



District Services Planning & Program Review Committee

11/9/2018, 10:00 a.m., Board Room – Meeting Agenda

- I. Call to Order

- II. Review of Oct. 12 Minutes

- III. Chancellor's Cabinet Revised District Program Review Committee Rankings

- IV. Review of 2-Year Program Updates (Chancellor's Office)

- V. Service Area Outcomes Guidelines

- VI. Other/Future Agenda Items

- VII. Next Meeting: Feb. 8 at 10am (December meeting cancelled)

- VIII. Adjournment



District Services Planning & Program Review Committee Minutes	Mtg. Date	October 12, 2018
	Mtg. Time	10:10 a.m.
	Location	SBCCD Board Room 114 S. Del Rosa Dr., San Bernardino

Members Present

Jeremiah Gilbert	Jason Brady	Paula Ferri-Milligan	Barbara Nichols
Jeremy Sims	Ernie Loera (proxy for H. Agah)	Al Jackson	Michele Jeannotte
Noemi Elizalde	Heather Ford (recorder)	Noemi Elizalde	

Agenda Items	Discussion	Action Items/Tasks
I. Call to Order	J. Gilbert called the meeting to order at 10:10 a.m.	
II. Approval of Minutes	The Committee reviewed and approved the minutes from September 14, 2018 with changes of acronym WDAMS on page two.	Action Item - Minutes Approval Motion – P. Ferri-Milligann Seconded – M. Jeannotte Unanimous Approval
III. District Program Resource Request Prioritization Update	J. Gilbert reported the ranking will be taken to Chancellor’s Cabinet on 10/17/18. Cabinet makes ultimate decision regarding rankings and what gets funded.	
IV. Review of 4-year Program Self Evaluation (TESS)	<p>The committee discussed the admin application and the formatting of the Adobe PDF form. J. Brady commented the Adobe PDF form might not have the same capabilities as new versions of Adobe PDF. The committee agreed the language provided by the program needs to be understandable to the committee or it might be required to be rewritten.</p> <p>J. Brady commented Service Area Outcome (SAO) 1 is not clear on measurement. Also, SAO 3 analysis does not address how the issue they have identified. Includes multiple SAO’s and needs to be clear of exactly what they are measuring. REVISION NEEDED. J. Brady commented it needs to show productivity based on programmer load.</p> <p>J. Gilbert reported the goal’s purpose is to usually show improvement and areas to improve, point of comparison. The 2-year review gives an update on the progress of the goals. SAOs help provide direction on where you are going with the goals being created based on SAOs.</p> <p>Distance Education 4- year review. SAO 1 – The committee discussed all that is done is measuring by customer surveys. Committee would like to see more ways of measurement - pulling data, etc.</p> <p>SAO 1 – Analysis – states satisfied or very satisfied and it was increased from 64.6% to 75%. The committee discussed and wants to know what was done to increase? There also was not mention of the 25% who were dissatisfied.</p>	

	<p>J. Brady reported they can pull data off of service tickets and what time they come in. But, cannot track after hours when calls go to Canvas.</p> <p>The committee discussed the challenges are the answers are very vague, need a better analysis of what they are doing to address the challenges, and the answers don't address "in what way does your planning address these opportunities and challenges?"</p> <p>Printshop – SAO 1 – Analysis – first sentence goes with assessment. J. Brady commented they include on the form a better description of what an Assessment is supposed to be.</p> <p>SAO 2 – J. Brady commented this needs to be something that is measurable. This is where the customer survey would be good.</p> <p>J. Brady commented the online tool only had goals and objectives not SAOs. Which is causing confusion. The accreditation committee started the SAOs and SLOs. J. Gilbert to check with C. Huston on verbiage on form for departments to complete. SAOs need to be measurable.</p> <p>A. Jackson recommended a survey that is automatic when order is completed. Need to see if Print Shop Pro offers something like this.</p> <p>The committee discussed a workshop might be useful to offer additional help with the departments when completing the form.</p> <p>Tech Svcs – SAO 1 Analysis is missing with no data indicated and no findings of appropriate level. Assessment is right.</p> <p>P. Ferri-Milligan commented the language on the form needs to be revised. Include data-driven or measurable.</p> <p>SAO 3 – P. Ferri-Milligan commented the assessments are not bad. Just needs more work on the analysis. Tie in the need for personnel.</p>	
<p>V. Discussion of District Program Resource Request Process</p>	<p>Jeremiah reviewed and addressed the "new" resource request and asked for committee feedback. Example: Richard Galope's department. He wanted to memorialize the positions and funds even though he already had funding for. A. Jackson suggested providing a separate rationale for each request and to provide both documents which gives the committee the option to group together requests or leave individual.</p>	
<p>VI. Other/Future Agenda Items</p>	<p>January meeting the committee will review the 4-year review after J. Gilbert updates the document.</p>	
<p>VII. Next Meeting</p>	<p>Next Meeting: November 9, 2018, 10:00 a.m. SBCCD Board Room (Review of 2-year update – Chancellor's Office)</p>	
<p>VIII. Adjournment</p>	<p>Meeting adjourned at 11:45 a.m.</p>	

Respectfully submitted,

Heather Ford
Executive Administrative Assistant
Office of the Chancellor
San Bernardino Community College District

Chancellor's Cabinet Revised District Program Review Committee Rankings - 2018 Cycle (for 2019-2020 Fiscal Year)

Cabinet Committee		Rationale (from Resource Request Application)					
Ranking	Ranking	Resource Request	Division	Type	Funding	Amount	Rationale (from Resource Request Application)
1	1	Four (4) College Police Officers	Police	Personnel	Ongoing	\$69,636 per officer at Range A, plus benefits	It is a policy of the Board of Trustees for the SBCCD to protect members of the entire college community and the property of the District. In accordance with this policy, the District maintains a Police Department (PD) 24 hours a day, 7 days a week, & 365 days per year. The officers assigned to the PD are sworn and fully Commissioned Police Officers of the State of CA as defined in section 830.32 of the Penal Code and 72330 of the CA Ed. Code. To effectively carry out the above policy, increase campus safety, reduce liability, and manage predictable risk to the District, the PD is requesting four (4) additional police officers. Currently, the PD has only four (4) police officers and is well below proper staffing levels to adequately cover the three duty shifts during the 24 hour period or handle major incidents within the District. It should be noted that comparable Community College Districts, with a similar student population, have an average of 12-19 police officers.
		One (1) Police Sergeant	Police	Personnel	Ongoing	\$71,925.85 at Range A, plus benefits	It is a policy of the Board of Trustees for the SBCCD to protect members of the entire college community and the property of the District. In accordance with this policy, the District maintains a Police Department (PD) 24 hours a day, 7 days a week, & 365 days per year. The officers assigned to the PD are sworn and fully Commissioned Police Officers of the State of CA as defined in section 830.32 of the Penal Code and 72330 of the CA Ed. Code. To effectively carry out the above policy, increase campus safety, reduce liability, & manage predictable risk to the District, the PD is requesting an additional field supervisor. Currently, the PD has only two (2) field supervisors & is well below staffing levels to appropriately supervise the three duty shifts during the 24 hour period or handle major incidents within the District. It should be noted comparable Community College Districts, with similar student populations, have an average of 3 - 6 field supervisors, as well as a lieutenant.
		Five (5) Police Vehicles	Police	Equipment	One Time	\$300,000	It is a policy of the Board of Trustees for the SBCCD to protect members of the entire college community and the property of the District. In accordance with this policy, the District maintains a Police Department (PD) 24 hours a day, 7 days a week, & 365 days per year. The officers assigned to the PD are sworn and fully Commissioned Police Officers of the State of CA as defined in section 830.32 of the Penal Code and 72330 of the CA Ed. Code. To effectively carry out the above policy, increase campus safety, reduce liability, and manage predictable risk to the District, the PD is requesting five (5) fully equipped police vehicles. Currently, the PD has only three (3) fully equipped black and white police vehicles with the required mobile digital computer (MDC). In fact, two of the vehicles have or are nearing one hundred thousand miles on the odometer and should be salvaged out soon due to ongoing high maintenance costs.
		Police Safety Equipment	Police	Equipment	One Time	\$40,000	It is a policy of the Board of Trustees for the SBCCD to protect members of the entire college community and the property of the District. In accordance with this policy, the District maintains a Police Department (PD) 24 hours a day, 7 days a week, & 365 days per year. The officers assigned to the PD are sworn and fully Commissioned Police Officers of the State of CA as defined in section 830.32 of the Penal Code and 72330 of the CA Ed. Code. To effectively carry out the above policy, increase campus safety, reduce liability & manage predictable risk to the District, the PD is requesting funding to purchase the necessary police safety equipment for four (4) College Police Officers and one (1) Police Sergeant. Specifically, the PD will need the funds to purchase the following safety equipment: firearms, ballistic safety vests & helmets, Sam-browne duty belts, police duty uniforms, duty shoes, hand-cuffs, batons, Tasers, hand-held radios, long rifles, shotguns, and ammo, etc.

Chancellor's Cabinet Revised District Program Review Committee Rankings - 2018 Cycle (for 2019-2020 Fiscal Year)

Cabinet Ranking	Committee Ranking	Resource Request	Division	Type	Funding	Amount	Rationale (from Resource Request Application)
2	5	Strengthen Public Awareness of SBCCD, SBVC, CHC and KVCR	Chancellor	Budget	One Time	\$100,000	Increasing student enrollment and expanding community outreach across 21 cities/communities is a top priority within the SBCCD/CHC/SBVC master plans which requires strategic investment. This one-time investment will help establish the foundation to implement an integrated, district-wide marketing outreach strategy that benefits SBCCD/CHC/SBVC by making necessary website redesigns to appeal to a new generation of prospective students, increase advertising of academic/career training programs through new audience-targeting technology and social media platforms, creating brand guidelines to ensure the effectiveness of our marketing materials, and increasing college visibility at community events.
	8	Expand grassroots community outreach and marketing (Hire 3 Prof. Experts)	Chancellor	Personnel	Ongoing	\$150,000	Increasing student enrollment and expanding community outreach across 21 cities/communities is a top priority within the SBCCD/CHC/SBVC master plans which requires strategic investment. This ongoing investment will support the grassroots community outreach efforts outlined in the "District-wide Marketing & Community Outreach Work Plan" (developed by the SBCCD, CHC and SBVC marketing departments) with three (3) culturally-competent professional experts to assist with marketing and in-person outreach. One professional expert will provide information related to SBCCD's educational offerings, in English and Spanish, at the Educational Opportunities Help Desk housed at the Mexican Consulate in San Bernardino -- a board-approved partnership that is already in effect. Two (2) professional experts will assist with content development for press releases, email marketing newsletters, social media and hosting information booths at community events. (A gift of \$25,000 has been awarded to SBCCD by the Mexican Consulate in San Bernardino to partially cover prof. expert staffing costs and related activities of the Educational Opportunities Help Desk housed at the Consulate.)
3	2	Human Resources Analyst (Retirement Specialist)	DSS	Personnel	Ongoing	\$108,003 with benefits	The retirement specialist is required to monitor and control the activities related to retirement including payroll reporting, PERS, STRS and maintaining benefits post retirement. This position will be vital in the success of financial independence and also serves each employee of the district by facilitating a comprehensive retirement program, researching issues and ensuring compliance with local, state and federal regulations.
4	6	Construction Manager	DSS	Personnel	Ongoing	\$106,267 at Step A, plus benefits (position will pay for itself by eliminating consultants)	A significant increase in bond and non-bond funded construction projects, new facilities acquisitions, new initiatives, new grants (makerspace), regulatory compliances, FCC auction projects, solar project at SBVC, etc. All have not matched with an increase in the number of positions within the facility program. The district facilities planning is forced to outsource some of the non-bond funded construction project management services OR delay their implementation by pushing the programs/projects out. The District should consider hiring a capital outlay Director/Manager in order to oversee the district construction of projects, review in depth schedules, manage stakeholders, maintain deliverables and monitor for compliance with building and safety regulations. Another point to mention is that college administrations need our support for their projects implementation through funding, design, permit, procurement, construction administration and closeout.
5	11	Purchasing/Risk Management Supervisor	DSS	Personnel	Ongoing	\$120,000	As part of Business Services' staffing planning, it was determined that a gap exists. There is a need to have an intermediate layer of supervision between the Business Manager and the classified Purchasing Staff. This new position, Purchasing Supervisor, will oversee the purchasing staff and have risk management duties.
6	12	Perfect Binder (District Printing Services)	TESS	Equipment	One Time	\$16,500 (\$1500 ongoing)	The acquisition of a perfect binder would replace two off line systems that we currently use. These two current systems require a lot of hands on labor and time. A perfect binder would also provide a professional look and durable book.

Chancellor's Cabinet Revised District Program Review Committee Rankings - 2018 Cycle (for 2019-2020 Fiscal Year)

Cabinet Committee		Ranking						Rationale (from Resource Request Application)
Ranking	Ranking	Resource Request	Division	Type	Funding	Amount		
7	14	Renewable Energy Project at SBVC	DSS	Budget	One Time	\$12,000,000	Part of the District sustainability and energy conservation initiative plans for the District is the investment into renewable energy and provide energy saving to the District. CHC invested in \$1.3 m solar farm, which provides approximately 75% of campus consumption of which this money goes towards student's success. Currently, the District is undergoing construction for a solar carport project, which will provide at least 80% generation and offset the utility bills. SBVC currently does not have any sort of self-generation or renewable energy sources. It is recommended that the District invests in a solar facility and battery storage as a resilient system to save campus energy in the long term.	
8	3	Hire new IT Security Professional (Technical Services)	TESS	Personnel	Ongoing	\$220,000 with benefits	Currently myself [Jeremy Sims] along with the other IT Directors and support staff are doing our "Best Effort" in IT security for the district. This is an area of IT that needs full-time attention.	
9	9	Director of Distance Education	TESS	Personnel	Ongoing	\$200,000 with benefits	Our current staffing level is flat and the area is the only one in TESS without a manager yet with 3.5 FTE. With no manager, there is limited supervision, no direction for growth related to Distance Education and coordination of services with both District's and the Colleges' needs and requirements.	
10	13	Hire Director of Administrative Application Systems (Replacement)	TESS	Personnel	Ongoing	\$220,000 with benefits	In the reshuffling of positions since the previous Associate Vice-Chancellor of TESS resigned, funding was lost to backfill the Director of Administrative Applications in case the Interim assignment becomes permanent. Even though the Interim assignment has yet to be resolved, it was suggested that this position be put into program review in case the Interim assignment becomes permanent	
11	4	Division: Office of the Vice Chancellor - (1) Vice Chancellor; (2) Executive Assistant; (3) Supplies (\$15,000) and Other Expenses & Services (\$15,000)	WDAMS	All	Ongoing	\$408,578 (Vice Chancellor & Executive Assistant already paid out of General Fund, leaving \$30,000 new funding)	<p>District fiscal support for Workforce Development, Advancement, and Media Systems Division comprised of the following departments: Economic Development & Corporate Training; SBCCD Foundation; SBCCD Office of Grants Development & Administration; and KVCR Empire Network.</p> <p>Under the previous standalone EDCT Division, District funding support in FY2017-2018 was 100% General Fund support for the salaries and benefits strictly for the Associate Vice Chancellor and Administrative Assistant II positions. This funding did not account for Division administrative leadership and support for KVCR operations, which merged with EDCT in July 2017.</p> <p>As a result of further reorganization during FY2017-2018, the KVCR Educational Foundation was terminated by Board of Trustees (BOT) action at the recommendation of District Administration, and the EDCT Foundation was designated for transformation into the SBCCD Foundation to support EDCT, KVCR and District Central Services for fundraising, underwriting, and capital campaign efforts. Last, the District Office of Grants Development & Administration was planned through a 2-year collegial consultation process involving the District Assembly, culminating in approval by the BOT in FY2017-2018. These two units comprise the Advancement Department, and were designated for full operational capacity in FY2018-2019.</p> <p>In June 2018, the BOT voted to approve the reclassification of the Associate Vice Chancellor to that of Vice Chancellor. Negotiations to reclassify the Administrative Assistant II position to Executive Assistant - Confidential, were postponed in May 2018 to occur in December 2018 due to the reclassification actions by District Human Resources that were in progress at the time to remove the "Confidential" designation from the Administrative Assistant II position per CSEA negotiations, and shift the "Confidential" designation to the Executive Assistant classification. The reclassification of this position to Executive Assistant (Confidential) is warranted due to the nature of the Division Office transitioning to handle Fiscal and Human Resources activities to support a multi-faceted Division.</p> <p>Therefore, this funding request covers the continuance of 100% of salaries and benefits for the Vice Chancellor and Executive Assistant (Confidential), in addition to budget support for Division Administrative Office functions in support of multiple departments within the Division: Workforce Development (EDCT), Advancement (SBCCD Foundation & SBCCD Office of Grants Development & Administration) & Media Systems (KVCR, Empire Digital, FNX).</p>	

Chancellor's Cabinet Revised District Program Review Committee Rankings - 2018 Cycle (for 2019-2020 Fiscal Year)

Cabinet Committee		Resource Request	Division	Type	Funding	Amount	Rationale (from Resource Request Application)
Ranking	Ranking						
12	7	Advancement Department: SBCCD Foundation - (1) Director, Development & Community Relations; (2) Assistant Director, Resource Development & Grants; (3) Administrative Coordinator; (4) Administrative Assistant I; (5) Supplies and Other Expenses & Services	WDAMS	All (New Program)	Ongoing	\$740,000 (In General Fund already)	<p>As a result of District reorganization during FY2017-2018, the KVCR Educational Foundation was terminated by Board of Trustees (BOT) action at the recommendation of District Administration, and the EDCT Foundation was designated for transformation in FY2018-2019 into the SBCCD Foundation to support EDCT, KVCR and District Central Services for fundraising, underwriting, and capital campaign efforts.</p> <p>The budget of the KVCR Educational Foundation was therefore reduced by \$535,000 due to KVCR TV and Radio Pledge Drives being shifted to KVCR Operations, supported by the FCC Auction-funded 3-Year, \$5 million Operating Fund established by the Board of Trustees (BOT). This resulted in savings to the District General Fund of \$535,000 left a balance of \$520,000, coupled with the EDCT Foundation budget of \$220,000, equates to a total budget request of reallocated District General Funds of \$740,000 to the new SBCCD Foundation.</p>
13	10	Advancement Department: SBCCD Grants Office - (1) Director, Development & Community Relations; (2) Assistant Director, Resource Development & Grants; (3) Administrative Secretary; (4) Supplies and Other Expenses & Services	WDAMS	All (New Program)	Ongoing	\$445,728 (District Indirect Costs Budget)	<p>The District Office of Grants Development & Administration was planned through a 2-year collegial consultation process involving the District Assembly, culminating in approval by the BOT in FY2017-2018. The mission of the SBCCD Office of Grants Development & Administration is to provide project support, coordination and management of districtwide efforts to pursue and acquire competitive grant funding for 6 Strategic Priority Areas jointly identified in the District Assembly collegial consultation process: (1) Student Success & Transfer, (2) Science-Technology-Engineering-Arts-Math (STEAM), (3) Workforce Development & Career Technical Education (CTE), (4) Innovation, (5) Basic Skills, and (6) Open Education Resources (OER).</p> <p>To accomplish this mission, funding support is needed to adequately staff the district grants office, retain a grant writing consulting firm, and support pre- and post-grant award development processes and administrative activities in support of the district's colleges, including project implementation, monitoring, performance compliance, and overall program and budget administration.</p>

Chancellor's Cabinet Meeting, October 17, 2018

- Notes:
1. Keep Committee Ranking 1 pending further analysis and availability of funding
 2. Combine Committee Ranking 5 & 8 and move to #2
 3. Move Coommittee Rankings 4, 7, & 10 (WDAMS Division) to bottom three as they are already funded (\$30,000 new funding for #4 is operational budget and should be included in next budget development cycle)
 4. Move Coommittee Rankings 3, 9, & 13 (TESS Personnel) above WDAMS rankings pending new CTO hiring and upcoming evaluation of TESS

SBCCD DISTRICT PROGRAM REVIEW
Two-Year Program Update

Program or Service Area: Office of Research, Planning, and Institutional Effectiveness

Name: Jeremiah Gilbert

Date: June 30, 2018

Productivity

Explain how your program defines and measures satisfaction and productivity. What do these measures reveal about your program over a three-year period?

- Average time to respond to requests for service
- Average time to respond to complaints
- Results of user satisfaction surveys
- Results of employee satisfaction/staff morale surveys
- Additional identified benchmarks of excellence for the department, and department standing relative to these benchmarks of excellence

Productivity Data

Research Requests: Currently most requests for research/data either come through email or during meetings, such as Chancellor's Cabinet, and most response times range from 1 to 2 days. The Office of Research, Planning and Institutional Effectiveness (ORPIE) has recently launched an online Research Request form and has been encouraging its use. With the online form, it will be easier to track the types of requests received along with response times.

Planning and Program Review Satisfaction: ORPIE oversees the district's Planning and Program Review processes. Questions addressing this were included in the 2017-18 District Employee Climate Survey. Responses of Very Satisfied or Satisfied for "The annual process of prioritizing objectives at the District Offices is open and honest" were 55.7%, for "planning and decision-making processes at the district level are open and easy to understand" were 54.5%, and for "I am satisfied with the planning & decision-making processes at the district level" were 52.3%.

Analysis of Productivity Data

Research Requests: Now that the new link is in place and being used, it will be easier to track request types and response times. This will also allow ORPIE to foresee certain, repeated requests for data and prepare accordingly.

Planning and Program Review Satisfaction: ORPIE would like to see the Very Satisfied/Satisfied responses to the Climate Survey responses related to district Planning and Program Review increase to at least 70%. With this in mind, a 2018-2022 District Program Review Plan was approved this year with a new process taking place starting summer 2018 allowing for a clearer and more transparent process, which will hopefully see increased satisfaction.

Staffing

List the number of full and part-time employees in your area.

Classification	Number Full-Time	Number Part-Time, Contract or Prof. Experts	Vacancies
Managers	1		
Faculty			
Classified Staff	1		1
Professional Experts			
Total	2		1

Analysis of Staffing Levels

What does the current staffing level data suggest about your program area? Is there a need for more employees? Is there a need for greater efficiency? Is there a need for redistribution of workload or staff? Include any data that is relevant to your program, including any staffing needs for compliance with state, local, and federal regulations.

ORPIE is a relatively new office at the district. In prior iterations, it only existed as an Executive Director, who was responsible for all district research needs along with district planning and accreditation responsibilities. Now that the office is comprised of an Executive Director and two Research Analysts, the Executive Director is able to provide more focus on district planning and accreditation, which includes chairing the District Support Services Planning and Program Review Committee and the new Districtwide Institutional Effectiveness Committee, while also serving as a member of Chancellor's Cabinet and the District Enrollment Management Committee. The Research Analysts are able to focus their attention on district research and survey needs under the lead of the Executive Director. One of the district's research analysts resigned effective June 28, leaving a vacancy. As of this writing, the process to fill this position has been started. At this moment in time, and with this vacancy filled, the staffing of ORPIE is sufficient for current needs.

Trends

What are the new or continuing trends affecting your program and how will these trends impact program planning?

One trend that always affects college and district research offices is mandatory reporting, such as MIS, IPEDS, and Title V eligibility. ORPIE has already started working with the college research offices to help streamline these mandatory reporting processes that not only involve college input but also input from other district service areas, including budget, fiscal, and TESS. Equally important, the research offices are also working on identifying other processes that can be streamlined to help improve the efficiency and effectiveness of research, planning, and institutional effectiveness district-wide. This includes the implementation of a new data warehouse, currently in phase two of development, which will allow for much faster access to and reporting of data. Mandatory reporting is often tied to state initiatives, such as SSSP and Basic Skills. Aware of the many initiative/performance metrics at play, including that the understanding, tracking, responding to, and reporting of these various metrics have been difficult at best, the State Chancellor's Office has been working on a Metric Simplification Initiative, releasing its first White Paper January 2018 and its second White Paper May 2018. It is yet to be seen what will come from this initiative and how it will impact college and district research offices.

Opportunities and Challenges

What are the opportunities and challenges presented by the new or continuing trends identified above? Provide any additional data or new information regarding planning for the department. In what way does your planning address these opportunities and challenges?

Mandatory reporting requires that the campus and district research offices work together corroboratively, as there is often a district component to the data being submitted. This allows for the sharing of ideas and methodologies. A major strength in this area is the knowledge base that all three offices possess and the willingness that everyone has brought forward to share and collaborate.

One challenge is time regarding how long some research requests can take to complete due to the size of the requested data, which can be tens of thousands of pieces of data pulled from multiple sources. This should be much improved when the new data warehouse project goes live in August. Another challenge is not knowing what new state mandates may be coming requiring further research, reporting, or planning. One recent example of this is the state's funding formula, which has gone through major changes since January and has become far more complex and data focused. Through professional memberships and conference attendance, it is hoped that ORPIE can stay informed of upcoming changes occurring at the state level.

Three-to-Five Year Vision

Describe your program, as you would like it to be in three-to-five years.

ORPIE will facilitate the San Bernardino Community College District in becoming a Learning Organization, which is the ultimate institutional effectiveness outcome. A Learning Organization is one that grows and adapts through ongoing innovation tuned to current, emerging, and future needs. Further, it celebrates a culture of wonder instead of blame, where data-supported intelligence can be agreed upon so people can focus on being successful rather than focusing on who is right. Toward this direction, ORPIE is working with the college research offices to help improve the efficiency of overall research functions so that the research offices have time to do more research and provide additional evidence to help inform decision-making district-wide. This includes the standardization of terminology, calculations, and documentation.

Goals and Objectives

Please complete for as many Goals and Outcomes as your program has.

Goal #1

Continue to Update and Refine the SBCCD KPI Dashboard

Objectives for Goal #1

A Key Performance Indicator (KPI) Dashboard has been established by ORPIE with Goals coming from the District Strategic Directions found in the 2017-2022 Districtwide Support Service Strategic Plan. Once data is available, the dashboard will be updated to include 2017-18 numbers and, where applicable, interactive dashboards will be developed for select KPIs that will include both campus and equity data. Until these dashboards are in place, the current PDFs have been reformatted to include campus and equity data, where applicable. The Board will be updated on progress monthly starting in September.

Goal #2

Increase the original research produced by the Office of Research, Planning, and Institutional Effectiveness

Objectives for Goal #2

In 2017-28, ORPIE produced several original Research Briefs, including a look at the rise of Associate Degrees of Transfer offered by both campuses since 2012 and an analysis of the capture rate of high school graduates in the district's service area. ORPIE would like to see the amount of original research it produces increase and be used by the campuses and district for planning purposes. The district should also be hiring a district director of grants this year who ORPIE will work closely with in providing data for both grant applications and follow-up reports for awarded grants.

Goal #3

Increase awareness of the district's Office of Research, Planning, and Institutional Effectiveness

Objectives for Goal #3

Through comments in the 2017-18 District Employee Climate Survey, it became clear that either employees were confusing the district research office with campus research offices or that they did not know that district research existed. With this in mind, ORPIE will work on strategies in the coming year to bring awareness to the work that it does, including the promotion of its website and inclusion in existing district materials.

Goals and Objectives (Continued)

Please complete for as many Goals and Outcomes as your program has.

Goal #4

Stay informed of the latest developments, research methods and innovations in the field of Research, Planning and Institutional Effectiveness through Conference and Workshop Attendance

Objectives for Goal #4

Important Research, Planning and Institutional Effectiveness conferences and workshops include those sponsored by the RP Group, the Society for College and University Planning, and the California Association for Institutional Research (CAIR). These include the RP Group's Strengthening Student Success Conference and CAIR's upcoming annual conference, Institutional Research for Public Good. As the Executive Director of ORPIE is also the district's Accreditation Liaison Officer, attendance at the 2019 ACCJC Conference is also of critical importance.

Goal #5

Stay informed of the latest developments, research methods and innovations in the field of Research, Planning and Institutional Effectiveness through Professional Memberships

Objectives for Goal #5

ORPIE intends to begin annual memberships with the RP Group and the Society of College and University Planners (SCUP). Through professional and leadership development, technical assistance, research, and evaluation services, the RP Group strengthens the ability of California Community Colleges to discover and undertake high-quality research, planning, and assessments that improve evidence-based decision making, institutional effectiveness, and success for all students. SCUP is a community of higher education leaders responsible for the integration of planning on their campuses and provides viewpoints from leaders from around the world but primarily within North America.

Goal #6

Objectives for Goal #6

SBCCD DISTRICT PROGRAM REVIEW
Two-Year Program Update

Program or Service Area: Marketing, Public Affairs & Government Relations

Name: Angel Rodriguez

Date: June 30, 2018

Productivity

Explain how your program defines and measures satisfaction and productivity. What do these measures reveal about your program over a three-year period?

- Average time to respond to requests for service
- Average time to respond to complaints
- Results of user satisfaction surveys
- Results of employee satisfaction/staff morale surveys
- Additional identified benchmarks of excellence for the department, and department standing relative to these benchmarks of excellence

Productivity Data

Marketing Strategies: Consistent with the goals of the district-wide comprehensive master plan, the Chancellor's Office launched the District-wide Brand Identity Task Force to assess the public perceptions of SBCCD's brand identity (CHC/SBVC/KVCR) and its effectiveness to attract student enrollment, talented faculty/staff, and external stakeholder support. Online surveys and in-person focus groups have been utilized to solicit feedback from students, faculty, staff and community members. A report outlining areas of strengths, weaknesses, challenges and opportunities to enhance SBCCD's brand identity was presented to the Chancellor and Board of Trustees at a public meeting. The board approved the task force's recommendations to continue exploring strategies to enhance the public image of the district and colleges. Additionally, we manage the district's visibility with news media through press releases, social media, and internal/external e-newsletters.

Legislative Advocacy: The Chancellor's Office works with the Board Legislative Ad-Hoc Committee to communicate with government officials through letter-writing campaigns and meetings in Sacramento and Washington D.C. to convey SBCCD's perspective on policy matters that impact student success.

Analysis of Productivity Data

- Launched SBCCD's presence on Facebook and manage an audience of 671 followers.
- Launched SBCCD's presence on Twitter and manage an audience of 1,000 followers.
- Launched SBCCD's community newsletter and manage an audience of 200+ civic and business leaders.
- Asked 2,875 community members in SBCCD's service area to complete online survey with their perceptions on SBCCD's quality, reputation, marketing outreach in the region.
- Solicited input from 1,551 faculty and staff members through online survey and in-person meetings on SBCCD's brand identity.
- Met in-person with 50 students to solicit their feedback on SBCCD's brand identity.
- Wrote, edited and published more than 60 press releases highlighting student success stories, faculty milestones and college awards and recognitions.
- Secured news media mentions on The Wall Street Journal, Southern California News Group, and KPCC.
- Facilitated meetings for the Chancellor and Board of Trustees with state and federal legislators to advocate for increased public investment/matching funds to improve college facilities.

Staffing

List the number of full and part-time employees in your area.

Classification	Number Full-Time	Number Part-Time, Contract or Prof. Experts	Vacancies
Managers	1	0	0
Faculty	0	0	0
Classified Staff	0	0	0
Professional Experts	0	3	0
Total	1	3	0

Analysis of Staffing Levels

What does the current staffing level data suggest about your program area? Is there a need for more employees? Is there a need for greater efficiency? Is there a need for redistribution of workload or staff? Include any data that is relevant to your program, including any staffing needs for compliance with state, local, and federal regulations.

The District Director of Marketing, Public Affairs and Government Relations (Director) is a relatively new function within the Chancellor's Office which interfaces and coordinates with multiple stakeholders including: Board of Trustees, Chancellor's Cabinet, faculty and staff, students, alumni, government officials at the local, state and federal level, business leaders, K-12 leaders, community organizations, and news reporters. During the first year, this position did not have staff to assist with fact-finding, writing and editing required to produce accurate and engaging content for press releases, social media and website, faculty/staff newsletters, community newsletters, and other publications. Today, there are two professional experts who assist the office on a part-time basis. While these two individuals are critical in curating SBCCD's public visibility, their role is limited due to their part-time status and mostly because they are "behind-the-scenes" writing, editing and producing content. Additionally, the Director oversees a part-time professional expert that promotes SBCCD's educational programs at the Mexican Consulate in San Bernardino, Monday through Friday from 8 a.m. to 1 p.m. Having professional experts allows greater flexibility for the Director to ensure marketing outreach strategies stay on track, while meeting the expectations of the Chancellor and Board Legislative Ad-Hoc Committee to analyze and track legislation, and educate policymakers at the local, state and federal levels about the district's public policy priorities.

Given the growing interest of district leadership to increase SBCCD's public visibility and student recruitment efforts, there may be a need to create a full-time position that reports to the Director to coordinate marketing and community outreach efforts.

Trends

What are the new or continuing trends affecting your program and how will these trends impact program planning?

Marketing Strategies: To maximize public resources and grow the high school graduate capture rate at both campuses, there is growing interest by district leadership to create stronger alignment in marketing strategies for student recruitment. This requires a higher level of district-campus coordination, and investment in new technology and software programs that facilitate recruitment communications to prospective students. (Currently, the emergency notification system is utilized to mass email students and prospective students about enrollment and financial aid deadlines).

Advocacy Strategies: The Board is considering placing a bond measure in the November 6, 2018 ballot to improve college facilities. Before the board makes a decision, the Director will manage a public education campaign to inform voters, community organizations, K-12 leaders and elected officials about the impact of a potential bond. Additionally, the Director will continue arranging opportunities for dialogue between key policymakers and district/campus leadership to secure state and federal matching funds for capital outlay and increased investment in college programs.

Opportunities and Challenges

What are the opportunities and challenges presented by the new or continuing trends identified above? Provide any additional data or new information regarding planning for the department. In what way does your planning address these opportunities and challenges?

While the Brand Identity Task Force recommendations were approved by the Board of Trustees, and the task force continues to solicit input from campus and community stakeholders about the benefits of creating a more interconnected brand identity that elevates public awareness of SBVC and CHC as sister campuses, there may be voices who advocate to maintain the status quo. Maintaining the status quo in branding and marketing efforts will make it challenging for SBCCD to achieve greater alignment in district-wide student recruitment strategies. The opportunity ahead is to build upon the efforts and findings of the Brand Identity Task Force and develop student recruitment strategies that promote coordination, rather than competition, among SBVC and CHC to jointly market to prospective students. Such strategic dialogue about developing an organizational approach to marketing/recruitment practices should be further explored within the District Enrollment Management Committee.

With regard to legislative advocacy, the challenge and opportunity is educating new and returning elected officials about how their actions on public policies impact SBCCD's ability to educate students.

Three-to-Five Year Vision

Describe your program, as you would like it to be in three-to-five years.

District Marketing, Public Affairs & Government Relations will elevate the visibility and regional pride of SBCCD, SBVC, CHC and KVCR TV/FM through a year-round advocacy program and marketing campaign that generates higher student enrollment, legislative support for SBCCD's public policy priorities, and high-impact community partnerships that are responsive to the diverse communities we serve. We will achieve this through creative, culturally-competent branded communications that mobilize target audiences, and by initiating and cultivating mutually-beneficial relationships with students, alumni, community members, business leaders and government officials.

Goals and Objectives

Please complete for as many Goals and Outcomes as your program has.

Goal #1

Enhance the district-wide brand identity and create strategic alignment among SBCCD, SBVC, CHC and KVCR TV/FM to promote our common mission and student enrollment

Objectives for Goal #1

Develop a brand/marketing style guide that encourages visual consistency in all forms of district-wide communications (logo, website, flyers, informational brochures, business cards, promotional videos, social media, etc.)

Engage the District Enrollment Management Committee in developing an organizational pipeline and community outreach strategies to market to, and recruit students.

Goal #2

Enhance our public engagement with diverse stakeholders and policymakers to mobilize support for SBCCD's public policy priorities

Objectives for Goal #2

Develop a legislative advocacy platform, for board approval, to promote SBCCD's priorities at the regional, state and federal levels.

Create opportunities, on and off campus, for SBCCD leadership to engage in dialogue with policymakers to educate them about public policy matters that impact our ability to educate students and develop tomorrow's workforce.

Goal #3

Encourage the adoption of new technology to recruit potential students

Objectives for Goal #3

Work with TESS and campus marketing directors to explore centralized customer relationship management software programs that facilitate recruitment marketing for potential students.

Goals and Objectives (Continued)

Please complete for as many Goals and Outcomes as your program has.

Goal #4

Maximize SBCCD's partnership with the Mexican Consulate in San Bernardino

Objectives for Goal #4

Leverage the partnership with the Mexican Consulate in San Bernardino to apply and be competitive for grants that strengthen SBCCD's ability to provide educational programs and career training to the community.

Goal #5

Objectives for Goal #5

Goal #6

Objectives for Goal #6

Service Area Outcomes Guidelines

A Service Area Outcome (SAO) is a statement about what a client will experience, receive, or know as a result of a given service. A client can be anyone receiving a service, including students, faculty, staff, or community members.

Service Area Outcomes tend to focus on either:

- a **process**, which center on services being provided efficiently, accurately, and equitably.
- **client satisfaction**, which center on support being provided by the program/service area in a satisfactory manner.

Examples of Process SAOs:

- Faculty and staff will experience a decrease in the amount of time that submitted work orders to the IT area are addressed and issues resolved.
- District faculty and staff will receive accurate and regular operational updates on Facilities projects.
- Financial aid students will receive financial aid checks within X number of weeks after the semester begins.

Examples of Satisfaction SAOs:

- Faculty and students will report satisfaction in the services provided by the evening/weekend dean.
- Students will report that the supplemental learning activities they experience in the Tutorial Center contribute to their learning.
- District personnel will express satisfaction in Human Resources.

When developing Service Area Outcomes:

- Focus on outcomes that reflect the purpose or mission of the program and yield benefits for students and/or faculty and staff.
- Build on what you are already doing. Use existing data as much as possible.
- Keep it simple and efficient.
- Make it meaningful for the service unit and staff.
- Make the outcomes measurable, actionable, and realistic. Focus on issues that you can address.

Service Area Outcomes should:

- Provide evidence that the support area is performing its function.
- Provide evidence of the program's effectiveness and help identify areas for improvement.
- Identify what stakeholders will be able to do as a result of the services your area provides.

Goals versus Service Area Outcomes

Generally speaking, goals are aims or desired results that may or may not be measurable, while SAOs are observable and measurable.

Service Area	Goal	Service Area Outcome
Campus Safety	Campus Safety will promote peace, order, and safety on campus by deterring and preventing criminal activity.	Students, staff, and community members will indicate that they feel safe while on campus.
Facilities	Facilities and Maintenance will provide safe, clean, maintained, and visually attractive buildings and grounds to be enjoyed by students, faculty, and staff.	Faculty, staff, and students will report they are satisfied with the safety, cleanliness, maintenance and visual attractiveness of the campus buildings and grounds they visit.

Assessing Service Area Outcomes

Methods of assessment for SAOs may include but are not limited to the following:

- Satisfaction Surveys (well suited for satisfaction outcomes)
- Focus groups (well suited for satisfaction outcomes)
- Number and types of complaints (well suited for process outcomes)
- Growth in a specific function (well suited for process outcomes)
- Time taken to complete a task (well suited for process outcomes)
- Comparisons to professional organizations' best practices

Using the Assessment

When deciding if steps are needed to make improvement to the service you are providing, use the following questions to guide you:

- Were you satisfied with the response?
- What changes or improvements are necessary?
- Based on the evidence and analysis, how will you modify the process or service to better address client needs?
- What should be added, deleted, or modified to improve client experiences?

If you decide that action is needed in order to bring about improvement, there are several modifications you can make to improve your processes and/or the service that your area offers. Some of these actions may include:

- increased staff development,
- equipment purchases,
- software modifications,
- process refinement and development.