



DISTRICT OFFICE DEPARTMENT/UNIT REVIEW GUIDE AND REPORT TEMPLATE

NAME OF DEPARTMENT/UNIT

2009-10

The District Office supports the effective operation of the colleges in their effort to provide instructional and support services for students. Specifically, the departments/units at the District Office strive to offer high-quality services to other District departments, the colleges and the community to advance college and Districtwide goals.

Additionally, the District Office supports its assessment of progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data. (ACCJC Standard I B. 3. – Improving Institutional Effectiveness)

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DEPARTMENT/UNIT REVIEW GUIDE

INTRODUCTION

In order for any organization to continuously improve, it must assess its effectiveness on a systematic, ongoing basis. The primary objective of the District Office Department/Unit review process is to assess and assure quality in the services provided for each department's customers and the District as a whole; and to ensure development and alignment of department/unit objectives to the goals and objectives in the 2009-2014 Districtwide Strategic Plan (Appendix A). In addition, department/unit review is intended to be the foundation for District Office integrated planning that also includes: Department/unit annual resource allocation requests, annual operational planning, and annual management goals and objectives. (Appendix B)

THE DEPARTMENT/UNIT REVIEW CYCLE AND PROCESS

Cycle

The first phase of implementation of District Office Department/Unit Review is on a two-year cycle. (Appendix C) The second phase of implementation will be on a four-year cycle from 2011-2012 through 2014-2015. In phase one the District Office Department/Unit Review process will commence in December 2009 in the following departments/units: Chancellor's Office, Communications and Community Relations, District Research, International Education, Payroll, Police Services, and Purchasing. The Purchasing Department served as a pilot, completing its department/unit review in August, 2009. Members of the Purchasing Department reported the results of their department/unit review and shared their experiences with the process at a Chancellor's Advisory Team meeting and District Office meeting in October, 2009. The Purchasing Department will also participate in a pilot implementation of the Response Team steps in the process, prior to the other departments completing their department/unit reviews.

In phase two during 2010-2011 the following departments/units will implement department/unit review commencing in December 2010: Audit Services, Accounting, Districtwide Administrative Services, Districtwide Planning and Educational Services, Facilities, Human Resources, and Information Technology.

Process

There are ten steps in the department/unit review process as follows:

Annual District Office Orientation to Integrated Planning and Department/Unit Review

The Vice Chancellor, Districtwide Planning and Educational Services will provide an annual orientation and update for all District Office employees on progress with implementation of District Office Integrated Planning, and Department/Unit Review (D/UR). It will include: a review of the goals and objectives in the 2009-2014 Districtwide Strategic Plan; a report on department/unit reviews completed the previous year; the forthcoming D/UR, annual operational planning, and resource allocation, integrated planning calendar (Appendix D); the department/unit reviews scheduled for implementation in the current year; and the calendar for completion of the steps in the department/unit review process.

Annual Orientation Meeting for Departments Implementing Department/Unit Review

The Chancellor and/or Vice Chancellor, Districtwide Planning and Educational Services will provide an orientation and update annually for the managing supervisors or designees of District Office departments/units scheduled for department/unit review, to familiarize them with the process, review the current District strategic goals and objectives, answer questions, and provide guidance. The Vice Chancellor, Districtwide Administrative Services may also attend the department/unit orientation meeting along with his/her/reporting managers.

Annual Formation and Orientation of the Department/Unit Review Response Team(s)

The Department/Unit Review Response Team(s) shall be appointed annually to read and respond to departments'/units' review reports, providing an opportunity to share perspectives about the report(s), as well as, constructive advice. Members of the response teams shall be selected in December of each year, and will be composed of six District Office members as follows:

- 1 Chancellor or Designee, as Response Team Chair
- 1 Vice Chancellor, Districtwide Administrative Services, or Finance manager/designee, selected by the Vice Chancellor, Districtwide Administrative Services
- 2 Managers/Supervisors/Confidentials at large selected by the Chancellor's Advisory Team (CAT)
- 2 Classified staff selected by the District Office Classified Senate President

The department/unit supervising manager may also request the addition of a college member on the Response Team

The charge of the Response Team is to indicate whether the Departments'/Units' Review Report is complete and to provide commendations and recommendations.

The Chancellor and/or designee will provide an annual orientation and update for the Response Team(s)—at the beginning of the department/unit review process in order to familiarize them with the process, review the District strategic goals and objectives, answer questions, and provide guidance. The Vice Chancellor, Districtwide Administrative Services may also attend the orientation meeting for the Response Team(s) along with his/her reporting managers.

Department/Unit Review Implementation and Preparation of the Report

The Department/Unit Review Team will consist of all members of the department. If requested, the Vice Chancellor, Districtwide Planning and Educational Services will meet with each department/unit at the beginning of the department/unit review process in order to familiarize them with the process, review the District strategic goals and objectives, answer questions, and provide guidance. If the Vice Chancellor of Districtwide Planning and Educational Services is requested to meet with the Department/Unit, the Vice Chancellor of Districtwide Administrative Services may also attend the meeting.

The Department/Unit Review Report will consist of a department/unit narrative, analysis and findings, and an action plan based on the historical analysis of the department operation, resources and assessment results.

Department/Unit Meeting with the Manager and/or Vice Chancellor to Review the Department/Unit Review Report

Upon the completion and signing of the Department/Unit Review Report by the Department members, the department manager submits the report to the supervising manager and/or Vice Chancellor for review. Upon completion of review of the Department/Unit Review Report and signature, the department manager will send the report to the Department's/Unit's Response Team for review.

Department/Unit Meeting with the Response Team to Discuss the Department/Unit Review Report

Upon receipt of the report, the Response Team members will individually review the report, meet as a group to discuss it, and schedule a meeting with the Department, providing an opportunity for the Response Team to seek clarification of any questions.

Meeting of the Response Team to Complete the Response Team Report

Within ten (10) working days after the meeting with the Department, the Response Team will complete its work. The members will individually complete the Summary Report form, bringing it to their final meeting. At the final Response Team meeting the Summary Response Team Report form will be completed by the chair, representing a collective summary response, and signed by the Response Team members. The Summary Response Team Report shall be forwarded to the supervising Vice Chancellor and the department/unit manager to be shared with the members of the department.

Final Edits and Submission of the Final Department/Unit Review Report to the Supervising Vice Chancellor

Upon the department's/unit's receipt of the Response Team Summary Report the department/unit may provide an amendment, if needed, to their Department/Unit Review Report prior to final submission to the supervising Vice Chancellor or Chancellor.

Submission of the Final Department/Unit Review Report to the Chancellor

The Vice Chancellor will sign and submit the final Department/Unit Review Report, along with the Summary Response Team Report, to the Chancellor for review and signature, with a copy to the Vice Chancellor of Districtwide Planning and Educational Services, and Vice Chancellor of Districtwide Administrative Services.

Meeting of the Resource Allocation Committee

Upon receipt of a copy of the Department/Unit Review Report and Summary Response Team Report, the Vice Chancellor of Districtwide Administrative Services will convene a meeting of the Resource Allocation Team. The team will review the additional monetary and non-monetary resources requested by departments/units in their Department/Unit Review Report and/or Department/Unit Annual Operational Plans. The team of four members will include the Chancellor, Vice Chancellor of Districtwide Administrative Services, one staff member appointed by the District Office Classified Senate, and one member appointed by the Chancellor's Advisory Team, representing Managers/Supervisors/Confidentials.

Reporting Department/Unit Review Findings

In the forthcoming year, the Chancellor may schedule District Office Departments/Units to report their findings and share their experiences with the Department/Unit Review process at District Office and Chancellor's Advisory Team Meetings.

DEPARTMENT/UNIT REVIEW REPORT TEMPLATE

I. DESCRIPTION OF THE DEPARTMENT/UNIT PURPOSE, MISSION, AND SERVICES, AND DELINEATION OF DISTRICT AND COLLEGE ROLES, RESPONSIBILITIES, AND SERVICE OUTCOMES

Purpose and Mission

Describe the purpose and mission of this department/unit. How do the purpose, mission and services support Districtwide goals? What role does the department assume in the District operation?

Delineation of District and College Roles, Responsibilities, and Service Outcomes

What are the delineated roles, responsibilities, and service outcomes for the District Office department/unit and corresponding college department/unit? The District Office department/unit manager should include the corresponding college/department unit manager in the evaluation, review, and update of their section of the *Delineation of District and College Roles, Responsibilities, and Service Outcomes* document.

Services Provided

Describe the specific services this department/unit provides and the customers who receive these services. Address how each service is provided to the identified customers. Include in your description of services the specific position titles and major position responsibilities that support each service. Provide a current organization chart. Identify any manuals, publications or marketing efforts the department/unit uses to communicate its services.

Historical Trends and External Factors

What has been the trend for customer need for your department's/unit's services? How have you measured the changes in demand for these services? Is there a cyclical nature to the demand for services? Are there external factors presently or in the future that have or will materially impact your department's/unit's operation? If material, indicate a historical background to the department/unit operation if that would provide a context regarding how the department/unit currently operates.

Narrative Description

Analysis and Findings

Department/Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Department/Unit Planning Priorities of this report that resulted from the department's/unit's analysis of the survey data and any objectives determined for Section I: Description of the Department/Unit Purpose, Mission, and Services.

II. DEPARTMENT/UNIT SERVICE ASSESSMENT

This section addresses methods the department has recently or is currently utilizing, in conjunction with the completion of this Department/Unit Review, to assess the effectiveness of the services it provides. The assessment methods may vary, but one example would be a department/unit process analysis of one or more services that it provides and a second example would be a survey of services provided by the department/unit.

Survey (Appendix E)

A survey with five questions, common to each District Office department/unit, has been developed by District Research for this purpose. In addition to these five required questions, each department may develop additional questions to address department/unit-specific areas of interest. These additional questions should be forwarded to the District Office Research Department for inclusion in the department's/unit's survey. District Office Research will forward a link to the finalized survey to the department/unit. In addition, each department/unit should develop an e-mail listing of its customer base in collaboration with the supervising Chancellor/Vice Chancellor. Upon receipt of the finalized survey, each department/unit should forward the survey link to its customer base. An approximate two week period to complete the survey is sufficient; however, the time limit may be extended at the department's/unit's discretion.

Once the survey period is closed, District Research will summarize and deliver the results to the department/unit for review and analysis of the external feedback.

Narrative Description

Analysis and Findings

Department/Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Department/Unit Planning Priorities of this report that resulted from the department's/unit's analysis of the survey data and any objectives determined for Section I: Description of the Department/Unit Purpose, Mission, and Services.

III. DEPARTMENT/UNIT REVIEW OF RESOURCES

It is important that the institution effectively and efficiently uses its human, physical, technological and financial resources to achieve its educational purposes, including stated student learning outcomes and improvement of institutional effectiveness. (ACCJC Standard III - Resources)

This section guides your department/unit through a review and analysis of current resources, along with assessment findings, to identify any staffing, training, facilities and equipment, and operational budget needs for your department/unit to ensure improvement of services provided.

For each resource identified as a need, provide what departmental objectives will be achieved with the allocation of each resource in the period for which the resources are requested. In addition, include these departmental objectives in the department's/unit's Annual Operational Plan and, if the objectives are beyond one year, please indicate the fiscal year.

A. Staffing

Does the department/unit have sufficient permanent and hourly staffing (FTE)? Complete the following table reporting staffing for the current and past three fiscal years. Address any recent changes in staffing and the reason for the changes and the impact it has had on the department operation. If appropriate, address staffing changes prior to 2006-2007 if those changes materially impact department/unit services. If there are significant changes in staffing levels prior to the four-year period provided, and the department/unit feels this should be addressed to better explain where the department staffing is currently, please include that information.

The Human Resources Department will provide each department/unit with a four-year history of permanent staffing FTE (Full-time equivalents). This information should be augmented with the department's/unit's temporary FTE, such as contract employees or classified, short-term hourly.

Using the data provided by the Human Resources Department and any additional staffing information analyze any fluctuations in staffing and reasons for the fluctuations, in addition to the impact on services provided in the "Staffing Analysis" table below. From this analysis and department/unit review, the department/unit may propose changes in staffing levels.

Complete the following table, reporting the combined permanent staffing FTE (Full-time equivalents) and any department temporary FTE.

Employee Group	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010
Managers					
Supervisors					
Confidential					
Classified					
Total					
Contract / Hourly Staff					

Narrative Description

Analysis and Findings

Department/Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Department/Unit Planning Priorities of this report that resulted from the department's/unit's analysis of the survey data and any objectives determined for Section I: Description of the Department/Unit Purpose, Mission, and Services.

B. Training

Staff development is an important component of successfully department operations and continuous quality improvement. Based on the review in sections I and II:

1. What training does the department/unit need?
2. What would be the most appropriate method to obtain that training?

Narrative Description

Analysis and Findings

Department/Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Department/Unit Planning Priorities of this report that resulted from the department's/unit's analysis of the survey data and any objectives determined for Section I: Description of the Department/Unit Purpose, Mission, and Services.

C. Facilities and Equipment

Describe the department's current facilities and list the current equipment maintained by the department/unit. Identify any facilities and/or equipment the department needs to maintain or improve the effectiveness of operations. It is not necessary to include computer replacement based on age as the District Office has a schedule to replace all computers periodically. However, plans for additional computers if needed for proposed new staff or expanded computer use should be included.

Narrative Description

Analysis and Findings

Department/Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Department/Unit Planning Priorities of this report that resulted from the department's/unit's analysis of the survey data and any objectives determined for Section I: Description of the Department/Unit Purpose, Mission, and Services.

D. Operational Budgets

Based on the four-year budget and spending trends provided by Accounting (noted below), analyze the budgetary trends to determine if the current level of funding is sufficient. Based on historical spending patterns and changes in department services, what specific budget modifications (both budget reductions and augmentations) are needed? How will these budgetary modifications improve the effectiveness of department/unit services? If it is determined that budget changes are needed, please provide the rationale for these proposed changes based upon the department/unit review.

Category	2006-2007				2007-2008				2008-2009				2009-2010			
	Beginning Budget	Final Budget	Spent	Variance	Beginning Budget	Final Budget	Spent	Variance	Beginning Budget	Final Budget	Spent	Variance	Beginning Budget	Final Budget	Spent	Variance
Hourly Staff																
Supplies																
Travel																
Contracts																
Equip.																
Contingency																
Total																

Narrative Description

Analysis and Findings

Department/Unit Plans

If applicable, add any objectives (by fiscal year and prioritized) to Section V: Department/Unit Planning Priorities of this report that resulted from the department's/unit's analysis of the survey data and any objectives determined for Section I: Description of the Department/Unit Purpose, Mission, and Services.

IV. SUMMARY OF PROGRESS FROM PREVIOUS DEPARTMENT/UNIT REVIEW

If applicable, summarize the progress made on objectives identified in the previous department/unit review.

V. DEPARTMENT/UNIT PLANNING PRIORITIES

List all planning objectives identified in Sections I, II and III of this department/unit review. The planning objectives should be listed in priority order and indicated in the appropriate year, with the upcoming fiscal year indicated as "Year I." Specifically, indicate the Districtwide Objective(s) that each planning objective addresses; any budget implications this planning objective has for additional resources; who in the department will be responsible for addressing the planning objective; and the month and fiscal year the planning objective will be initiated. If requesting additional monetary resources, please be specific about the actual dollars requested.

YEAR 1: Fiscal Year _____

Districtwide Objective	Department/Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Department/Unit Purpose, Mission, and Services				
	1.			
	2.			
	1.			
	2.			
Section II: Department/Unit Service Assessment				
	1.			
	2.			
	1.			
	2.			
Section III: Department/Unit Review of Resources				Staffing
	1.			
	2.			
	1.			
	2.			
				Training
	1.			
	2.			
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
	1.			
	2.			
				Operational Budgets
	1.			
	2.			
	1.			
	2.			

YEAR 2: Fiscal Year _____

Districtwide Objective	Department/Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Department/Unit Purpose, Mission, and Services				
	1.			
	2.			
Section II: Department/Unit Service Assessment				
	1.			
	2.			
Section III: Department/Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
				Operational Budgets
	1.			
	2.			

YEAR 3: Fiscal Year _____

Districtwide Objective	Department/Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Department/Unit Purpose, Mission, and Services				
	1.			
	2.			
Section II: Department/Unit Service Assessment				
	1.			
	2.			
Section III: Department/Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
				Operational Budgets
	1.			
	2.			

YEAR 4: Fiscal Year _____

Districtwide Objective	Department/Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Department/Unit Purpose, Mission, and Services				
	1.			
	2.			
Section II: Department/Unit Service Assessment				
	1.			
	2.			
Section III: Department/Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
				Operational Budgets
	1.			
	2.			

YEAR 5: Fiscal Year _____

Districtwide Objective	Department/Unit Objective(s) (Action Steps) <i><u>In priority order</u></i>	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
Section I: Description of the Department/Unit Purpose, Mission, and Services				
	1.			
	2.			
Section II: Department/Unit Service Assessment				
	1.			
	2.			
Section III: Department/Unit Review of Resources				Staffing
	1.			
	2.			
				Training
	1.			
	2.			
				Facilities and Equipment
	1.			
	2.			
				Operational Budgets
	1.			
	2.			

VI. EXECUTIVE SUMMARY

Please provide an executive summary of your department's/unit's review and plan. Include significant findings from your review of your department's/unit's background and history, self-assessment, resource needs and department/unit priorities.

**CONTRA COSTA COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**DEPARTMENT/UNIT REVIEW AND PLANNING REPORT
Signatory Form**

District Office Department/Unit: _____

Submitted on _____
(date)

REVIEWED AND SUPPORTED BY THE FOLLOWING DEPARTMENT/UNIT MEMBERS:

Lead	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

**CONTRA COSTA COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**DEPARTMENT/UNIT REVIEW REPORT
Supervising Manager(s) Signatory Form**

District Office Department/Unit: _____

Submitted on _____
(date)

REVIEWED BY:

Comments:

**Manager
(if applicable)**

(print name)

(signature)

Comments:

**Associate Vice
Chancellor
(if applicable)**

(print name)

(signature)

Comments:

Vice Chancellor

(print name)

(signature)

or

Chancellor

(print name)

(signature)

**CONTRA COSTA COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**DEPARTMENT/UNIT REVIEW
Response Team Summary Report**

Department/Unit reviewed: _____

Date: _____

Is the Department/Unit Review Report complete? _____Yes _____No

Feedback:

Did the Department/Unit attach a completed update of their section in the *Delineation of District and College Roles, Responsibilities, and Service Outcomes Document*? _____Yes _____No

Commendations:

Recommendations:

**CONTRA COSTA COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**DEPARTMENT/UNIT REVIEW REPORT
Response Team Signatory Form**

District Office Department/Unit: _____

Submitted on _____
(date)

REVIEWED BY RESPONSE TEAM:

***Chair – Chancellor/
Designee*** _____

(signature)

***Vice Chancellor, Administration/
Finance Manager*** _____

(signature)

***Manager/Supervisor/
Confidential at Large*** _____

(signature)

***Manager/Supervisor/
Confidential at Large*** _____

(signature)

Classified Staff _____

(signature)

Classified Staff _____

(signature)

(Summary Response Attached)

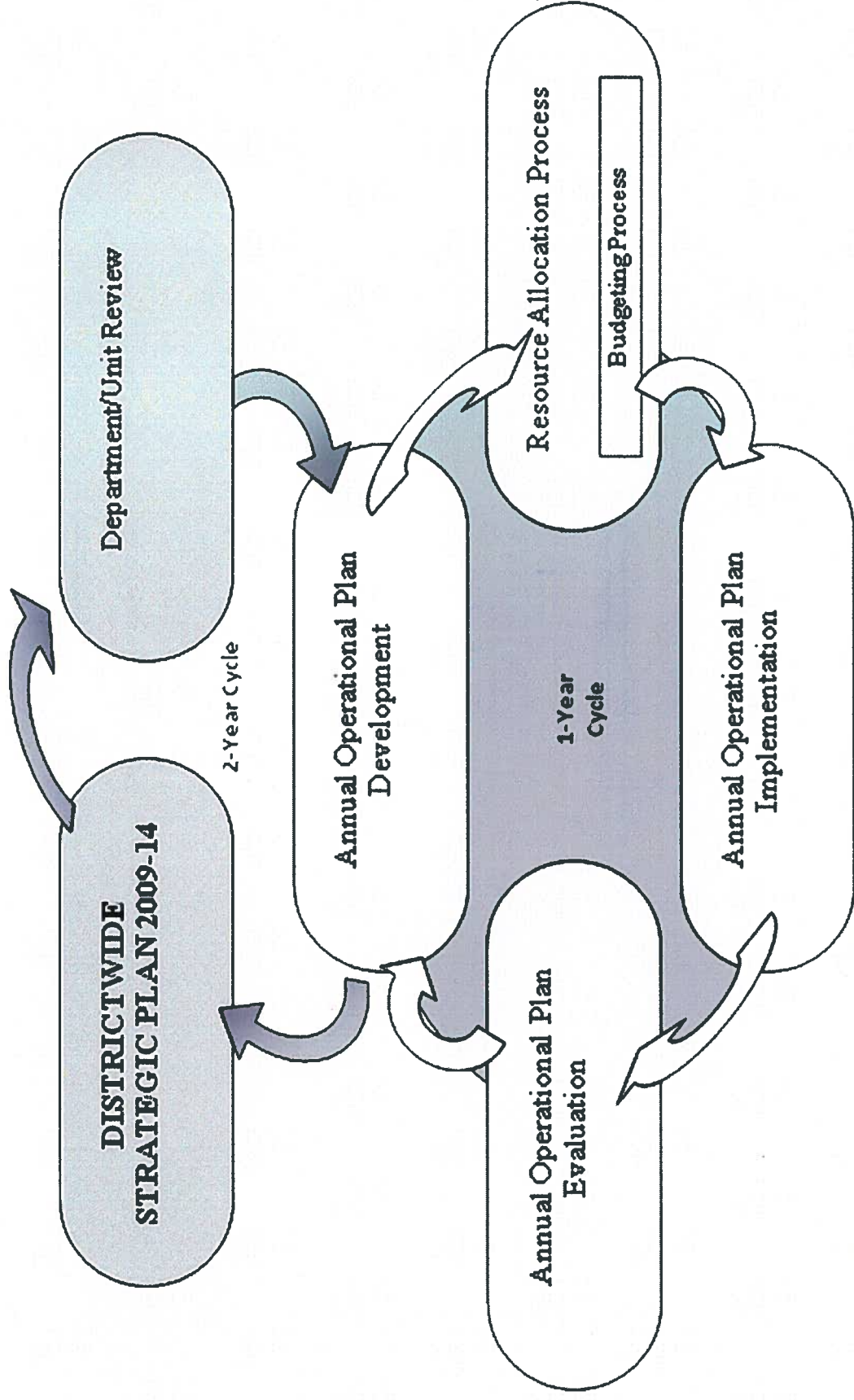
APPENDICES

DISTRICTWIDE STRATEGIC DIRECTIONS 2009-14

SUMMARY OF GOALS AND OBJECTIVES

GOALS	OBJECTIVES
GOAL 1 STUDENT LEARNING AND SUCCESS: Significantly improve the success of our diverse student body in pursuit of their educational and career goals with special emphasis on closing the student achievement gap.	1.1 Increase the percentage of students who transfer to a variety of four-year institutions while narrowing the transfer gap across subgroups. 1.2 Increase the percentage of students who receive relevant and timely training for the workplace while narrowing the achievement gap across subgroups. 1.3 Increase the percentage of Limited English Proficient (LEP) students who become proficient in the English language. 1.4 Increase the percentage of students who are proficient in Basic Skills while narrowing the proficiency gap across subgroups.
GOAL 2 COLLEGE AWARENESS AND ACCESS: Increase awareness of and equitable access to Contra Costa Community College District for a changing and diverse population.	2.1 Increase awareness of our colleges as a source for higher education, career preparation, and lifelong learning options for our diverse community. 2.2 Increase equitable access to our Colleges for a diverse population of learners. 2.3 Hire and retain employees who are sensitive to and knowledgeable of the needs of our continually changing student body.
GOAL 3 PARTNERSHIPS FOR WORKFORCE AND ECONOMIC DEVELOPMENT: Support economic and workforce development through education and leadership in collaboration with government, community organizations, business, and industry.	3.1 Increase the percentage of students successfully entering the local, regional, and global workforce. 3.2 Increase District participation in workforce and economic development activities. 3.3 Increase collaborative initiatives with educational partners from preschool through four-year institutions, business and industry, government, and community organizations to increase economic vitality and supply well-qualified workers for current and emerging industries in Contra Costa County.
GOAL 4 ORGANIZATIONAL EFFECTIVENESS: Improve the effectiveness of Districtwide planning, operations, resource allocation, and decision-making.	4.1 Use accurate data and information as a basis for decision-making. 4.2 Evaluate and improve the effectiveness of services provided by the District Office. 4.3 Implement, align, evaluate, and improve strategic planning processes within the District on an ongoing basis. 4.4 Increase the creation and implementation of professional development programs to prepare employees for internal promotional opportunities and also enhance their knowledge, skills, and abilities.
GOAL 5 RESOURCE MANAGEMENT: Provide sound stewardship of the District's physical and fiscal assets to ensure a sustainable economic future consistent with our values, vision, and mission.	5.1 Manage enrollment to maximize District productivity. 5.2 Diversify funding sources to increase the level of discretionary control over resources and increase the total funding received by the Colleges. 5.3 Allocate resources according to planning priorities. 5.4 Increase operations and administrative efficiency to deliver educational services utilizing the most cost-effective methods. 5.5 Develop practices and procedures that promote sustainability in all areas of the District, including but not limited to, instruction, operations, construction, facilities, land use, energy, water conservation, and environmental integrity.

DISTRICT OFFICE INTEGRATED PLANNING CYCLE



APPENDIX C

District Office Department/Unit Review Two-Year Cycle

	Districtwide Strategic Plan 2009-2014			
	Fiscal Year 09-10		Fiscal Year 10-11	
	Jun-09 Aug-09	Dec 09 - Mar-10	Mar 10- Jun-10	Dec 10- Mar-11
	<u>AOP</u>	<u>DUR</u>	<u>AOP</u>	<u>DUR</u>
District Office Departments				
1. Accounting Office - Accounting (Oct -March)	✓		✓	2
2. Administrative Services	✓		✓	2
3. Audit Services	✓		✓	2
4. Chancellor's Office	✓	1	✓	
5. Communications and Community Relations	✓	1	✓	
6. District Research	✓	1	✓	
7. Educational Programs and Services	✓		✓	2
8. Facilities	✓		✓	2
9. Human Resources	✓		✓	2
10. Information Technology	✓		✓	2
11. International Education	✓	1	✓	
12. Payroll	✓	1	✓	
13. Police Services	✓	1	✓	
14. Purchasing	✓	1*	✓	

DRP - Department Review & Planning

AOP - Annual Operational Planning

SSR - Self Study Review

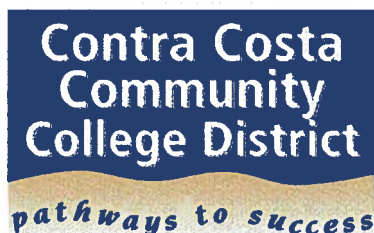
* Pilot to begin Summer 2009

**District Office
INTEGRATED PLANNING CALENDAR
that includes
ANNUAL OPERATIONAL PLANNING
DEPARTMENT/UNIT REVIEW
and the
RESOURCE ALLOCATION PROCESS**

2009-11

<i>Annual Operational Planning 2009-10</i>		
Action	Timeframe	Responsibility
Draft Department Annual Operational Plan for 2009-10	May – June 2009	All departmental managers in conjunction with their Chancellor, Vice Chancellor, Associate Vice Chancellor
Review and finalize Annual Operational Plan for 2009-10	June – July 2009	Chancellor, Vice Chancellor, Associate Vice Chancellor
Implement Annual Operational Plan	August 2009 – June 2010	All departments/units
Report Accomplishments on Strategic Directions	May - June 2010* *Tentative: To be determined as Accomplishment Report format is determined	All departmental managers in conjunction with their Chancellor, Vice Chancellor
<i>Department/Unit Review 2009-10</i>		
Implement District Office and Department Orientations	October – November 2009	Vice Chancellor, DW Planning and Educational Services
Conduct department/unit review	November 2009 – February 12, 2010	Managing supervisor departmental/unit in conjunction with members of the department/unit
Form and orient the Department/Unit Review and Response Team	December 2009 - January 2010	Vice Chancellor, DW Planning and Educational Services
Develop and implement core survey and other assessment tool(s) <ul style="list-style-type: none"> • Prepare survey distribution list • Finalize and distribute survey • Research Department to tabulate and return results to department • Conduct analysis of survey and assessment results and summarize findings 	November - December 2009 (As needed, the timeline to complete the survey may be extended through January.)	All departments/units and Research Department
Conduct other service assessments as determined by department/unit	November 2009 – January 2010	Managing supervisor departmental/unit in conjunction with members of the department/unit
Write draft report	January – February 12, 2010	Managing Supervisors
Review and finalize draft report	February 15 – March 5, 2010	Managing Supervisors in conjunction with their Chancellor, Vice Chancellor

Department/Unit Review 2009-10 -Continued-		
Response Team meeting and finalize Summary Response Team report	March 8 - 19, 2010	Managing Supervisor and Response Team
Finalize and submit department/unit review report to Chancellor, Vice Chancellor and Resource Allocation Team	March 22 - 31, 2010	Managing Supervisors
Resource Allocation Process 2010-11		
Implementation of resource allocation process for 2010-2011 fiscal year	April 2010	Vice Chancellor, DW Administrative Services and designated Finance Manager
Review Department/Unit Review Report and/or Annual Operational Plan Resource/Budget request; and recommends to Chancellor Summary Response for resource/budget additions and changes	April 2010	Resource Allocation Team
Provide summary response to departments/units on results of resource/budget requests	May 3, 2010	Resource Allocation Team
Give feedback to Resource Allocation Team and departments/units of approvals/denials of resources/budgets requests	May (mid) 2010	Chancellor
Annual Operational Planning 2010-11		
Draft Department Annual Operational Plan for 2010-11	February 1 – March 5, 2010	Managing Supervisors in conjunction with members of the department/unit
Review and finalize Annual Operational Plan for 2010-11	March 8 – March 30, 2010	Associate Vice Chancellor, Vice Chancellor, and Chancellor
Submit Annual Operational Plan for 2010-11 to Resource Allocation Team	March 31, 2010	Chancellor or Vice Chancellor upon Chancellor approval
Submit revised department/unit Annual Operational Plan for 2010-11 following resource allocation process decisions, if applicable	Mid-May - June 2010	Managing Supervisors in conjunction with their Chancellor, Vice Chancellor
Implement Annual Operation Plan	July 2010 – June 2011	All departments/units
Report Accomplishments on Strategic Directions	May - June 2011* *Tentative: To be determined as Accomplishment Report format is determined	Managing Supervisors in conjunction with their Chancellor, Vice Chancellor



Department/Unit

Annual Operational Plan

2010-11

The District Office supports the effective operation of the colleges in their effort to provide instructional and support services to their students. Specifically, the departments/units at the District Office strive to offer high-quality services to other District departments, the colleges and the community to advance the colleges' and Districtwide goals.

Additionally, the District Office supports its assessment of progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. Evaluation is based on analyses of both quantitative and qualitative data. (ACCJC Standard I B. 3. – Improving Institutional Effectiveness)

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**2009-10 Annual Operational Plan
District Office**

Department/Unit

MANAGER/SUPERVISOR NAME _____ TITLE _____

GENERAL DIRECTIONS:

Goals/Objectives 1-5 represent the 2009-14 Districtwide Strategic Directions. For the Districtwide Objectives listed, indicate the Departmental Objective(s)/Action Steps, Performance Measures, Budget Implications if additional resources are needed, and the Person Responsible for achieving the objective. It is possible that not all Districtwide Objectives will be addressed by the department in this fiscal year. If needed, space has been provided beneath each Districtwide Goal for additional objectives.

DIRECTIONS FOR COMPLETING TEMPLATE:

Department/Management Objective(s) and Action Steps

- Use a present tense verb to begin each Objective and each related Action Step
- Use Arial, font size 9
- Add more rows as needed to record additional Objectives

Sample: Provide support for planning activities (*Objective*)

- Develop and implement planning calendar (*Action Step*)
- Facilitate meetings as requested (*Action Step*)

Budget Implication: Additional Resources

Complete this section only if additional resources are needed. Where applicable, please indicate a specific dollar amount, i.e., if additional staff is needed, compute and enter the dollars needed to hire the staff position(s) suggested.

Responsible Person

Enter the name of the responsible person. If there are multiple action steps that are assigned to more than one person, please insert the various names per action step.

**CONTRA COSTA COMMUNITY COLLEGE DISTRICT
DISTRICT OFFICE**

**ANNUAL OPERATIONAL PLAN
Department/Unit Signatory Form**

District Office Department/Unit: _____

Submitted on _____
(date)

REVIEWED AND SUPPORTED BY THE FOLLOWING DEPARTMENT/UNIT MEMBERS:

Lead	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

Member	_____	_____
	(print name)	(signature)

DEPARTMENT/UNIT NAME

DISTRICTWIDE GOAL 1

STUDENT LEARNING AND SUCCESS: *Significantly improve the success of our diverse student body in pursuit of their educational and career goals with special emphasis on closing the student achievement gap.*

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
1.1 Increase the percentage of students who transfer to a variety of four-year institutions while narrowing the transfer gap across subgroups.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
1.2 Increase the percentage of students who receive relevant and timely training for the workplace while narrowing the achievement gap across subgroups.				
Districtwide Objective	Department/Management	Performance	Department	Responsible

	Objective(s) (Action Steps)	Measures	Needs: Additional Monetary and Non-Monetary Resources Requested	Person
1.3 Increase the percentage of Limited English Proficient (LEP) students who become proficient in the English language.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
1.4 Increase the percentage of students who are proficient in Basic Skills while narrowing the proficiency gap across subgroups.				

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
1.5 ADDITIONAL OBJECTIVE				

DISTRICTWIDE GOAL 2**COLLEGE AWARENESS AND ACCESS:** *Increase awareness of and equitable access to Contra Costa Community College District for a changing and diverse population.*

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
2.1 Increase awareness of our Colleges as a source for higher education, career preparation, and lifelong learning options for our diverse community.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
2.2 Increase equitable access to our Colleges for a diverse population of learners.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
2.3 Hire and retain employees who				

are sensitive to and knowledgeable of the needs of our continually changing student body.				

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
2.4 ADDITIONAL OBJECTIVE				

DISTRICTWIDE GOAL 3 PARTNERSHIPS FOR WORKFORCE AND ECONOMIC DEVELOPMENT: Support economic and workforce development through education and leadership in collaboration with government, community organizations, business, and industry.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
3.1 Increase percentage of students successfully entering the workforce.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person

			<i>Requested</i>	
3.2 Increase District participation in workforce and economic development activities.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	<i>Department Needs: Additional Monetary and Non-Monetary Resources Requested</i>	Responsible Person
3.3 Increase collaborative initiatives with educational partners from preschool through four-year institutions, business and industry, government, and community organizations to increase economic vitality and supply well-qualified workers for current and emerging industries in Contra Costa County.				

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	<i>Department Needs: Additional Monetary and Non-Monetary Resources Requested</i>	Responsible Person
3.4 ADDITIONAL OBJECTIVE				

DISTRICTWIDE GOAL 4**ORGANIZATIONAL EFFECTIVENESS: Improve the effectiveness of Districtwide planning, operations, resource allocation, and decision-making.**

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
4.1 Use accurate data and information as a basis for decision-making.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
4.2 Evaluate and improve the effectiveness of services provided by the District Office.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
4.3 Implement, align, evaluate, and improve strategic planning processes within the District on an ongoing basis.				

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
4.4 Increase the creation and implementation of professional development programs to prepare employees for internal promotional opportunities and also enhance their knowledge, skills, and abilities.				

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
4.5 ADDITIONAL OBJECTIVE				

Goal 5 RESOURCE MANAGEMENT: Provide sound stewardship of the District's physical and fiscal assets to ensure a sustainable economic future consistent with our values, vision, and mission.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and	Responsible Person

			Non-Monetary Resources Requested	
5.1 Manage enrollment to maximize District productivity.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
5.2 Diversify funding sources to increase the level of discretionary control over resources and increase the total funding received by the Colleges.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
5.3 Allocate resources according to planning priorities.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
5.4 Increase				

operations and administrative efficiency to deliver educational services utilizing the most cost-effective methods.				
Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
5.5 Develop practices and procedures that promote sustainability in all areas of the District, including but not limited to, instruction, operations, construction, facilities, land use, energy, water conservation, and environmental integrity.				

Districtwide Objective	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
5.6 ADDITIONAL OBJECTIVE				

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Goal 6
Departmental Goal

	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
	6.1 Departmental objective			
	6.2 Departmental objective			
	6.3 Departmental objective			

Goal 7
Departmental Goal

	Department/Management Objective(s) (Action Steps)	Performance Measures	Department Needs: Additional Monetary and Non-Monetary Resources Requested	Responsible Person
	7.1 Departmental objective			
	7.2 Departmental objective			
	7.3 Departmental objective			