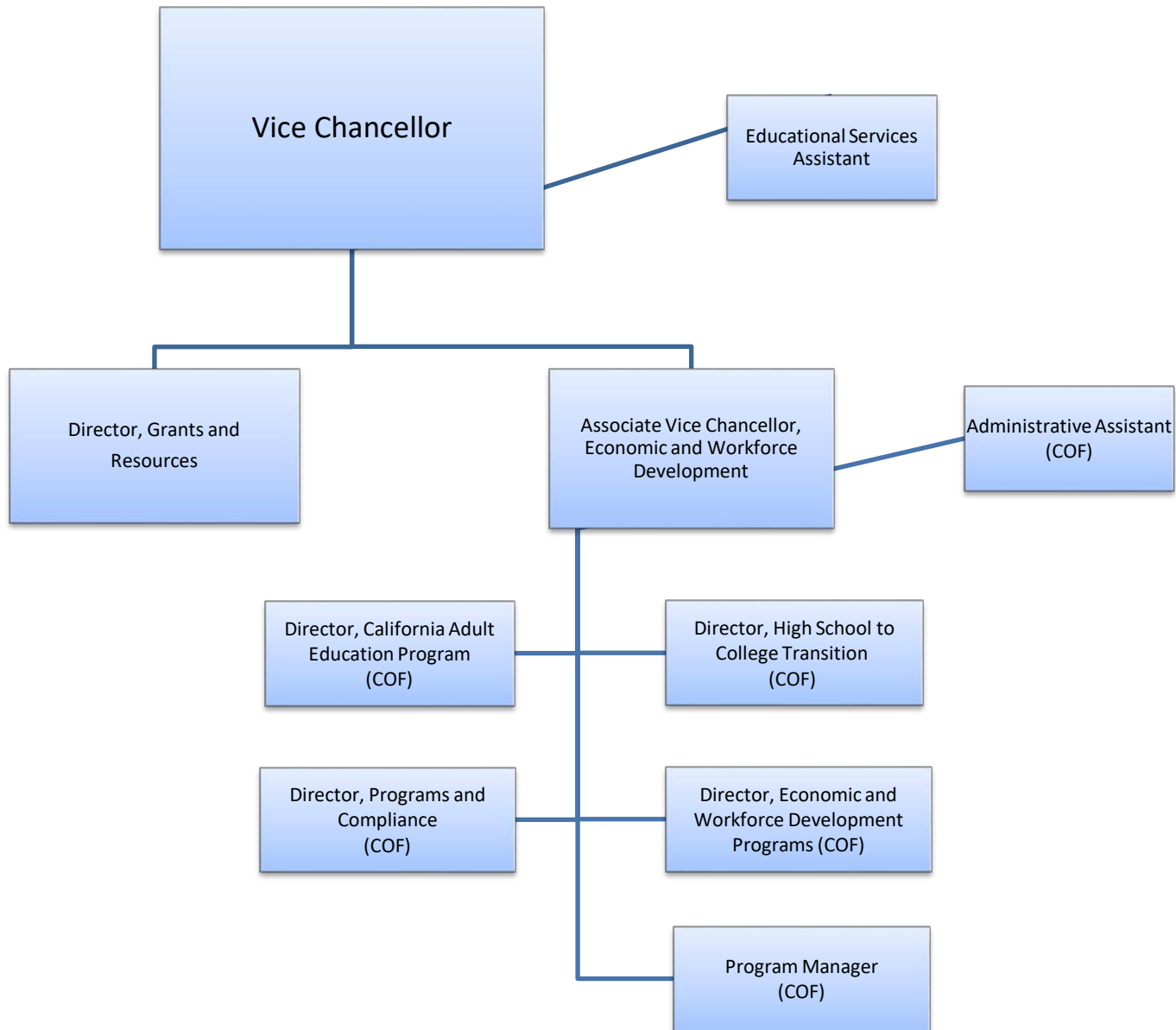
*The Economic Development and Career and Technical Education functions are included in a separate district administrative unit review under the Associate Vice Chancellor of Economic and Workforce Development.

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

The Vice Chancellor provides overall leadership and utilizes data in planning, organizing, reviewing, coordinating, and evaluating district-wide instructional and student services programs and the development and implementation of policies and procedures of the District. The Educational Services Unit supports instructional and student support programs at the three colleges. In particular, the unit meets monthly with the Vice Presidents of Instruction and Student Services to plan for programs and services as well as to chart new directions designed to maintain innovation. The Vice Chancellor connects with IT 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, 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.	
Director, Grants and Resources	Plans and assists in writing grants for economic and workforce development. Provides technical assistance on grant opportunities, assistance in understanding grant application guidelines and technical assistance on guidelines for effective grant writing to the colleges. Assist with the grant approval process.	Directs grant opportunity notices to appropriate colleges and Educational Services staff. Provides assistance and support in analyzing and evaluating grant opportunities.	Provides technical assistance regarding grant development, budgeting, match/leverage, grant-related MOUs and procurement, programmatic and fiscal reporting.

Associate Vice Chancellor, Economic and Workforce Development	Provide overall leadership in the planning, organization, administration, evaluation, policy development, and implementation for all CTE and Economic and Workforce Development programs and initiatives throughout the District.	Manage, coordinate, and provide leadership for the District economic and workforce development programs and initiatives to assure the viability and legality of the programs, improve processes, maintain established academic and legislative standards, maximize the Career and Technical Education Opportunities for students and facilitate economic development in the many communities served by the Kern Community College District. Serve as a liaison between the District and agencies administering Districtwide economic development and Career and Technical Education areas.	Serve as a catalytic force in formulating and implementing, collaborating, promoting, and implementing Career and Technical Education and economic development throughout the District and regionally.
Administrative Assistant (COF)	Provide support and technical assistance to the Associate Vice Chancellor and the Economic & Workforce Development division directors supervising Adult Education, the CCPT grant, the CTE Transitions program, and Contract and Community Education.	Assist in the implementation of goals and objectives. Monitor, control and process expenditures and budget accounts. Organize and maintain filing. Coordinate and participate in a variety of meetings and conferences.	Provide support and technical assistance to the Associate Vice Chancellor and the Economic & Workforce Development division directors.
Director, California Adult Education Program (COF)	Fiscal reporting, budgeting, planning, support, consortium management, ensuring we are in alignment with state requirements, program area reporting. Student outreach/marketing support, distance learning support.	Develop programs, conduct outreach and alignment of programs and data. Assist Adult Education principals, directors, and managers on program implementation.	Provide support / professional development in fiscal reporting, student data management, testing, program alignment, and any Adult Education related area.

<p>Program Director Projects and Compliance (COF)</p>	<p>Provides oversight to various grant funded projects and implements operational systems to ensure contractual, fiscal and operational compliance with all department, district, state and federal grants management and reporting policies and procedures.</p>	<p>Provides program and fiscal support and technical assistance. Prepares program reports, manages fiscal expenditures, and prepares program data reports.</p>	<p>Provide support / professional development regarding fiscal process, federal & state grant policies, career pathways, and component elements.</p>
<p>Director, Economic and Workforce Development Programs (COF)</p>	<p>Provides strategic leadership and administrative oversight for the Clean Energy Center related to clean energy training programs, clean energy technical assistance, and clean energy program and curriculum development.</p> <p>Regional Resource for Energy, Construction, and Utility Sectors role: Technical Assistance to colleges and K12 partners including program and curriculum development and employer and stakeholder partnerships.</p>	<p>Employer Engagement, Customized Training Planning, budgeting, Program and Fiscal reporting. Contract development.</p> <p>Professional Development events, Career Exploration events.</p>	<p>Provide support / technical assistance on leveraging noncredit and contract education.</p>
<p>Program Manager</p>	<p>Manage implementation of assigned program activities and budgets. Ensure program compliance with GAAP, BAM and agency regulations.</p>	<p>Participate in meetings and conferences related to the assigned programs, coordinate projects, develop and complete reports, as needed.</p>	<p>Market the assigned program(s) and participating colleges to the community and the general public.</p>

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. College Vice Presidents will receive coordinated information from the District Office to ensure the colleges are aware of and respond to state mandates, deadlines, accountability measures, etc.	Goal #5: Strengthen Organizational Effectiveness	2020-2021	Survey of effectiveness submitted to Vice Presidents and results assessed.	90% of respondents will be satisfied with the providing of information.
2. Review and recommended instructional programs are presented for approval to the Chancellor and Board of Trustees.	Goal #5: Strengthen Organizational Effectiveness	2020-2021	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.

<p>3. Develop and revise policies to conform with new and revised Title 5 regulations from the CA Board of Governors that are incorporated into the KCCD Policies annually.</p>	<p>Goal #5: Strengthen Organizational Effectiveness</p>	<p>2020-2021</p>	<p>KCCD policies will be reviewed upon published state regulations to assess needed changes.</p>	<p>100% KCCD policies are in compliance with Title 5 rules, formatted into KCCD format and adopted by the Board of Trustees.</p>
<p>4. Ensure timely and submission of all College and District reports regarding instruction, student services, and funding as required by the State.</p>	<p>Goal #5: Strengthen Organizational Effectiveness</p>	<p>2020-2021</p>	<p>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.</p>	<p>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.</p>
<p>5. Align all common student services policies and practices across the Districts colleges.</p>	<p>Goal #5: Strengthen Organizational Effectiveness</p>	<p>2020-2021</p>	<p>Survey provided to Vice Presidents, Admissions & Records and Financial Aid Directors, and results assessed for improvements in service.</p>	<p>Listing of common student services and procedures.</p>
<p>6. Align student fee structure with all three colleges and review annually.</p>	<p>Goal #5: Strengthen Organizational Effectiveness</p>	<p>2020-2021</p>	<p>All Student fees are reviewed. All student fee approvals are submitted to Board annually.</p>	<p>Increased student, faculty, and community clarity of fees and calendars resulting in increased participation and success.</p>

7. Increased information to three colleges regarding state legislation that affects community colleges and increased advocacy back to our state legislators and decision-making entities.	Goal #5: Strengthen Organizational Effectiveness	2020-2021	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.
8. Provide support/facilitation to the colleges in navigating when there are barriers or challenges at the district level.	Goal #5: Strengthen Organizational Effectiveness	2020-2021	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.
9. Facilitate implementation of accessibility standards into district and college programs, services, and operations.	Goal #5: Strengthen Organizational Effectiveness	2020-2021	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 and department effectively delivers these outcomes
 AUO #5 and #6 are ongoing and outcomes met effectively

AUO #4 is ongoing

Section Three: Key Performance Indicators (KPI's) List the KPIs for the unit along with the relevant outcomes for the last 3-5 years. KPI data

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)	2017-18	2018-19	2019-20
1. Number of board policies and procedures created and/or updated Chapter 4	Completed	70*	In Process*
2. Number of faculty evaluations reviewed	359	383	195
3. Number of Confidential /Management Employee Evaluations	9	15	14
4. Number of special compensation agreements approved	164	269	230
5. Number of New Courses reviewed and approved	61	164	100
6. Number of Course Revisions or Modifications reviewed and approved	333	286	172
7. Number of Course Deletions, Discontinuations or Deactivations reviewed and approved	278	70	148
8. Number of Program Revisions or Modifications reviewed and approved	33	20	21
9. Number of New Programs evaluated and approved	26	10	34
10. Number of Programs, Deletions, Discontinuations or Deactivations evaluated and approved	15	5	0
11. Number of meetings with vice presidents	9	9	7
12. Number of meetings with software district/college teams (BSC, A&R, Financial Aid)	16	41	10
13. Number of grants awarded	20 Total: \$4,295,000	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?

*New policies, procedures with revisions are currently in progress.

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: 6/30/21	Ongoing unit goal that was not accomplished last reporting period and in the new reporting period will be reviewed for barriers to completion.	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: 6/30/21	Ongoing unit goal that was not completed last reporting period and in the new reporting period will be reviewed and reported.	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: 6/30/21	Ongoing unit goal that was not completed last reporting period and in the new reporting period will be	Bakersfield College Cerro Coso Community College Porterville College	Chancellor/Board of Trustees

providing central professional development opportunities.			reviewed and reported.		
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: 6/30/21	Ongoing unit goal that was not completed last reporting period and in the new reporting period will be reviewed and reported.	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: 6/30/21	Ongoing unit goal that the department effectively delivers toward the annual outcomes but advocacy should be increased.	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: 6/30/21	.	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: 6/30/21	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			Chancellor
2. Facilitate implementation of Accessibility report recommendations.	Goals: #1-#5			
3. 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 FTE Director, Grants and Resources ▪ 1.0 FTE Educational Services Assistant
Technology / Equipment	• • •
Space / Facilities	•
Budget (Unrestricted) Total	\$ Notes (if any)
1000 (Academic Salaries)	\$ 190,724.92
2000 (Classified Salaries)	\$ 194,213.34
3000 (Employee Benefits)	\$ 155,561.87 (Based on 2019-2020 benefits template) 20-21 template available as of 10/7/20.
4000 (Supplies & Materials)	\$ 6,100.00 Library/Magazines – Non-Instructional Supplies/Supplies (Leadership Academy budget included)
5000 (Operating Expenses and Services)	\$ 76,600.00 Consulting, Travel, Dues & Memberships, Food, Software/Maintenance (Leadership Academy budget included)
6000 (Capital Outlay)	\$ 5,000.00
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 type="checkbox"/> 2: Administrator			
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 continues to support the three colleges and the district in the coordination of district-wide instructional and student services programs and services to enhance articulation, matriculation and student learning outcomes. The primary focus is to ensure the colleges have the tools to ensure quality in both instruction and student services programs. An equal focus will continue to be the efforts to support the work of the three colleges through legislation advocacy work. With the change to the new state Student centered Funding Formula and the increase emphasis on student success the goals of the unit remain fairly consistent but with a renewed focus on serving the unit's varied and numerous customers.

The focus on timely and accurate data to measure the increase in student outcomes requires an increase in collaboration and communication between the colleges, Informational Technology, Institutional Research, admissions and records and financial aid directors at the colleges. This unit will continue working closely with the vice presidents as the oversight group to follow-through and problem solve gaps in accurate reporting, submission of reports, and communication between all areas. Through requests from the colleges and the vice presidents, Educational Services works closely with the Office of Information Technology in the planning and selection of technology that will improve processes and district wide coordination through the implementation of various software programs.

Routing and Review

Submitter's Name: John Means

Title: Vice Chancellor, Educational Services

Submitter's Signature: *John M. Means*

Date Submitted: December 14, 2020

Submitter's Immediate Supervisor: _____

Date of Review: _____

Chancellor's Signature: *Thomas J. Burke*

Date of Review: 1/14/2021

Date of Presentation to Administrative/Consultation Council: 11/17/2020