Sub-committee members- Kathryn Bachman, Matt Crow, Nick Strobel, Stephanie Vega, Ann Marie Wagstaff, Heather Ostash

Subcommittee 1-

Recommendations for Improving District Annual Planning and Budgeting Processes

Sub-committee members- Kathryn Bachman, Matt Crow, Nick Strobel, Stephanie Vega, Ann Marie Wagstaff, Heather Ostash

Introduction:

The 15-16 District-wide Budget Allocation Model (BAM) Evaluation III Committee resulted in a Report to the Chancellor and Consultation Council that included a series of recommendations, including the development of an ongoing District-wide Budget Committee whose charge would include responding to the BAM Evaluation III Committee's recommendations. Out of the District-wide Budget Committee, a subcommittee was formed specifically to address the recommendations below:

Original recommendations from the BAM Evaluation III Committee:

Recommendation No. 1:

The BEC recommends the establishment of a District-wide Budget Committee. The District-wide Budget Committee's responsibilities shall include:

• Propose recommendation for District-wide budget development processes;

Recommendation No. 2:

The BEC recommends the District Consultation Council:

• Review and make recommendations regarding the District Office process for unit plan development;

In the context of the above recommendation and Accreditation standards IV.D.2, IV.D.5, and IV.D.7, the sub-committee evaluated existing documents and processes associated with the District budget development process and development of the District Annual Unit Reviews (DAUR). Additionally, the committee research processes and resources for District development and planning at other multi-college districts. The recommendations, models and revised DAUR template represent the outcomes of this process.

Recommendation 1-

The committee recommends that the District and colleges amend their institutional planning cycles to allow for the District Administrative Unit Reviews (DAUR) to respond to and incorporate support of the colleges in their efforts to improve student learning and achievement. The committee recommends the follow timeline:

- Colleges will incorporate into summative planning processes a specific reflection on strategies and activities to improve student outcomes that will impact District services
- Colleges will incorporate into their program review processes requests for new or augmented District Office-provided services. Colleges should prioritize the new/augmented DO-provided service requests before forwarding them on to the DO. *[different way to phrase first bullet]*
- Colleges will complete the level of planning to be communicated and incorporated into the district planning efforts by December 1st
- District units will complete the development of Annual Unit Reviews by January 15th
- District Budget Committee analyzes DAUR and each unit provides a brief presentation to the District Budget Committee of their DAUR and proposed budget to assist the committee's awareness and understanding of the annual priorities of the unit and basis for resource requests by mid-March.
- District Budget Committee analyzes DAUR by mid-March and presents recommendation to District Consultation Council by mid-April.
- District Consultation Council approves final DO unit budget requests in time for May tentative budget.

Recommendation 2-

Given that the work of the District is to support the colleges in achieving their mission and their efforts to improve student learning and achievement, it is important that the District planning and budgeting processes be responsive to and explicitly aligned with the work of the colleges.

The committee recommends that the District Annual Unit Review template be revised to include a clearer focus on support of student learning and explicitly incorporate college planning into the District planning and budgeting processes.

The committee has identified some possible examples to serve as a basis for responding to this recommendation:

Examples:

1. **San Bernardino Community College District-**

San Bernardino Community College District has been going through a very similar process. They identified the following goals for the District Planning and Budgeting Process:

Improvement Goals for District Program Review 2018-2022
Based on feedback from the DSPPR Committee, ACCJC Ad-hoc Task Force, Partnership Resource Teams (PRT) visit, and goals in the District Institutional Effectiveness Partnership Initiative (IEPI), the DPR processes is being reviewed and updated to include the following areas of emphasis:
1. Refocus of District Program Review to be student and college centered
2. Strengthen ties between Campus's Program Review and District Program Review
3. Align District Resource Requests with Campus Strategic Goals and Initiatives
4. Increase the amount of qualitative and quantitative data and comparison cohorts available with an emphasis on productivity and staffing.
5. Develop and Assess Student Area Outcomes

6. Alignment with Campus and District Processes
7. Integrated Ranking of Departmental Resource Requests
8. Improve Reporting and Communication

District Program Review Template developed to address the District response to these program review goals (Program Review Appendix 2- Page 11):

http://www.sbccd.org/~/media/Files/SBCCD/District/Research/Program%20Review/District_Program_Review_2018-2022.pdf

The template includes several points at which integration or consideration of college planning is prompted in planning and in resource requests.

   2.   **Modified KCCD DAUR that includes features of attached template**

See attached KCCD DAUR template

Recommendation 3-

The committee recommends that the service units at the District Office implement a tool and process for gathering feedback on services and satisfaction from the district college in informing the administrative outcome assessment and program improvement on an annual basis every fall semester.

> Kern Community College District is committed to continuous quality improvement. Posted here are the Kern Community College District Annual District Unit Reviews. Administrative Unit Reviews are annual documents created and used by District departments to develop and maintain quality services to support student learning and success. The Kern Community College District is committed to accessing its progress and achieving its strategic goals in an ongoing and systematic cycle of evaluation.

Most of the Administrative Outcomes included in the District Unit Reviews include some outcomes associated with providing quality and efficient services to the colleges within the district. However, none of the units have a process for soliciting feedback to assess the achievement of these learning outcomes. To strengthen and improve the assessment of service outcomes, the committee recommends that every unit responsible for providing services to the college engage in a process for soliciting feedback from appropriate constituent groups at the three colleges in the District.

The committee has identified some examples of service satisfaction surveys that district offices have administered to their district colleges to gather satisfaction data and feedback for each district unit:

Examples:

   1.   **Peralta Community College District:**

http://web.peralta.edu/programreview/files/2016/03/2015-16-Financial-Aid-Program-Review-including-attachments-Ed-Services.pdf

   2.   **San Diego Community College District:**

https://www.sdccd.edu/docs/Research/Rsrch%20Reports/Surveys/District%20Office%20Employee%20Feedback/Districtwide%20All%20Divisions%20Report_052616.pdf

These reports are what is available on their websites as a report out, so also include responses. However, the survey questions and/or the instrument itself are also included.

Recommendation 4-

The committee recommends that the district provide access to their data used in the development of their unit reviews (Key Performance Indicators, usage and satisfaction data, etc.), similar to the colleges' Program Review Data available on the KCCD Institutional Research website:

https://ir.kccd.edu/program-review/

Recommendation 5-

The committee recommends the development of a resource request rubric or prioritization to be developed for the District units to use in developing and justifying resource requests and for the Districtwide Budget Committee to use for context in reviewing District unit budgets. The rubric should include a focus on alignment between the District resource request and college planning.

Examples:

1. **Porterville College Rubric:**

https://kccd.sharepoint.com/:w:/r/sites/groups/dwbc/_layouts/15/Doc.aspx?sourcedoc=%7BFA526594-3999-4263-A3AF-96D71F11CA07%7D&file=Budget%20PC%20Rubric%2017_18%20-%20Copy.docx&action=default&mobileredirect=true

2. **Cerro Coso Community College Rubric-**

https://kccd.sharepoint.com/:w:/r/sites/groups/CCBudgetDevelopment/_layouts/15/Doc.aspx?sourcedoc=%7B1439B648-86FD-46CF-A476-BB10B4B7E354%7D&file=Resource%20Request%20Rubric%20Rev%202018-03.docx&action=default&mobileredirect=true

3. **SBCCD Prioritization Objectives:**

The following criteria is used to guide the recommendations of district priorities for resource allocation:
☐ Impact on students;
☐ Mandated activities related to facilities and safety;
☐ Accreditation requirements;
☐ Innovation;
☐ Impact on quality and comprehensiveness of program;

☐ The vision, mission, and values of the district;
☐ The District Strategic Plan;
☐ Service levels to colleges;
☐ Effective infrastructure.

Their process includes a review of district resource requests in the context of these prioritization objectives. It includes a specific committee for this prior to a review by the Districtwide Budget Committee. Otherwise, I think the cycle would look very similar to what is being proposed at KCCD (Document Attached).

Recommendation 6-

The committee recommends that each unit will provide a brief presentation to the District Budget Committee of the Annual Unit Review and proposed budget to assist the committee's awareness and understanding of the annual priorities of the unit and basis for resource requests. This unit executive summary will assist in the review process.

KCCD District Office Administrative Unit Review

Unit Name:

Executive Summary

Provide a brief abstract or synopsis of your unit's current circumstances and needs. Please describe in your summary the connection to college planning and priorities.

Section One: Unit Overview

KCCD Mission: The mission of the Kern Community College District is to provide outstanding educational programs and services that are responsive to our diverse students and communities.

Describe how the unit supports the KCCD Mission:

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

Provide an organizational chart to show how the unit is structured:

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

Section Two: Administrative Unit Outcomes (AUOs)

a) List all the AUOs for the unit. AUOs describe what the colleges will understand, experience or obtain as a result of the service the unit provides to the colleges. Describe the method of assessment and the criteria used to determine success in the service provided to the colleges. The assessment method should include some way of measuring college demand or need for and satisfaction with the service. (Add additional rows as necessary.)

Administrative Unit Outcome (AUO)	Strategic Plan Alignment	Review Period	Method of Assessment	Criteria for determining success in service provided to colleges

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

Section Three: 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. (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.)
1.		☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☐ Ongoing: _____ (Date)		
2.		☐ Completed: _____ (Date) ☐ Revised: _____ (Date) ☐ Ongoing: _____ (Date)		

b) 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.)

Section Four: Unit Analysis
Take a look at your trend data (key performance indicators for the past three years).

1. What unexpected changes or challenges did your unit encounter this cycle?/

2. How does your trend data impact your decision-making process for your unit?

3. Were there any changes in college satisfaction with the services your unit provided to the colleges?

Section Five: 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 (Give amounts in FTE)
Staffing (list current staffing levels)	
Technology / Equipment	• • • •
Space / Facilities	
Budget (Unrestricted) Total *Note: Items identified above, must be reflected with a dollar amount here*	$ **Notes** (if any)
1000 (Academic Salaries)	,$
2000 (Classified + Administrator Salaries)	$
3000 (Employee Benefits)	$
4000 (Supplies & Materials)	$
5000 (Operating Expenses and Services)	$
6000 (Capital Outlay)	$
7000 (Other Outgo)	,$
Budget (Restricted) Total	$
Budget (Contract/Community Ed) Total	$

Section Six: Resource Augmentation Analysis

Discuss the impact of new resources your unit received during this year's cycle that are in addition to what your unit had in the previous cycle.

Resource Category	Resource Received	Discuss how the new resource impacted your unit's effectiveness in providing service to the colleges
Positions: *Discuss the impact new and/or replacement management and/or staff had on your unit's service to the colleges..*	☐ 1: Classified Staff ☐ 2: Administrator	
Professional Development: *Describe briefly, the effectiveness of the professional development your unit has been engaged in (either providing or attending) during the last cycle*	☐ 1: Provided Professional Development ☐ 2: Attended Professional Development	
Facilities: *If your unit received a building remodel or renovation, additional furniture or beyond routine maintenance, explain how this request or requests impacted your unit's service to the colleges.*	☐ 1: Space Allocation ☐ 2: Renovation ☐ 3: Furniture ☐ 4: Other ☐ 5: Beyond Routine Maintenance	
Technology: *If your unit received technology (audio/visual – projectors, TV's, document cameras) and computers, explain how the technology impacted your unit's service to the colleges.*	☐ 1: Replacement Technology ☐ 2: New Technology ☐ 3: Software ☐ 4: Other_____	
Other Equipment: *If your unit received equipment that is not considered audio/visual or computer equipment technology, explain how these resources impacted your unit's service to the colleges.*	☐ 1: Replacement ☐ 2: New ☐ 3: Other_____	

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. 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 and what college planning reflects or suggests this need.	College(s) requesting this new resource to your unit	Rank
Positions: *Discuss the impact new and/or replacement management and/or staff will have on your unit's service to the colleges.*	☐ 1: Classified Staff ☐ 2: Administrator			
Professional Development: *Describe briefly, the effectiveness of the professional development your unit will be engaged in (either providing or attending) during the next cycle*	☐ 1: Provide Professional Development ☐ 2: Attend Professional Development			
Facilities: *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.*	☐ 1: Space Allocation ☐ 2: Renovation ☐ 3: Furniture ☐ 4: Other ☐ 5: Beyond Routine Maintenance			
Technology: *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.*	☐ 1: Replacement Technology ☐ 2: New Technology ☐ 3: Software ☐ 4: Other_____			
Other Equipment: *If your unit receives equipment that is not considered audio/visual or computer equipment technology, , explain how this request or requests*	☐ 1: Replacement ☐ 2: New ☐ 3: Other_____			

will impact your unit's service to the colleges.			
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):

Submitter's Name: _____ Title: _____

Submitter's Signature: _____ Date: _____

Submitter's Immediate Supervisor: _____ Title: _____

Date of Review: _____

Chancellor's Signature: _____ Date of Review: _____

Date of Presentation to District Consultation Council: _____