

**Behind the Scenes, Ahead of the Curve:
Central Services and Student Success 2002-2003**

**A Report to the Board of Trustees
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Behind the Scenes, Ahead of the Curve: Central Services and Student Success 2002-2003

Preface

The Foothill-De Anza Community College District faces a challenging time of changes, particularly those resulting from difficult budget reductions. The district also looks toward another key change—albeit a positive and exciting one—as we prepare for the transition of De Anza President Martha Kanter to the position of chancellor.

Central Services is in the midst of these changes, bearing a significant portion of recent budget reductions, as well as welcoming the immediate leadership of Dr. Kanter. Over the past number of months, Central Services has been working to be ahead of the curve by proactively addressing change and analyzing, planning and strategizing the ways we can improve our service for the future. Clearly, many of the challenges we face involve staffing and resources in a time of budget reductions. Currently, Central Services has 212 employees, down from 245 total positions prior to budget reductions, and has undergone total cuts of more than \$3.5 million.

Central Services is moving toward a program review mode more consistent with those of Foothill and De Anza, progressing on a path of scrutiny, assessment, reporting and soliciting feedback. This report is presented to the board of trustees to inform you in some detail of Central Services' contributions to helping students achieve success, as well as to note some of the significant challenges we face as we move forward. This report is not intended to parallel those produced annually by the colleges; rather, we simply aim to provide information about the work of Central Services as we enter a new phase for the district and prepare for a period of assessment in Central Services.

We welcome feedback from the board, as well as from faculty, staff and students, as we prepare to meet challenges and changes for the future.

Introduction

The Central Services organization supports the work of Foothill and De Anza colleges by providing comprehensive services in the broad areas of business services, human resources and technology under the leadership of the chancellor. The chancellor's office coordinates and supports all board meetings and activities and works extensively with the external community.

That we are called "Central Services" is instructive, indicating our role in providing quality one-stop administrative services that free the colleges to focus on the district's mission of educating students. Central Services also is responsible for implementing board policies and ensuring the soundness of the district's financial administration, human resources processes, facilities operations, and technology infrastructure and support.

The Central Services organization and its staff play a key part in contributing to the educational mission of the district, participating fully in the fulfillment of the priorities and goals set forth in the Educational Master Plan. Our high quality behind-the-scenes work helps enable the district to be ahead of the curve in fostering student success. In 2002-03, Central Services oversaw a total districtwide budget of almost \$185 million and staff resources for almost 3,800 full- and part-time, short-term, temporary and student employees.

This report outlines how Central Services departments function, as set forth as priorities in the Educational Master Plan, to preserve

- The district's reputation for excellence
- Our human resources
- Our physical resources
- Our fiscal resources

as well as

- Our technology resources (not included in the 1999 master plan)

While one department may clearly have primary responsibility for a given priority area, there is synergistic collaboration among the various departments, as noted below. This report also outlines ways Central Services utilizes the master plan strategies to meet the goals of advancing student access and success. Some of the challenges in helping to move the district forward into the future are noted together with some observations from the interim chancellor.

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Part I—Preserving the District’s Reputation for Excellence

Central Services departments have distinguished themselves with numerous accomplishments that preserve and advance the district’s reputation for excellence. The chancellor’s office continues to work to enhance communication about district activities and accomplishments by providing information to faculty and staff through e-mail communications and publications and the improved Web site. The redesigned Web site has also improved communication with the external community, as has relationship cultivation with area reporters and story placements.

Various achievements are noted in Parts II through VI below. Following is a brief sampling of some significant Central Services accomplishments, particularly those acknowledged by or relating to the external community:

Human Resources

- Leader among California community colleges in development of Web-based employment application
- Received excellent review from the Technical Assistance Team (TAT) appointed by the state chancellor’s office, provided for in Title V of the Education Code to assist colleges in their diversity efforts, including notable praise for “model” hiring process manual
- Vice Chancellor of Human Resources Jane Enright served on the State Chancellor’s Task Force on Equity and Diversity, and serves in local and statewide organizations, including chairing the Bay10 Human Resources Consortium and as a member of the (ACCCA) Human Resources Commission and Association of Chief Human Resources Officers/Equal Opportunity Officers (ACHRO/EO) delegate to Budget Task Force

Plant Services

- Prepared detailed applications for 12 projects subsequently approved by the state under the State of California Capital Outlay Program. The district is now scheduled to receive more than \$16.2 million from the proceeds of the Proposition 47 bond issue and an additional \$16.5 million if Proposition 53 is approved in March 2004
- In a 2000 case study, PG&E cited the district for its energy conservation efforts, estimating the district will save more than \$2 million in energy costs over a 10-year period. PG&E also estimated the district has decreased the yearly production of carbon dioxide by more than 1,600 tons and nitrous oxide by almost 900 pounds, and conserved almost 1.3 million gallons of cooling tower water
- Also due to leadership in energy conservation efforts, the district has received more than \$310,000 in utility rebates over the past five years

Business Services

- Fiscal management cited as key factor in excellent bond ratings from Standard & Poor’s and Moody’s

- Positive audit report for 2002 with no exceptions and limited management comments
- Successful implementation of new Governmental Accounting Standards Board (GASB 35) reporting requirements, making the district one of the first in the state to comply

Educational Technology Services (ETS)

- Annual survey of all district employees on technology use and service levels indicated that satisfaction levels with ETS support increased dramatically compared to the previous year
- Resolved more than 97 percent of the 12,000 service requests initiated during the 2002 calendar year
- Three faculty members received statewide recognition and awards honoring online courses for which the Instructional Development Group provided design and development assistance
- Vice Chancellor of Technology Willie Pritchard serves on the board of directors of EDUCAUSE, the leading professional organization for information technology in higher education; as a faculty member of the EDUCAUSE Management Institute; and on the editorial advisory board for *Syllabus Magazine*
- In June 2003, Pritchard was named a founding member of the Microsoft Higher Education Advisory Group, serving as one of 25 technology leaders from colleges and universities nationwide to whom Microsoft can look for feedback and advice

Research

- Executive Director of Institutional Research and Planning Robert Barr serves on the advisory board of the National Resource Center for the First Year Experience and Students in Transition, and on the board of the Research and Planning Group of the California Community Colleges
- Barr co-authored the article “Meaning Making and ‘The Learning Paradigm’: A Provocative Idea in Practice,” published in the Spring 2003 edition of *Journal of Innovative Higher Education*

Part II—Preserving Our Human Resources

Human Resources provides vision and leadership in developing and nurturing the well being of our dynamic workforce. It achieves this by supporting the colleges' commitment to meeting the district's mission of teaching and learning; fostering change and innovation in service to employees and the board; and gathering and utilizing the appropriate resources to deliver exemplary services and support to more than 2,500 full- and part-time faculty, classified staff, supervisors and administrators. HR also serves another 1,300 short term, temporary and student employees.

Human Resources supports student learning and student success by providing services to faculty, staff and administrators, the colleges, community organizations and job applicants. Goals include meeting employee, district and community needs; seeking new and more effective methods of serving and supporting our employees and the goals and mission of the district.

Important functions include leading diversity efforts, including providing support and training for diversity initiatives, ensuring legal compliance and working to achieve the board's diversity vision. Key accomplishments include researching, developing and conducting the survey of the district diversity climate; supporting district participation in the National Conference on Race and Ethnicity in Higher Education (NCORE); providing diversity in the workplace seminars; and participating in the Chancellor's Task Force on Equity and Diversity.

Labor relations involves collective bargaining with four labor unions; meeting and conferring with two unrepresented groups; implementation and interpretation of collective bargaining agreements; responding to labor and management on conflicts resulting in disciplinary actions or grievances; representing the district in grievances and arbitration; and informing and guiding administrators in the application of the contracts. The goal is to represent the board's interests while maintaining good working relationships with all union leadership and negotiating teams.

Human Resources is also involved in legal affairs: interpreting and implementing all appropriate laws and regulations; responding to new legislation through policy development or changes; developing appropriate procedures to implement legislative mandates; meeting all legal requirements; responding to the state chancellor's office, the Equal Employment Opportunity Commission (EEOC), the California Department of Fair Housing and Employment (DFEH), and other agencies, as needed; and investigating complaints.

Training includes new employee orientation; new administrator handbook and orientation; ongoing education and consultation with administrators and employees on policy implementation and interpretation; districtwide training on diversity, sexual harassment and violence in the workplace; focused training and development for supervisors and administrators on key issues and policies affecting employees; development and delivery of policy support and guidance such as the performance

evaluation manual, hiring process manual and the classified handbook; and with Americans With Disabilities Act (ADA) and violence in the workplace policy and procedures.

The following departments support these functions and demonstrate many recent key accomplishments.

Employment Services provides recruitment, training, search committee service, legal compliance, employee development, and career assistance.

- Transition services, including extensive job counseling, assessment, resume writing, resource compilation and job search assistance for employees affected by layoff; and transition plans, retraining and support services for those affected by bumping
- State-of-the-art Web-based employment application and recruitment strategies
- Leadership in district diversity climate survey

Personnel Services creates and maintains accurate and complete records for each employee; maintains HRS database; and processes performance evaluations, leave administration and exit interviews.

- Successful implementation of new classified evaluation process
- Production of classified handbook
- Support for employees affected by layoff and bumping
- Support for employee educational assistance and professional development leave programs

Benefits administers health and welfare benefits including medical, dental, vision, life, prescription drugs and workers' compensation. In addition to serving full- and part-time staff, human resources benefits personnel also serve almost 700 retirees and their dependents who receive medical benefits.

- Researching and implementing effective strategies with carriers and providers to reduce benefits costs
- Implementation of Ultralink, an online benefits enrollment system, to improve service

Classification provides classification descriptions of all district classified and administrative positions; serves as a reorganization resource; conducts salary surveys; explores innovations in work distribution; and serves on the Administrative Classification and Classified Reclassification committees.

- Maintaining currency and expertise in an evolving job market

Synergy Among Departments in Meeting the Goal of Preserving Human Resources
ETS contributed to the goal of preserving our human resources by delivering about 200 training classes on a variety of technology-specific topics. Business Services issues more than 3,400 payroll checks each month for a total payroll exceeding \$123 million. The timeliness and accuracy of payroll is key to preserving employee trust in the district. In addition, it processes numerous employee deductions to banks, retirement and savings accounts in accordance with employees' financial planning. Plant Services helps ensure a safe, pleasant working environment.

Part III—Preserving Our Physical Resources

Plant Services supports the educational mission of the district by preserving, renovating and improving our physical plant so the environment is safe, conducive to learning and accommodates future demands.

Plant Services is responsible for the operation and maintenance of the district's buildings, infrastructure systems, vehicles and utility systems, as well as the custodial and grounds functions on the Foothill campus. In addition, the department is currently charged with the oversight of the construction projects generated by the \$248 million Measure E bond. Other responsibilities include participating in various programs addressing hazardous materials and indoor air quality.

The department also works closely with the State Chancellor's facilities office and is responsible for the preparation of the space inventory, five-year construction plan, and capital outlay requests. The department also applies for and administers the state-funded programs for scheduled maintenance, hazardous materials removal, and Americans With Disabilities Act (ADA) barrier removal.

Plant Services' four key areas of service include maintenance of building and infrastructure systems; procurement and management of financial resources needed to support the facilities and infrastructure of the institution; energy management and conservation; and construction management. The department has created a comprehensive five-year strategic plan in order to continue to improve service. Notable recent achievements include

Maintenance

- The department's first priority is maintaining the district's facilities and infrastructure. While staff levels are low, individuals are well trained and excel in specialized areas such as heating, ventilation and air conditioning; energy management, high voltage distribution and fire alarm systems; construction management; plumbing; and locksmithing.

Measure E

- Plant Services provided a leadership role in the preparation of the Facilities Master Plan and Facilities Needs Report that formed the basis for the Measure E bond program, including detailed lists of maintenance and renovation needs for each building and the campuses' infrastructure systems. Once the bond measure was passed, these lists provided guidelines for the allocation of funds.
- Bond funds were combined with funds from the state's scheduled maintenance and capital outlay programs, donations and other related sources to form a \$300 million construction effort. Plant Services has been charged with the oversight of the greater Measure E construction program, with primary duties including the oversight of Gilbane Construction Company program managers, the administration of budgets and expenditures; maintaining accounting records;

addressing construction claims and related legal issues; and negotiating and preparing contracts. Plant Services also provides inspections services including those required by the state architect.

State Capital Outlay Program

- Measure E funds did not address the critical need for furniture and equipment required for the operation of newly built and renovated buildings, nor was it adequate for the reconstruction of the buildings on the Foothill campus found to be built over an active seismic fault. Under the direction of Plant Services, detailed applications for 12 projects were prepared and subsequently approved by the state. The results of this effort are that the District is now scheduled to receive \$16.2 million from the proceeds of the Proposition 47 bond issue and \$16.5 million if Proposition 53 passes in March 2004.

Energy Conservation

- In 1996, Plant Services collaborated with district leaders to obtain \$10.8 million in funds from a performance contract, scheduled maintenance, certificates of participation (COP), utility rebates and various district funds to replace chillers, boilers, air handling units and light fixtures and install a new energy management system, and provide other improvements resulting in significant energy conservation measures.
- The amount of natural gas used in 2003 was less than that required in 1992. During this period of time, the district added more than 196,000 square feet of new building. During this same period of time, the use of electricity dropped to the level of use experienced in 1993.
- The district received more than \$310,000 in utility rebates during the past five years.
- According to PG&E statistics, the district will save more than \$2 million in energy costs over a 10-year period.
- PG&E also estimates that the district's conservation efforts will reduce the yearly production of carbon dioxide by more than 1,600 tons and nitrous oxide by almost 900 pounds, and save almost 1.3 million gallons of cooling tower water.
- The district participated in a demand reduction plan that centralized control of the decentralized HVAC systems, provided the ability to quickly shed loads, and provided access to real-time data. The California Energy Commission provided more than \$250,000 in funding for the project.

Synergy Among Departments in Meeting the Goal of Preserving Physical Resources

Human Resources aims to find applicants for related positions who value our physical resources; coordinates training on safety and security issues, such as emergency response and evacuation, that also seek to protect physical resources. The physical environment itself is a key focus in recruitment. ETS has played an integral role in the planning, design and construction of networking services and multimedia classrooms for new and renovated buildings, as well as in supporting office and classroom moves under Measure E. Business Services is involved in the structuring of a variety of funding devices to provide physical resources for the district, ranging from bond payments to COP debt payments to lease and purchase contracts.

Part IV—Preserving Our Fiscal Resources

The mission of Business Services is to assist the colleges in carrying out their goals and objectives in providing quality education to students. Departments coordinate a wide range of functions to support the colleges in achieving these goals. Each department must conduct its work in accordance with the Education Code, state chancellor's office guidelines and state and federal law. The responsibilities of these departments include routine and special reports to the state chancellor's office, the board of trustees and its Audit and Finance Committee, and federal and state regulators. Additionally, the processes and fiscal reports generated by these departments are reviewed annually by an independent auditing firm which issues an audit report on the accuracy of financial statements, compliance with federal and state grants and the strength of fiscal controls.

Accounting Services is responsible for the accumulation and distribution of districtwide financial information for both internal and external use. It provides fiscal support services including accounts payable, accounts receivable, financial analysis and cashier services, as well as general accounting services. Accounting is responsible for preparing annual financial statements in accordance with generally accepted accounting principles. The department also prepares state mandated reports in accordance with instructions issued by the state chancellor's office.

- Implemented the new reporting requirements of Governmental Accounting Standards Board (GASB 35)
- Received no audit findings in payroll services or accounts payable in 2002
- Significantly reduced printing costs by using an online reporting system
- Refinanced the 1990 general obligation bond series and the 1993 COP, providing annual debt service savings to taxpayers, as well as saving interest payments to the building and parking funds

Budget, under the leadership of the vice chancellor, senior staff and governance groups, plays a major role in ensuring the fiscal soundness of the district and the allocation of resources in accordance with the Educational Master Plan goals. Once the resources are allocated, the budget department is primarily responsible for ensuring budgets are spent according to the budget plan, as well as analyzing trends in revenue and expenses. The District Budget Committee recommends budget policy and prepares budget scenarios for review by the Chancellor's Advisory Council. The budget office also prepares three quarterly reports for the board of trustees for the quarters ending September 30, December 31 and March 31.

- Provides accounting and technical support and regulatory monitoring for more than \$20 million in federal, state and local grants to a wide range of categorical programs

Material and Purchasing Services supports and enhances the education of students by purchasing goods and services requested by the colleges and central services based upon an impartial open competitive vendor selection process that complies with applicable laws and district policies and achieves the lowest available acquisition cost consistent

with the specified features, functions, quantity, quality, level of service and required delivery time.

- Conducted extensive customer training on both campuses
- Instituted processes to prequalify contractors for major construction projects, enabling the district to select highly qualified contractors.

Risk Management provides a safe environment conducive to work and learning, and protects and preserves district property and assets. Responsibilities include purchasing and managing insurance, managing property and liability claims, providing safety training for faculty and staff and maintaining compliance with Occupational Safety and Health Administration (OSHA) regulations.

- Immediate and proactive attention to claims greatly mitigated the magnitude of claims paid by the district this year

Police and Safety Services provide safety and security to 3,800 employees, more than 40,000 students and thousands of community members who use our campus each quarter –a total population larger than that of many cities, and a responsibility critical to the district’s success as an educational institution. The department shares responsibility for emergency preparation and training with the risk management department.

- The colleges’ police departments were unified in 2001 in order to streamline operations districtwide and bring both departments into full compliance with Police Officers Standards and Training (POST) requirements
- Updated the emergency management plan at Central Services; assisted in conducting an emergency drill at Foothill College; followed up on previous emergency drill at De Anza
- Installed new Life Scan system for fingerprinting tied directly to the state Department of Justice, obtained through a grant that saved more than \$60,000

Synergy Among Departments in Meeting the Goal of Preserving Fiscal Resources
Human Resources’ responsibility for collective bargaining and providing benefits to employees ties the department closely to an awareness of and a collaborative effort to preserve and wisely use the district’s fiscal resources. Human Resources also participates in ongoing discussion about the competing needs in the district and seeks ways to balance those needs while providing competitive salaries to our employees. ETS has worked with Business Services to develop a budget model for technology resources and expenditures and is working on a pilot study to implement automatic forms processing for timesheets. ETS staff also worked with Business Services on the new GASB requirements and with Police and Safety Services in installing their new ARMS server and database.

Part V—Preserving Our Technology Resources

The mission of ETS is to provide quality technical service and a reliable infrastructure for the faculty, managers, staff and students. The department assists in accomplishing the goals of the colleges' and district's educational master plans by providing:

- technical assistance in support of the teaching and learning process
- consulting and programming services for students, faculty and staff;
- reliable, fast, secure and easy-to-use computer, voice and network systems and services
- leadership in improving learning through effective and accurate research and data analysis

The departments within ETS work together to provide total solutions for the district. A selection of interdepartmental accomplishments includes

- Moved *News Bytes*, the ETS biweekly newsletter, to an entirely electronic publication, saving money and helping users to recognize what resources are available on the Web
- Overseeing the computer use policy, currently pending board approval, through the governance process
- Successfully brought the Krause Center for Innovation on line with approximately 220 computers and other devices, including a wireless classroom, café and lab areas; successfully implemented a pilot wireless project to test security of wireless networking

Client Services provides troubleshooting and technical support for both campuses and Central Services through the call center, helps set up and maintain computers and software for faculty and staff, and supports technology used for classroom instruction.

- Call center received approximately 12,000 work requests during the 2002 calendar year; about 9,000 tickets, or 75 percent, were resolved. Approximately 4,500 were resolved by the call center alone, resulting in increased productivity for other ETS staff and for many district employees. The call center also initiated follow-up calls on service requests before a ticket was closed and generated an automated e-mail message to every user to acknowledge the work request.
- More than 850 new computers were added to the district inventory and installed by the tech services groups on each campus, bringing the total number of desktop computers supported by ETS to approximately 4,500.
- Tech services on both campuses assisted in approximately 935 office computer moves related to Measure E construction and renovation projects
- Successfully closed approximately 8,200 of 8,250 work requests for desktop hardware and software problems by the end of the 2002 calendar year (less than one percent unresolved, indicating that staff were keeping up with user demand)
- Negotiated and/or purchased various site license agreements with software vendors (Eudora, Macromedia, Adobe, Microsoft) resulting in one-time savings to the district of approximately \$50,000 for non-standard software and about \$100,000 per year on our standard software (as compared to list price)

Information Systems provides the district with consulting and programming services in support of our current and future enterprise systems.

- With the start of winter registration 2003, both colleges began using TouchNet, a new voice and Web registration system that provides online credit card payments and payment gateways for future financial services, as well as determines course prerequisites
- Implemented pay-for-print solution (GoPrint) in fall 2002 at Foothill using student ID cards, thus shifting the cost burden for paper, printers, and toner cartridges away from individual departmental budgets, resulting in less waste of paper and toner supplies
- Moved the distribution of paper FR, HR and SIS reports to electronic reporting methods direct to the users' desktop, resulting in savings of approximately \$20,000 a year
- Completed modifications to SIS to support SEVIS (federally mandated reports on international students) and alternate ID reporting

Institutional Research and Planning conducts research and analysis and disseminates findings and data about the functions and performance of the district and its programs; develops and maintains databases and tools for research and decision support; and supports planning and review efforts to improve institutional effectiveness, student learning and services to the community. Since fall 2002, IR&P has:

- Responded to more than 225 requests for data, analyses, studies, survey design and expert support
- Conducted more than 50 studies directly related to improving student learning and success
- Supported two State of the College reports, each containing a near-atlas of key facts and statistics
- Revised, produced and Web-posted 190 complex program review data sheets while setting up a new system to produce these reports
- Supported the administration of more than 50 surveys of students and employees, including the district diversity survey
- Made substantial progress in the development and implementation of a full-fledged, high-performance analytical data warehouse with the pilot testing of its design

Learning Technologies supports efforts in using technology to improve instruction, communication, and productivity. Because of budget cuts, the department and most staff will no longer be a part of ETS beginning July 1. However, they made significant contributions to the district.

- Recently completed development of two DVDs for De Anza Nursing, covering 28 essential skills that students must have to obtain their AA degree
- Trained approximately 110 faculty throughout the district in hybrid/blended learning techniques so that course material could be used equally well in class or on the Web

- Managed and supported the development and implementation of the new Web site for Central Services, including training staff to develop and maintain content
- Supported 225 faculty Web sites at De Anza using Manila. Some faculty sites had more than 100,000 hits in less than a year and half. The faculty directory main page has had more than 250,000 hits; total hits on the server exceeded 2.5 million
- Built a library of about 75 graphic images for use by ESL and foreign language instructors
- Created an online virtual community for students in writing classes to help replace the relationship-building that is found in a traditional classroom environment; the development team included faculty from both Foothill and De Anza
- Designed and supervised installation of 25 new digital presentation consoles for faculty use in classrooms; designed AV systems for all new Measure E buildings
- Completed more than 150 hours of closed-captioned video courses to support disabled students

Networks and Systems goal is to provide reliable, fast, secure and easy-to-use voice, network services and computer systems for faculty, staff and students.

- Migrated to new .edu naming scheme for district for both server and email addresses (foothill.edu and deanza.edu)
- Upgraded memory and software in all core network devices to bring greater stability and reliability to the district network; upgraded De Anza network connection to the Internet; preparing for next year's upgrade to Foothill Internet connection
- E911 service activated, giving emergency response personnel the ability to locate and respond to an emergency much more quickly and right to the specific building and room from which the emergency call originated
- Unattended monitoring system installed in our data center for automatic notification to staff during weekdays and pages ETS managers on weekends and holidays when a problem is detected with one of our data center systems or core network devices
- Installed temperature-monitoring equipment in the data center for automatic notification to staff and ETS managers as well as Plant Services EMS system when temperatures exceed appropriate operating levels
- Renegotiated Verio hosting agreement, reducing the total cost by 45 percent while at the same time increasing available bandwidth

Synergy Among Departments in Meeting the Goal of Preserving Technology Resources
 Human Resources seeks employees who best utilize technology resources and can share that knowledge with others. The department works with ETS leadership to develop systems to more efficiently and effectively deliver services to employees and applicants, as well as to advance policies and practices—such as the computer use policy—that will enhance the resource while protecting those who use it. Human Resources also seeks to ensure that employees are properly trained for the technology they use and that they use it to advance the mission of the district. As noted above, Business Services is involved in the structuring of a variety of funding devices to provide technological and physical resources for the district, including bond and COP debt payments and lease and purchase contracts.

Part VI—Advancing Student Success and Access

Student Access

As a District we need to:

- *Develop better strategies for recruitment and retention of students who reflect the diversity of our community; offer wider access programs and services 7 days a week, 24 hours a day for working adults of all ages.*

Student Success

As a District we must:

- *Improve services to students with special academic needs, those under-prepared, facing language challenges, lacking privilege, first generation college students and all those who need a chance to succeed in the changing world*
- *Develop programs and services necessary to ensure that underrepresented students perform and achieve at a level consistent with other student groups, and that all students perform to their potential*
- *Ensure that every Foothill-De Anza graduate will write, read, and communicate at the college level and is able to work cooperatively in a global and diverse cultural environment.*

*—Foothill-De Anza Community College District
Educational Master Plan, Spring 1999*

Central Services is a key player in supporting the district's goals to advance student access and success, and employs the strategies set forth in the Educational Master Plan to achieve these goals. An overview of the synergistic contributions of various departments follows. Utilizing the strategies set forth in the master plan, we:

- *Support student access* through developing and supporting the online TouchNet registration systems—thereby allowing students to avoid long registration lines—and the De Anza faculty Web site project, as well providing support for distance learning and video classes. We process student payroll and financial aid checks expediently and accurately.
- *Support student success* by seeking, hiring and retaining excellent faculty and staff, promoting diversity, and relieving faculty and campus staff of all administrative burdens in order that they may focus most directly on students. To advance student success we have developed better strategies for recruitment and retention of dedicated faculty and staff who reflect the diversity of the students we serve. We offer college work-study students the opportunity to gain valuable work experience. We worked closely with the Language Arts faculty and staff at De Anza to create the listening and speaking lab for ESL students, as well as providing training and technical support for more than 200 new faculty Web sites at De Anza

- *Create and protect an environment which encourages the free exchange of diverse ideas, opinions, and inquiries* by requiring of all applicants for employment a commitment and sensitivity to, understanding of and respect for the diverse academic, socio-economic, ethnic, cultural, disability, religious background and sexual orientation of community college students; seeking ways to support that commitment and understanding through training opportunities such as the diversity in the workplace series; and improving the diversity environment by conducting climate surveys to gauge our progress and guide our planning in providing a working and learning environment that supports all of our students and employees. We moved the computer and network use policy through the district governance process with sensitivity to academic freedom and First Amendment rights to freedom of expression
- *Review and distribute programs and services to maximize our available resources* by working to improve the efficient operation of the district, replacing paper reports with online and electronic reporting and negotiating, acquiring, and installing cost-effective software site licenses throughout the district
- *Develop effective systems of accountability of programs and services* through providing online program review data and requiring evaluations that ultimately seek to measure an employee's contributions to student success and achievement of our mission
- *Create a balanced resource allocation policy which ties decisions to master plan goals* through the work of the budget office; participate in budget planning and development; seek to communicate the balance required to meet competing demands on resources and how best to distribute those resources to preserve student success
- *To preserve, renovate and improve our physical plant so that our environment is safe, conducive to learning and accommodates future demands* through all work of Plant Services, supported by other departments
- *Continue to attract, retain, support, and reward outstanding employees* by consistently reviewing outreach to applicants to attract excellence; support for new employees beginning with orientation and throughout the probationary period; recognition of employee contributions to student success and our reputation for excellence; support for and encouragement of professional growth awards and professional development leaves for all employees; and providing stipends for training and retraining and reimbursement for educational expenses for employees who seek to improve their education and professional acumen

- *Maintain currency in curriculum and in the appropriate use of modern instructional delivery methods* through the work, described below, of Institutional Research and Planning
- *Continue to refine our instructional programs and student services to ensure that our diverse population will achieve their educational goals* through adopting curriculum diversity goals and supporting the Computerized Analysis of Transcript System (CATS)
- *Work toward becoming a truly student-centered institution* through the efforts of Institutional Research, providing resources and services to employees and managing fiscal resources

The Institutional Research and Planning department provides specialized services to advance student access and success by

- Producing high school participation rates for the past ten years
- Posting a demographic profile of students every quarter
- Completing more than 50 studies since fall 2003 on student outcomes and success
- Analyzing success and persistence rates by ethnicity to help develop student equity plan
- Supporting projects, such as De Anza's Title III grant application, aimed at improving student success in basic skills
- Tracking Partnership for Excellence outcomes goal data, degrees and certificates awarded
- Supporting the 21st Century Learning Outcomes project at Foothill
- Developing baseline data in preparation for district accreditation self-studies and visits which will focus on improving student learning
- Assisting enrollment and fiscal management by providing five-year trends in WSCH, FTEF, and productivity
- Providing data for more than 190 program reviews
- Assisting departments, committees, deans and directors with survey research to help assess what is working and not working for student learning and success
- Contributing to the study of alternative pedagogies
- Conducting research on distance learning and learning communities
- Providing and encouraging evidence-based discussions and providing conceptual and practical frameworks for thinking about student learning and success

Part VII—Challenges for the Future

Central Services faces many challenges, particularly given the current budget situation, as we help support the colleges in moving forward with the district's mission, preparing for accreditation and developing the updated Educational Master Plan. We outline some of these challenges here.

For Human Resources:

District Staffing

- Meeting student needs with fewer staff
- Respecting the work that each employee does without expecting the employee to do more than the current classification provides
- Meeting student needs with current staff while respecting the terms and conditions of employment in our collective bargaining agreements
- Reorganizing to expand skills and service
- Adherence to a rational, consistent process for identifying new and restored positions
- Consistent application of rules
- Honoring commitment to reduce/eliminate reliance on short term employees
- Monitoring compliance with effects of layoffs, including adherence to reemployment rights of laid off employees

Bargaining

- Crafting fiscally sound agreements that support employee needs
- Reaching agreement on solving the cost of benefits crisis
- Creating solutions that maintain and enhance morale
- Reducing grievances and arbitrations
- Maintaining effective working relationships with union leadership
- Communicating openly and widely on all issues

Services

- Enhance service to employees who are more anxious and less secure in the current economic environment
- Provide additional guidance, training and support in the interpretation and application of contracts to administrators and supervisors who are coping with a stressed and overworked staff and who are themselves assuming more responsibility

Diversity

- Keeping the commitment current and central to the mission
- Reinforcing the awareness and commitment through training and development
- Providing leadership in diversity

For Plant Services

Resources

- Acquiring the resources required to maintain the 250,000 square feet added by Measure E construction. A study prepared in 2002 demonstrates that an additional 22 positions would be required to maintain the existing level of support. In more typical budget times the state provides additional facilities funding for new buildings that fall within the occupancy guidelines; Plant Services will advocate that these funds be set aside for maintenance staffing.
- District's Capital Outlay Program projects will not be funded in total without the passage of yet another bond measure in 2004; without these funds, providing the furniture and equipment for the new De Anza buildings will be problematic, and the Foothill campus will have to severely reduce other projects in order to meet the commitments.

Energy conservation

- In spite of extensive efforts, the district's minimum use of electricity during evening and weekend hours remains unacceptably high. The district also remains vulnerable to peak demand or time of use fees during times of high use. Plant Services plans an energy audit to find the sources of electricity use during off hours. A distributed generation project consisting of micro turbine cogeneration units and photovoltaics is being formulated that will provide 680 kWh of electricity.

For Business Services

Operating with reduced staff and budget

- Support staff to foster innovation in services and attain the highest levels of quality when we deliver services to the colleges
- Ensure that as we reduce services, we use the Educational Master Plan as a guideline while continuing to meet all federal and state reporting and auditing mandates
- Continue to redesign processes to gain efficiencies in workflow
- Explore electronic purchasing, invoicing and payment systems
- Develop and implement a Web-based paperless timekeeping system
- Improve our program review process of self-assessment, especially in the area of quality assessment

For ETS

Improving as a service organization

- Continuing to improve our service levels to district employees in the face of reduced staffing and aging equipment without a corresponding reduction in expectations
- Improving the lines of communication among and between ETS and the larger Foothill-De Anza community
- Managing an organization spread throughout the district with a cohesive central core of direction, understanding, and supervision

Moving the district to a “culture of evidence”

- Becoming increasingly proactive in developing and implementing the research agenda
- Organizing and documenting data, reports, procedures, methods, definitions and studies for efficient and effective access by IR&P and district staff
- Providing research and planning support for the accreditation self-studies under the new standards focusing on improving student outcomes
- Expanding and deepening participation in the research function beyond the IR&P office
- Supporting the identification and development of student learning outcomes and developing methods for more directly assessing those outcomes
- Supporting the colleges in the development of their next Educational Master Plans

Updating and upgrading our information systems

- Keeping key infrastructure systems running which were acquired as low-bid items and have since been acquired by other companies which don't have the core competencies or understanding of their acquired technologies
- Finding and implementing a total solution for a unified, scalable student ID card process at a lower total cost of ownership (TCO) than the current card solution, with the same or similar functionality
- Ensuring the security of district network, data, and information in the face of increasing attacks from hackers and viruses
- Finding a method for funding a new ERP (administrative information system) and then developing and implementing a plan that will guide the district through a successful migration
- Providing an adequate and well-maintained infrastructure of technical and human resources to meet the needs of future uses of technology, including a cohesive plan for the maintenance and replacement of an aging equipment base
- Evaluating, procuring and installing secure and reliable technology that will allow wider use of wireless technology throughout the district
- Supporting Measure E efforts – including all moves – by ensuring that technical specifications are accurate and that construction reflects those specifications, as well as bringing new buildings on line with appropriate equipment and staffing levels; designing a new building for ETS that will serve the district well into the future while staying within budget

Creating technological solutions for more efficient work processes

- Replacing MAUI with an appropriate data query tool that meets, and preferably exceeds, the needs of users of our administrative data in a time frame that averts the possibility of a MAUI failure
- Determining the specification, selecting the appropriate product and successfully implementing an office automation system that allows for secure and automated forms processing throughout the district
- Successfully meeting increased federal and state requirements (including, but not limited to, FERPA, SEVIS, HIPAA, Section 508, the Gramm-Leach-Bliley Act, the TEACH Act, Digital Millennium Copyright Act, and pending “cyber-security” legislation)

Educating our employees about appropriate and effective uses of technology

- Continuing to help users understand more about technology and how its power and capabilities can continue to improve all aspects of the district
- Providing training for our users on new technologies with little or no budget for training
- Helping district employees create and maintain standards that save the district money and increase efficiency
- Educating users who have access to student data about appropriate use and safeguards

Meeting federal and state requirements relative to information systems

- Meeting the federal requirement to create an international student database reporting system (SEVIS) by Aug. 1

Part VIII—Recommendations from Interim Chancellor Lois A. Callahan

After serving for six months as interim chancellor, I am tremendously impressed with the district's faculty and staff, dedicated to helping students achieve success. I feel particularly privileged to have worked closely with the staff of Central Services, who are keenly aware that each day their work affects the lives of students. Although understaffed in many areas, and bearing much of the burden of recent budget cuts, Central Services demonstrates outstanding productivity of the highest caliber.

To continue to improve the already outstanding operation of Central Services, and to help prepare for the district's reaccreditation in 2005, I offer the following broad recommendations:

- 1) Revise the mission statement to include A) purposes; B) intended student population; and C) commitment to student learning. Set clear, measurable goals to accomplish the mission.
- 2) Further define the organizational roles of Central Services and the colleges.
- 3) Establish more focused evaluation mechanisms for all activities with appropriate benchmarks or definitions of quality.
- 4) Integrate short- and long-term planning and budgeting into a single cycle with stated priorities.
- 5) Move forward with upgrading the information system and continue to work on technology issues.